

A Conservation of Resources Perspective: Responses to Ambivalence

By

BINGQING WU

B.S., Michigan State University, 2010

M.S., University of Illinois, Urbana-Champaign, 2012

THESIS

Submitted as Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy in Business Administration
in the Graduate College of
the University of Illinois Chicago, 2019

Chicago, Illinois

Dissertation committee:

Mark Shanley, Chair and Advisor
Shelley Brickson
Maija Renko
Peter Thompson
Blake Ashforth, Arizona State University

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my advisor and mentor Dr. Mark Shanley. He is wise, accessible, encouraging, and inspirational. Without his trust, mentorship, and immense knowledge, I would not have been able to get to this stage in my doctoral studies. I am indebted to his selfless guidance and continuous support.

I would like to thank the rest of my committee members: Dr. Blake Ashforth, Dr. Shelley Brickson, Dr. Maija Renko, and Dr. Peter Thompson for their encouragement and insightful comments on multiple versions of the dissertation. They also have incited me to widen my research perspectives. My appreciation also goes to Dr. Sebastian Schuh for his help with idea development and the logistics of data collection, and to Dr. John Lynch for initial items in the scale.

I am also extremely grateful to my family for their unconditional love and necessary nudges despite being thousands of miles away. I am also truly grateful for Luoth Chou, Matthew Serein, and many others, for their precious friendship and accompany along the way. Lastly, thanks to my wonderful, loving husband, Jonathan Sarmiento, who has always believed in me even when I doubted myself. In this long journey full of trials, it makes life less hectic knowing that he'll be there for me at the end of each day.

CONTRIBUTION OF AUTHORS

Chapter 4- includes part of an unpublished manuscript (include complete citation) for which I was the first author and major driver of the research. Dr. Schuh Sebastian (coauthor) contributes to fine-tuning them both in the writing and the logistics of data collection.

TABLE OF CONTENT

	<u>PAGE</u>
LIST OF TABLES	v
LIST OF FIGURES	vi
ABSTRACT.....	viii
CHAPTER	
1. INTRODUCTION	1
Research Agenda	1
Research Purpose	5
2. LITERATURE REVIEW	11
Review of RTA as Coping Strategies	14
3. THEORY AND HYPOTHESES	18
The Antecedent of RTA-O Strategies: Resources	18
The Consequence of RTA-O Strategies: Change-Oriented Behaviors.....	20
4. METHODS AND RESULTS	25
Study 1: Development and Validation of an RTA Strategy Scale.....	25
Study 2: Test of the RTA Model.....	34
5. DISCUSSION	41
REFERENCE.....	66
APPENDIX.....	90

LIST OF TABLES

	<u>PAGE</u>
Table 1: Ashforth et al. (2014) RTAs and other Coping Response Frameworks	52
Table 2: RTA Strategies.....	53
Table 3:Principal Axis Factor Analysis (Promax Rotation) for Relationship Function Inventory Items.....	54
Table 4: Confirmatory Factor Analysis Results for Hypothesized Variables in Study 1	55
Table 5: Descriptive Statistics, Reliabilities, and Correlations in Study 1	56
Table 6:Confirmatory Factor Analysis Results for Hypothesized Variables in Study 2	57
Table 7: Descriptive Statistics, Reliabilities, and Correlations in Study 2	58
Table 8:Results of Multiple Regression Analysis (Test of Hypothesis 1).....	59
Table 9: Results of Multiple Regression Analysis (Test of Hypothesis 2).....	60
Table 10: Results Summary	62

LIST OF FIGURES

	<u>PAGE</u>
Figure 1 Ashforth et al., (2014) RTA Framework	63
Figure 2: Scree Plot.....	64
Figure 3: Supported Results.....	65

LIST OF SYMBOLS AND ABBREVIATIONS

CFA	CONFIRMATORY FACTOR ANALYSIS
CFI	COMPARATIVE FIT INDEX
COR	CONSERVATION OF RESOURCES
DF	DEGREES OF FREEDOM
EFA	EXPLORATORY FACTOR ANALYSIS
H	HYPOTHESIS
HR	HUMAN RESOURCES
IRB	INTERNAL REVIEW BOARD
MI	MEASUREMENT INVARIANCE
MTURK	AMAZON MECHANICAL TURK
OCB	ORGANIZATIONAL CITIZENSHIP BEHAVIOR
R&D	RESEARCH AND DEVELOPMENT
RMSEA	ROOT-MEAN-SQUARE ERROR OF APPROXIMATION
RTA	RESPONSE TO AMBIVALENCE
RTA-E	RESPONSE TO AMBIVALENCE TOWARDS AN EVENT
RTA-O	RESPONSE TO AMBIVALENCE TOWARDS AN ORGANIZATION
RTA-P	RESPONSE TO AMBIVALENCE TOWARDS A PERSON
SD	STANDARD DEVIATION
SRMR	STANDARDIZED ROOT-MEAN-SQUARE RESIDUAL
T	TIME
TLI	TUCKER-LEWIS INDEX

ABSTRACT

Ambivalence is a prevalent phenomenon in organizations. However, little is known about this phenomenon. The experience of ambivalence is uncomfortable, but it can lead to both good and bad outcomes. The distinguishing factor here is the response. In this dissertation, I present two studies wherein a model of response to ambivalence (RTA) was developed and tested. RTA refers to conscious efforts to reduce the intensity of ambivalence experienced. In study 1, I developed a measurement of distinct RTAs (avoidance, domination, compromise, and holism) based on the framework created by Ashforth et al. (2014). Through five rounds of data collection, I established the RTA scale psychometric properties and convergent and discriminant validity as well as its measurement utility across different frames of reference. In study 2, drawing on the Conservation of Resources (COR) theory (Hobfoll, 1989), I employed a time-lagged design to examine how resources influence people's choice of RTA strategies and how these responses influence employee change-oriented behaviors. The results of the field study (n=265) revealed that higher availability of resources was positively associated with compromise and holism but negatively associated with avoidance and domination. Furthermore, greater compromise and holism predicted higher change-oriented behaviors. However, avoidance and domination were not associated with lower change-oriented behaviors.

CHAPTER 1

INTRODUCTION

How do people live with ambivalence and cope with contradictions at the workplace? In a complex and dynamic work environment, organizational members often face opposing orientations toward a person, an event, or the organization itself. For instance, employees may have mixed feelings about a customer they enjoy helping but who, at the same time, slows their efficiency (Pratt & Doucet, 2000). Managers may struggle with a sharp increase in the research and development (R&D) expenditure that leads to disappointing results but is considered essential to sustainable growth (Ashforth et al., 2014). The employees of a high-tech company may feel proud of the organization's innovation but be embarrassed by its association with "sweatshops" and treatment of their manufacturing workers (Schuh, Van Quaquebeke, Göritz, Xin, De Cremer, & van Dick, 2016). These contradictions foster ambivalence—the experience of simultaneously holding strong and opposite orientations toward an object (Baek, 2010; Rothman, Pratt, Rees, & Vogus, 2016), where "orientation" refers to "the actor's alignment or position regarding the object" (Ashforth et al., 2014, p. 1454). This can be toward or away from an object such as a person, an event, or an organization. Ambivalence is pervasive. However, little is known about ambivalence in organizations. Hence, it is becoming an increasingly significant topic of research.

The multitude of papers that have been recently published on ambivalence confirm this widespread interest. However, they have revealed mixed findings. Consistent with the traditional view that ambivalence should be avoided (see van Harreveld, Nohlen, & Schneider, 2015), some studies have found that it leads to adverse consequences, such as resistance to change (Piderit, 2000), a tendency to commit corporate crimes (Vadera & Pratt, 2013), reduced task performance

(Lee, Thomas, Martin, & Guillaume, 2017), and reduced organizational citizenship behaviors toward colleagues (Schuh et al., 2016). However, other studies have associated ambivalence with beneficial consequences, such as increased creativity (Fong, 2006), heightened judgment accuracy (Rees, Rothman, Leheavy, & Sanchez-Burks, 2013), effective decision-making (Guarana & Hernandez, 2016), and enhanced organizational commitment (Pratt & Rosa, 2003). These scattered, and seemingly contradictory, findings make it necessary to develop a unified theory regarding how people respond to ambivalence.

Extending the research on ambivalence in organizations, Ashforth et al. (2014) proposed the “response to ambivalence (RTA) theory.” They suggested that people respond to ambivalence in an “effort to reduce the intensity of ambivalence experienced...by dealing with the source directly and/or the symptoms that result” (1460). The RTA theory categorizes responses based on their focus—positive or negative orientation of ambivalence (Figure 1)—resulting in four more or less distinct responses: avoidance (low focus on each orientation), domination (high focus on one orientation and low on the other), compromise (moderate focus on each orientation), and holism (high focus on each).

As an example, to illustrate for four responses, A.G. Lafley, the CEO of Procter & Gamble (P&G) was struggling with a sharp increase in research and development (R&D) expenditure that led to disappointing results. He experienced ambivalence regarding this expenditure (Ashforth et al., 2014; Martin, 2009). His response to ambivalence involves a focus on the negative sides of R&D (negative orientation: is it a bad investment?) and a focus on the positive sides of R&D (positive orientation: is it a good investment?). The CEO may choose an avoidance approach by distracting himself with other issues. Alternatively, he could be inclined to use a domination approach by bolstering a simplistic view: “R&D is a bad investment. There

is no point in continuing it.” He could also opt for a compromise approach by cutting the expenditure by half or reducing the speed of R&D. In reality, Lafley was inclined toward a holism approach. Unlike compromise, which is characterized by trade-offs between the opposing orientations, holism indicates complete and simultaneous acceptance of both orientations (Benner, Tanner, & Chesla, 1996). Lafley chose a holism approach, accepting both the positive and negative orientations of R&D and moving forward with a coherent action. He leveraged half of P&G’s innovations through its marketing and distribution muscle outside of the firm and institutionalized his approach, thereby “reconciling the irreconcilable” (Martin, 2009).

I selected Ashforth et al., (2014) RTA framework as the foundation for my dissertation because it provides fruitful opportunities for future research. First, it presents an opportunity to operationalize RTA. The four responses can be categorized based their focus on a positive or a negative orientation (see Figure 1). Four RTAs are somewhat distinct. Second, the theory presents a comprehensive typology, identifying gaps in previous studies. For instance, the avoidance response has received a lot of attention in the literature, whereas the holism response has been largely overlooked. Third, it suggests when and why certain responses are more effective than others. Ashforth et al. (2014) suggested that all four responses could be effective in different circumstances, depending on the individual's discretion and resources. For instance, holism might be most effective when the actor has high discretion or abundant resources. Although it is yet to be validated empirically, I believe that the next essential step in its advancement is to develop a measurement scale.

Research agenda

The dissertation comprises two studies. The first study aims to elaborate on RTA theory and develop an RTA Strategy Scale, while the second study explores the antecedents and outcomes of RTA strategies.

Part I. Overview

Management scholars primarily focus on strong ambivalence of which individuals are consciously aware. Mild ambivalence is likely to be ignored, as it has little impact on subsequent behaviors (Guarana & Hernandez, 2016), whereas high-intensity ambivalence, which influences behaviors, is of more concern to management studies (Ashforth et al., 2014). Consistent with extensive psychological evidence, which has demonstrated that ambivalence makes future actions/outcomes less predictable (Jonas, Diehl & Brömer, 1997; Armitage & Conner, 2000), organizational research has demonstrated that ambivalence in organizations can lead to both positive and negative outcomes (Rothman et al., 2016). Despite mixed findings regarding ambivalence in organizations, researchers generally agree that intense ambivalence is discomforting and unpleasant (Nordgren, van Harreveld, & van der Pligt, 2006; van Harreveld et al., 2015).

Mirroring psychology studies on RTA (Nowlis, Kahn, & Dhar, 2002; van Harreveld et al., 2015; van Harreveld, Rutjens, Rotteveel, Nordgren, & van der Pligt, 2009), I posit that conscious RTAs, as defined by Ashforth et al. (2014), are an individual's conscious effort to cope with the intensity of experienced ambivalence. They constitute four distinct responses: avoidance refers to evading the ambivalence; domination refers to bolstering one particular orientation over the other; compromise involves finding a middle ground between the opposing

orientations; holism implies accepting both orientations. Based on the literature on coping (Lazarus & Folkman, 1984; Latack, 1986), I suggest that some responses are more proactive and effortful than others. In an attempt to provide a synthesis for four RTAs, I integrate different coping effects (Latack, 1986; Pratt & Pradies, 2011; van Harreveld et al., 2009) and the categorical RTAs proposed by Ashforth et al. (2014) in Table 1.

In Part 1, I develop a scale to measure RTAs quantitatively. The framework by Ashforth et al. (2014) outlined four RTAs operating at an abstract level, intended to be comprehensive and parsimonious. Research in the related field of conflict management (Blake & Mouton, 1964) has demonstrated a strong predictive power at a similar abstract level. In addition, the development of the scale can help confirm whether these four responses are distinct and explore the relationships among them. By developing and validating an RTA Strategy Scale, I hope to set the stage to explore the antecedents and outcomes of RTA strategies.

Research Question 1: How can employees' RTAs be measured?

Research Question 2: What is the nature of relationships among the four RTAs?

Part II. Overview

As an initial attempt to use my RTA Strategy Scale, I focused on employees' RTAs toward their organization (RTA-O), which refers to conscious efforts by employees to reduce the intensity of their ambivalence toward their organizations. Given the complexity of modern organizations (Cascio, 2012), it is common for employees to have mixed feelings/thoughts about various aspects of their organization. Feeling both positively and negatively toward one's organization can cause discomfort but may ultimately have both positive and negative effects. For instance, some studies have found that employees' ambivalence toward their organizations

negatively affects their organizational citizenship behavior toward colleagues (Schuh et al., 2016), while others have suggested that such ambivalence can promote diverse thinking (Pratt, 2000) and creativity (Fong, 2006; Pratt & Pradies, 2011; Rothman et al., 2016). The contradictory findings are not surprising, given that ambivalence makes future behavioral actions or outcomes less predictable. Thus, understanding how people respond to their ambivalence is crucial for understanding these mixed findings.

Previous research has suggested that resources affect individuals' choice of coping strategies. For instance, Wanberg, Griffiths, and Gavin (1997) found that personality serves as an important antecedent to the choice of coping strategies among unemployed and reemployed individuals. Elaborating the impact of resources on coping strategies, Ito and Brotheridge (2003) found that one's personality traits and job characteristics affect the type of coping strategies adopted. Both studies found that when people have access to more resources, they tend to engage in proactive coping strategies. Extending these findings, I propose that the resource level positively correlates with the level of effort people make to reduce the intensity of ambivalence toward their organization. Based on the framework by Ashforth et al.'s (2014) framework, some responses seem more apt to have positive outcomes than others. "Positive" here refers to enhanced individual functioning, manifested through the expansion of one's behavior set (Pratt & Pradies, 2011). Specifically, I believe that proactive RTA have a higher probability of yielding positive outcomes, whereas reactive RTA have a lower probability of yielding positive outcomes. However, what promotes employees to use these "positive" strategies remains unclear. One thing to note about them is that they are effortful, which suggests that one's resources may play a key role in influencing which of the different RTA-O approaches people choose.

Next, I focus on the potential positive job outcomes associated with employees' choice of RTA-O strategies. As compared to a vast amount of literature focusing on the negative consequences associated with ambivalence, few studies have examined the positive impacts of ambivalence. Although at a nascent stage, the results of these studies are exciting. Fong (2006) found that individuals perceive emotional ambivalence as an unusual experience that may fuel creativity. Pratt and Doucet (2000) noted that ambivalent employees may act on ambivalence by engaging positively with their organizations or colleagues, expressing ideas and suggestions, and attempting to change the organization's status quo and improve existing processes. Thus, one particularly relevant finding of this research is change-oriented behaviors, which refer to employees' innovative actions beyond their role expectations that are aimed at bringing about constructive changes (Bettencourt, 2004). Modern organizations need employees to challenge the status quo and bring about constructive change, which can contribute to organizational survival, innovation, and effectiveness (Amabile, 1988; Shalley, Zhou, & Oldman, 2004). Employees' change-oriented behaviors are defined as proactive actions that aim to promote organizational innovation (Marinova, Peng, Lorinkova, Van Dyne, & Chiaburu, 2015). There has been an increasing interest in the factors that lead employees to step beyond their job description and initiate these positive changes. Given that ambivalence is aligned with greater information seeking (Plambeck & Wber, 2009, 2010), openness to change and new learning (Pratt & Pradies, 2011), and creativity (Fong, 2006), I propose that the way in which employees respond to ambivalence toward their organization influences change-oriented behaviors, such as creativity and taking charge. Creativity focuses on generating new and innovative ideas in relation with organizational products, practices, services, or procedures (Amabile, 1988; Marinova, Moon, &

Van Dyne, 2010). Taking charge focuses on initiating and implementing positive changes as a form of employees' challenging discretionary behaviors.

Research Question 3: *How do resources impact employees' choice of RTA-O strategies toward their organization?*

Research Question 4: *How do employees' different RTA-O strategies impact their change-oriented behaviors (creativity and taking charge)?*

Research purposes

First, I aim to elaborate RTA theory. To date, researchers have approached RTA research from various perspectives. For instance, by focusing on a large number of specific responses, Pratt and Pradies (2011) defined RTAs on the basis of their potential behavioral tendencies that expand or contract the scope of further actions. Following the same approach, Rothman et al. (2016) used responses, reactions, effects, and outcomes interchangeably. By grouping RTAs into four fundamental categories at a high level of abstraction, Ashforth et al. (2014) divided RTAs into positive and negative orientations toward the target. Since there appears to be no consensus on a standard definition of RTA, I intend to elaborate nascent RTA theory based on well-established coping literature and the COR theory (Hobfoll, 1989). Specifically, I focus on a single type of RTA—employees' conscious coping strategies to ambivalence in organizations, because strong ambivalence is usually salient to people (Ashforth, 2014).

Second, I hope to contribute to the empirical literature on RTA in organizations; most published work on RTA so far has been theoretical or qualitative in nature (Ashforth et al., 2014; Rothman et al., 2016). These studies provide deep and exploratory information about RTAs; however, researchers have yet to validate these findings empirically in an organizational setting. With the availability of a rigorous measurement scale, researchers will be able to evaluate their

results in a reliable manner, allowing replication in the future. The RTA Strategy Scale demonstrates RTA theory's viability and utility across different frames of reference. A target of ambivalence can be a person, organization, or event. Following the scale development of coping strategies (Carver, Scheier, & Weintraub, 1989), the behaviors described by RTA items remain the same, only their frame of reference differs based on the specific object of interest. I expect my RTA Strategy Scale to contribute to an improved understanding and ability to compare different RTAs.

Third, by exploring the relationship between resources and RTA-O strategies, I aim to contribute to both the RTA and the COR theories. Hobfoll et al. (2018) stated that COR, as a stress theory, would be best used when integrated with additional theories. By incorporating the COR perspective into RTA theory, I hope to expand COR theory's applications to a wider range of outcomes. Further, this work adds to an emerging line of research on COR theory's least studied principle: when resources are limited, people tend to enter a defensive mode and may become irrational (Demerouti, Bakker, & Leiter, 2014; Halbesleben & Bowler, 2007). I propose that people with limited resources are more likely to engage in reactive strategies to preserve resources. Refraining from these strategies requires self-regulatory resources (DeWall, Baumeister, Stillman, & Gailliot, 2007). People with high levels of resources may be more likely to invest them in proactive RTA strategies.

Fourth, by investigating the relationship between RTA-O strategies and change-oriented behaviors, I attempt to expand knowledge of what promotes employees' change-oriented behaviors. Many organizations have concluded that change-oriented behaviors displayed by employees are critical to the survival and effectiveness of the organization (Amabile, 1996; Shalley et al., 2004). Yet, these types of behaviors, such as taking charge and making

suggestions intended to improve performance, challenge the status quo of the workplace (LePine & Van Dyne, 1998). Exploring when follower proactivity is beneficial, Campbell (2000) used the term “initiative paradox” to suggest that change-oriented behaviors are desirable, but only to the extent that they conform to the manager’s expectations. Similarly, Parker, Wang, and Liao (2018) highlighted the role of wisdom in how proactivity should be pursued. Given that different responses to ambivalence may result in varied degrees of wisdom and flexibility, I propose that employees’ RTA-O strategies play an important but largely overlooked role in promoting change-oriented behaviors.

CHAPTER 2

LITERATURE REVIEW

This chapter will explain RTAs as coping strategies and elaborate on RTA theory (Ashforth et al., 2014) from aCOR perspective (Hobfoll, 1989). I also briefly review the literature on RTAs as coping strategies as well as COR perspectives.

Building on RTA theory (Ashforth et al., 2014), I define the following coping strategies as (conscious) RTAs. Avoidance evades ambivalent feelings/thoughts toward an object. Domination bolsters one feeling/thought over another. Compromise partially honors positive and negative orientations. Holism simultaneously embraces and accepts both orientations. I will specifically focus on the least studied type of response—holism—in more detail, because it holds particular potential to enhance personal functioning and thriving (Pratt & Pradies, 2011).

Avoidance refers to the evasion of ambivalence through coping mechanisms such as suppression and distraction. In order to alleviate discomfort, people may dismiss anxiety-provoking thoughts or deliberately shift their attention away from issues creating the ambivalence. For instance, a policymaker insisting that no immediate decision is necessary to solve a dilemma might be putting the ambivalent matters out of his mind and focusing on other more straightforward tasks (George, 1986). Avoidance allows people to escape from the tension resulting from ambivalence (Latack, 1986). It is reactive and inflexible in nature, potentially leading to lower probability of expanding one's behavior set.

Domination refers to ignoring the importance of one orientation and bolstering that of the other. This involves short-circuit consideration based on extant biases and committing to one extreme orientation. For instance, a police officer who has to evict tenants from their homes may be faced with both the obligation to do his job as well as an aversion toward inflicting hardship

on those who could not pay their bills. Thus, he may rationalize that the tenants deserve to be evicted (Margolis & Molinsky, 2008). Domination helps individuals find a way out of the situation that triggered the ambivalent feelings/thoughts. This strategy is alternatively termed “defensive avoidance” in political science (George, 1986). Although I acknowledge that sometimes domination is a rational choice when one alternative is clearly better than the other, I propose that domination is generally reactive and inflexible in nature, leading to a narrow scope of further action.

Compromise typically involves a give-and-take between opposite orientations. Such conscious compromise tends to address the cause of ambivalence. It is more proactive than avoidance and domination. For instance, strategic alliances constantly balance contradictory impulses, such as cooperation vs. competition or flexibility vs. rigidity, by partially honoring both (Das & Teng, 2000). These alliances may also deliberately alternate between opposing orientations (Weick, 1979). Compromise acknowledges the coexistence of opposing orientations (more proactive than avoidance) and recognizes the value of trade-offs between them (more proactive than domination). Thus, I propose that compromise is proactive and flexible in nature and leads to a moderate probability of expanding one’s behavior set.

Holism refers to the complete and simultaneous acceptance of both orientations. Although the organizational study of holism is still in its early stages, it is not a new concept. For instance, the East Asian concept of *yin* (阴 translates to dark and negative) and *yang* (阳 translates to bright and positive) suggests that seemingly opposite orientations can actually be complementary parts of a whole and may even be simultaneously right (Choi, Koo, & Choi, 2007). Numerous works of classic literature have suggested similar concepts. For instance, Shakespeare wrote that leadership “must be cruel, only to be kind.” It is not surprising that

holism has a long history, as it can be achieved through the exercise of wisdom (Ashforth et al., 2014; Kessler & Bailey, 2007).

Wisdom can facilitate the complete acceptance of opposite orientations and the taking of coherent actions forward in three ways: both/and thinking, informed choices, and mindfulness (Ashforth et al., 2014). Both/and thinking refers to a tendency to juxtapose opposite orientations (Lewis, 2000), which allows for a greater variety and scope of outcomes. For instance, innovation may appear to conflict with efficiency. However, through both/and thinking, executives have begun to realize that an organization cannot be efficient unless it is innovative at some point; furthermore, it will not achieve innovation unless it is efficient (Smith, Lewis, & Tushman, 2016). A second way that wisdom facilitates holism is through informed choices. People must understand the positive and negative elements of a person or an organization to form a balanced and realistic assessment, potentially resulting in commitment and trust (Brickman, Abbey, & Halman, 1987; Pratt & Dirks, 2007). A third way that wisdom promotes holism is through mindfulness, which refers to a state wherein people focus their attention on the present moment and the events occurring, internally and externally (Martin, 2009; Weick, 1998, 2004). For instance, an empirical study suggests that when the least experienced nurses, simultaneously experiencing doubt and hope (inducing ambivalence), are assigned the most challenging patients, these nurses tend to become more attuned to the patients' needs. In this circumstance, they are also more aware that their knowledge is infused with doubts, which increases their mindfulness. As a result, they are more likely to ask for help and exercise cognitive flexibility (Benner et al., 1996). Unlike compromise, which is characterized by trade-offs between opposite orientations, holism involves embracing both (Benner et al., 1996). Thus,

it is more proactive and flexible than compromise, arguably leading to wider scope of further actions.

Review of RTA as coping strategies

Consistency theories (Festinger, 1957; Heider, 1958) suggest that when torn between two strong and opposite feelings and thoughts, individuals are motivated to take action to cope with the sense of disorientation and agony (Harrist, 2006). Ambivalence exemplifies this experience. Much like research on stress (Hobfoll, 1989; Lazarus & Folkman, 1984), research on ambivalence faces challenges in terms of clarifying its nature and predicting subsequent organizational outcomes. Understanding the manners in which individuals cope with ambivalence is crucial to understanding the consequences associated with it.

Lazarus and Folkman (1984) proposed that coping has two dimensions: emotion-focused coping, which is aimed at alleviating tension, and problem-focused coping, which is aimed at resolving the problem (Lazarus & Folkman, 1984). People tend to invest greater cognitive effort when engaging in problem-focused coping (van Harreveld et al., 2009). Building on Lazarus and Folkman's (1984) work, Latack (1986) proposed two similar dimensions: escape-oriented coping, which is reactive in nature and control-oriented coping, which is proactive in nature. Considered together, I propose that reactive RTA strategies are usually escape-oriented (with a low level of cognitive effort). They tend to be rigid, resulting in a narrow scope of outcomes. Conversely, proactive RTA strategies are usually control-oriented with a high level of cognitive effort. They tend to be adaptive and flexible, leading to a high probability of expanding one's behavior set and incorporating creativity and openness to change (Pratt & Pradies, 2011).

In Table 1, I suggest that the four responses proposed in the RTA theory of Ashforth et al. (2014) relate (at an abstract level) to the dimensions proposed in other frameworks (at a

concrete level). I proposed a potential relationship among the four RTAs. Avoidance and domination are reactive, inflexible, and less demanding (in terms of less cognitive effort and resources), whereas compromise and holism are proactive, flexible, and more demanding in the same aspects.

Insert Table 1 here

Review of COR perspectives

COR theory is one of the most cited theories in organizational studies (Hobfoll et al., 2018). Its basic tenet is that individuals are highly motivated to protect limited resources and engage in behaviors that help accumulate additional resources (Hobfoll, 1989). Resources are loosely defined as personal characteristics, conditions, energies, or other things that people value (Hobfoll, 1988). Recently, Halbesleben and his colleagues (2014) suggested that resources should be defined in terms of achieving outcomes of interest. Hobfoll et al. (2018) concurred that a great deal of work remained to be done when it comes to understanding the role of resources. They recommended that the integration of COR theory and other theories may help the understanding of resources. Responding to their calls, I propose that integrating RTA and COR theories may contribute to the expansion of both literatures.

RTA theory provides unique opportunities to explore the definition of resources in a specific context in terms of how employees attempt to reduce the intensity of ambivalence. According to RTA theory, the effectiveness of the employees' RTA strategies largely depends on ones' sense of discretion and agency (Ashforth et al., 2014). For instance, Meyerson (2001) stated that a senior vice president of a financial firm proactively responded to her ambivalence

regarding the privileges of office and the unfairness to other women and minorities. She utilized her privileges to institutionalize flexible work arrangements that would help the family obligations of other women. However, a middle-level manager who cannot proactively address the cause of ambivalence triggered by work–family conflicts may deliberately ignore these conflicts. Therefore, the resources that affect the employees’ sense of discretion and agency are important in determining which RTAs are available. This dissertation focuses on an internal resource (proactive personality) and external resource (enriched job characteristics) to explore the COR perspective in the context of RTA.

COR theory provides a theoretical foundation to understand employees’ choice of RTA strategies. The COR perspective (Hobfoll, 1989; Hobfoll, 2002) proposes that people must invest resources both to conserve the existing resources and acquire new ones. People with more significant resources are less vulnerable to resource loss and more capable of gaining resources. However, when people exhaust their resources, they tend to enter a defensive mode and often engage in self-preservation responses that may become irrational over time. Resources provide information and materials that help people cope with and respond to ambivalence. Resources influence whether employees view ambivalence as an opportunity or as a threat. They influence the desirability of various RTA strategies (Ito & Brotheridge, 2003). Therefore, one’s choice of RTA strategies depends on the fit between one’s stock of resources and outcome of interest. I propose that when employees have abundant resources, promoting a high sense of discretion and agency, they are more likely to formulate and implement proactive RTA strategies, leading to resource gain in the future. On the other hand, employees with fewer resources usually feel unable to impact the cause of their ambivalence. Thus, they may prefer reactive RTA strategies that alleviate tension for the sake of self-preservation.

In this study, I use proactive personality and enriched job characteristics to operationalize resources for two reasons. First, according to the COR theory (Hobfoll, 1989), resources are loosely defined as personal characteristics, job conditions, energies, or other things that people value. Personality traits and job characteristics are both widely used to operationalize resources in COR theory. For instance, Wanberg et al. (1997) found that personality serves as an important antecedent to the choice of coping strategies among unemployed and reemployed individuals. Elaborating on the *resource*→*coping* strategy, Ito and Brotheridge (2003) found that personality traits and job characteristics affect the type of coping strategies adopted by employees. Second, Hobfoll et al. (2018) proposed that resources should be defined in terms of outcomes of interest. Marinova et al. (2015) found through a meta-analysis that proactive personality and job characteristics play significant roles in affecting change-oriented behaviors. Therefore, I chose these two factors to operationalize the resources in my model (Figure 2).

Insert Figure 2 about here

CHAPTER 3

THEORY AND HYPOTHESES

This chapter aims to employ the COR perspective to explore how resources (proactive personality and enriched job characteristics) affect an individual's choice of RTA-O strategies and to delineate their relationship with change-oriented behaviors (creativity and taking charge).

Organizations are multi-faceted entities with a diverse range of goals, interests, and tasks (Ashforth et al., 2014; Schuh et al., 2016). In a dynamic and fast-paced business environment, employees may support some aspects of an organization while opposing others (Kreiner & Ashforth, 2012). For instance, the employees of a high-tech company may feel proud about their organization's global innovation but at the same time be embarrassed by its association with sweatshops and horrible treatment of manufacturing workers (Schuh et al., 2016). Wall Street banks' members may enjoy enormous financial success but suffer from work–family conflicts due to excessive work hours. Torn between conflicting feelings/thoughts about one's organization, employees are likely to experience strong ambivalence, and a sense of discomfort triggered by strong ambivalence prompts action to reduce its intensity (Harrist, 2006; van Harreveld et al., 2009). Recent research has suggested that employees' response to such ambivalence may yield positive outcomes (Rothman et al., 2016). Ambivalence may foster more complex thinking, systematic information processing, and openness to change, which is critical for employees to formulate new ideas and bring about positive changes in the workplace (Pratt & Pradies, 2011).

Since modern organizations often need to respond to dynamic situations and changing needs (Bettencourt, 2004), ongoing organizational success highly depends on innovative employees who proactively enhance work effectiveness (Crant, 1995, 2000). Change-oriented

behavior is a unique form of organizationally beneficial behavior, beyond formal role obligations (Organ, 1988). Research to date has primarily focused on behaviors such as attending voluntary meetings or helping coworkers with extra workload (Van Dyne & LePine, 1998). Although behaviors that promote stability and status quo are important, they are not sufficient to enhance organizational competitive advantages (Morrison & Phelps, 1999). Given the importance of change-oriented behaviors, researchers are increasingly interested in understanding the factors that drive employees to initiate positive changes in their organization. A recent meta-analysis revealed that proactive personality (person-centric) and job characteristics (situation-centric) are strong predictors of change-oriented discretionary behaviors (Marinova et al., 2015). I believe that RTA-O strategies may be overlooked as factor for promoting change-oriented behaviors. I suggest that RTA-O strategies may serve as the mechanism underlying the relationship between these resources and change-oriented behaviors.

The antecedents of RTA-O strategies: Resources

Proactive personality refers to a dispositional tendency to actively monitor one's environment for opportunities, act on them, and make efforts to bring about positive changes (Crant, 1995; Marinova et al, 2015). Based on the COR perspective, personality serves as an essential resource that individuals use to cope with work situations (Hobfoll, 1989). Many studies have demonstrated that personality affects people's choice of coping strategies and processes (Carver & Connor-Smith, 2010; Connor-Smith & Flachsbart, 2007). Thus, I believe that proactive individuals respond to ambivalence toward their organization differently than less proactive people.

Proactive people take initiative and persist until meaningful changes occur (Grant & Ashford, 2008). They also have a greater sense of control over their environment (Wiggins &

Trapnell, 1996). Hence, an individual with a proactive personality tends to initiate a demanding coping process to manage ambivalence, which can lead to an improved work process. Thus, I propose that proactive people opt for compromise and holism, aimed at resolving the underlying cause of ambivalence, while less proactive people tend to be passive and reactive and opt for avoidance and domination (Ashforth et al., 2014; Bateman & Crant, 1993). The latter are likely to have a low sense of control over their environment. When faced with ambivalence toward their organization, they may prefer quick relief without investing much cognitive effort. For instance, employees may try to reduce their ambivalence by avoiding discussion about their organizations and merely waiting for something to change. Thus, I propose that less proactive people tend to choose avoidance and domination strategies, which are more reactive and aim at resolving the individual's psychological discomfort.

Hypothesis 1a: Proactive personality is negatively related to avoidance.

Hypothesis 1b: Proactive personality is negatively related to domination.

Hypothesis 1c: Proactive personality is positively related to compromise.

Hypothesis 1d: Proactive personality is positively related to holism.

Enriched job characteristics include autonomy, task significance, and skill variety (Hackman & Oldham, 1976; Humphrey, Nahrgang, & Morgeson, 2007). These enriched job characteristics have received considerable attention in the literature on change-oriented behaviors (Marinova et al., 2015). I propose that they play a crucial role in the way in which employees approach ambivalence toward their organizations.

Autonomy refers to a sense of freedom and discretion in carrying out work activities (Hackman & Oldham, 1976). In a job characterized by high autonomy, employees are able to respond proactively to ambivalence with a wide range of solutions. They are also more likely to

go beyond their job profile and make suggestions to improve the work process (Deci & Ryan, 1987; Binnewies & Gromer, 2012). *Task significance* refers to one's perception about the importance of their job for others (Hackman & Oldham, 1976). When employees perceive their work as having an impact on others' lives, they are more likely to approach ambivalence with a positive frame of mind, feeling responsible to search for information. When experiencing a personal achievement due to task significance, they become motivated to resolve the cause of ambivalence that could further lead to positive changes in other people's lives. *Skill variety* reflects the extent to which a job requires a variety of skills and talents. When employees view their job as high in skill variety, they are likely to be involved and feel stimulated to enact changes, because their job provides mental challenges that stimulate intrinsic motivation (Marinova et al., 2015). These employees are more likely to engage in problem-focused RTA-O strategies involving a high level of cognitive effort (systematic information processing), which are aimed at improving the situation. Thus, I expect that enriched job characteristics are positively correlated with proactive RTA-O strategies (compromise or holism).

Hypothesis 2a: Enriched job characteristics are negatively related to avoidance.

Hypothesis 2b: Enriched job characteristics are negatively related to domination.

Hypothesis 2c: Enriched job characteristics are positively related to compromise.

Hypothesis 2d: Enriched job characteristics are positively related to holism.

The consequences of RTA-O strategies: Change-oriented behaviors

Creativity refers to original and novel work with a focus on generating new and innovative ideas in relation with organizational products, practices, services, or procedures (Amabile, 1988; Marinova et al., 2010). I propose that employees' selection of RTA-O strategies affects their creative job performance.

When employees adopt reactive RTA-O strategies (avoidance and domination¹), they tend to think and behave in an inflexible and narrow manner. As a result, they may stop the information seeking and problem-solving processes prematurely. For instance, an executive who prematurely resorts to one orientation (i.e. domination) cuts himself off from benefiting from a broader analysis of the problem and reaching an optimized situation (George, 1986). When engaging in reactive RTA-O strategies, employees are less likely to examine an idea through different lenses of possibilities that lead to fewer but original and unusual ideas (Rothman et al., 2016).

On the other hand, when employees adopt proactive RTA strategies (compromise and holism), they tend to think and behave in an adaptive and flexible manner. Some examples of flexible and adaptive responses include the pursuit of new experiences, participation in learning, and exploration of different possibilities (Zhou & George, 2001). As a result, they tend to have higher cognitive breadth, greater scope of attention, and better problem-solving abilities (Rees et al., 2013). Additionally, when engaging in proactive RTA strategies, they are more likely to seek assistance from and exchange ideas with colleagues, thus allowing themselves to be exposed to a variety of perspectives. As a result, proactive RTA-O strategies produce more possibilities for creative ideas.

Hypothesis 3a: Avoidance is negatively related to creativity.

Hypothesis 3b: Domination is negatively related to creativity.

Hypothesis 3c: Compromise is positively related to creativity.

¹ Domination may be a reasoned and reasonable result when the evidence strongly favors one of the orientations, i.e., domination is not necessarily reactive.

Hypothesis 3d: Holism is positively related to creativity

Taking charge is a special form of employees' discretionary behavior carried out with the intention to implement something positive. Scholars in the areas of innovation and strategy (Ghoshal & Bartlett, 1994) have documented the value of employee-initiated change, becoming increasingly concerned with how organizations can promote such phenomena (Frohman, 1997).

When employees adopt reactive RTA-O strategies (avoidance and domination), they are less likely to obtain information and knowledge—essential for taking charge, as it depends on employees' influences, stemming from critical knowledge (French & Raven, 1959). Furthermore, these reactive strategies may reduce employees' chances of successfully enacting positive change in their organization. Researchers have demonstrated that the success of taking charge depends on the management's openness and support as well (Ashford, Rothbard, Piderit, & Dutton, 1998; Morrison & Phelps, 1999). For instance, oversimplified extreme strategies such as domination may seem threatening to organizations (Morrison & Phelps, 1999). Thus, I propose that reactive RTA-O strategies can hinder taking charge by employees as a type of challenging behavior.

When employees adopt proactive RTA strategies (compromise and holism), associated with adaptive and flexible tendencies, they are more likely to seek more information, reduce escalation of commitment, and resist the rush to act (Pratt & Pradies, 2011; van Harreveld et al., 2009). They are also more likely to seek the critical knowledge and skills required to bring about positive changes in a complex situation. Additionally, they tend to have a more balanced view of the situation through the exercise of wisdom (Kessler & Bailey, 2007) as well as the difficulties the organization may face to address the underlying cause. A thorough understanding of the organization's positive as well as negative sides is critical for effective decision-making

(Guarana & Hernandez, 2016) and taking charge, which is aimed at implementing positive changes in the organization (Morrison & Phelps, 1999; Organ, 1988). Thus, I propose that proactive RTA-O strategies are positively correlated with taking charge as a change-oriented behavior.

Hypothesis 4a: Avoidance is negatively related to taking charge.

Hypothesis 4b: Domination is negatively related to taking charge.

Hypothesis 4c: Compromise is positively related to taking charge.

Hypothesis 4d: Holism is positively related to taking charge.

CHAPTER 4

METHODS AND RESULTS

I conducted two studies to develop an RTA Strategy Scale and to test the hypotheses regarding my RTA model. In study 1, I develop and validate the measures with multiple samples (see IRB: Protocol # 2016-1075; Protocol # 2018-0001; Protocol # 2018-0002). In study 2, I use a time-lag design to test the hypotheses regarding RTA-O (see IRB: Protocol # 2018-1516).

Study 1: Development and Validation of an RTA Strategy Scale

I generated items for avoidance, domination, compromise, and holism. In step 1, I invited 10 researchers to rate face validity. Face validity pertains to whether the items “look like” a measure of the construct of interest. In step 2, I evaluated content validity with sample 1 (119 undergraduate students). Content validity indicates the extent to which a measure represents all facets of the social construct that it purports to represent. In step 3, I used sample 2 (284 participants from Managerial Studies Subject Pool) to eliminate the items that failed to meet the criteria (factor loading above .3+) using exploratory factor analysis (EFA). In step 4, I used sample 3 (285 working participants from MTurk) to replicate the EFA findings and confirm the dimension of the scale using confirmatory factor analysis (CFA). I also conducted tests for convergent and discriminant validity. Convergent validity tests whether the constructs that are expected to be related are truly related, while discriminant validity tests whether the constructs that should have no relationship do not have any relationship. In step 5, I collected two additional samples (sample 4: 276 working participants from MTurk and sample 5: 287 working participants from MTurk). Combining samples 3–5, I explored the generalizability of the RTA Scale across different frames of reference (ambivalence toward a person, event, and organization).

Step 1 Content domain and item generation

To develop a scale of RTA, I first generated 32 items to represent the responses to ambivalence (8 for avoidance, 8 for domination, 8 for compromise, and 8 for holism). The RTA Strategy Scale is a new measure based on existing research related to ambivalence in organizations (Ashforth et al., 2014) and coping strategies. I put one quality control item for each dimension. My goal was to retain the most robust distinct non-repetitive items for each response to ambivalence.

Step 2 Content validity

To ascertain the face validity of items and identify the poorly written or vague items, a panel of 10 experts (2 faculty and 8 Ph.D. students in Managerial Studies) participated in an analysis, where “1” indicates extremely bad and “7” indicates extremely good. I rewrote 10 items that failed to meet the criterion (above 5.25) (Hinkin, 1995).

To assess the psychometric properties of the RTA, I used a sample of 119 undergraduate students in business school courses at a major Midwestern university, out of which 103 provided usable data (completion rate=87%). The participants include 57 males (55%) and 46 females (45%) belonging to the following ethnicities: 1% American Indian, 27% Hispanic or Latino, 26% Asian, 38% Caucasian, 2% African American, and 2% Other, with an average age of 21.42 years ($SD=3.15$).

As noted by Schriesheim, Powers, Scandura, Gardiner, & Lankau (1993), the requirements to complete such a task are possessing “sufficient intellectual ability to rate the correspondence between the items and definitions of various theoretical constructs” (Hinkin & Tracey, 1999; p. 179) as well as the lack of any pertinent biases. Therefore, the use of college students for the sample was deemed appropriate. In addition, they typically lack the experts’

biases in the field (Hinkin & Tracey, 1999). I assessed content validity using Hinkin and Tracey's (1999) analysis of variance technique, as this approach eliminates subjective judgment for item retention (Runkel & MacGrath, 1972). The content validity study revealed how well each item corresponded with its correct definition (ideally 5.5 or higher), suggesting that the level of correspondence is higher than when the item is rated with a different definition. I also used Duncan's multiple range test to detect significant differences between the items and the construct definitions at the $p .05$ level. All items were found to be significant.

Among the items that met the criteria, I selected three items for each subdimension (high correlation with the correct definition and low correlation with the wrong definitions). When more than three items met the criteria, I selected three items that best matched the construct definition (Colbert, Bono, & Purvanova, 2016) (see Table 2 for the 12-item RTA Strategy Scale).

Insert Table 2 about here

Step 3 EFA

In steps 3 and 4, I used ambivalence toward the person as a frame of reference in scale development, because ambivalence is most evident within a social relationship (Rothman et al., 2016).

Please think about a colleague you regularly interact with and have mixed feelings about. For example, this could be another colleague at the same level as you, a supervisor, or someone who reports to you.

o Please list the first name of the person: _____

(Note: I will not contact this person—this exercise is simply to help you to think clearly of one person in particular and to remind you to think about this person when responding to the questions later in this survey).

In step 3, I recruited participants from the Managerial Studies Subject Pool at a Midwest University. After the listwise deletion of missing data, the final sample included 284 participants (completion rate=91%). Participants included 118 males (41%), 166 females (59%), with an average age of 22 years ($SD=3.8$) and represented a variety of race: 1% American Indian, 24% Hispanics or Latinos, 31% Asians, 37% Caucasians, 5% African Americans, and 2% Others.

As recommended by Hinkin (1998), I investigated the correlations between the items before conducting the EFAs. The results showed that all the items correlated with the other scale items (above .40); therefore, all the items within the sub-domain met the intercorrelation criteria (Kim & Mueller, 1978). I used the principal axis factoring with an promax [oblique] rotation (Conway & Huffcutt, 2003) to determine the number of factors underlying the 12-item RTA Strategy Scale. The factor structure should be examined based on eigenvalues (>1) and scree plots of variance explained (Hinkin, 1998). The eigenvalues and scree plots should equal the number of scales being developed. The scree plot in Figure 2 indicated a four-factor solution as the most appropriate solution. The RTA Strategy Scale consisted of 12 items that explained 64% of the variance, which is above the 60% benchmark suggested by Hinkin (1998). All factor loadings are above .60, and no cross loadings are greater than .20 (see Table 3).

Insert Table 3 about here

Step 4 CFA, convergent and discriminant validity

I recruited working participants from MTurk. After the listwise deletion of missing data, the final sample was 285 (completion rate=93%), including 131 male (46%) and 154 female (54%) participants belonging to various ethnicities—5 (1%) American Indians, 13 (4%) Hispanics or Latinos, 12 (4%) Asians, 244 (85%) Caucasians, 17 (6%) African Americans, and 1 (.4%) Other with an average age of 36.99 years (SD=10.97). Their educational backgrounds differed—31 (10%) completed high school, 51 (17%) were in college, 29 (10%) held associate degrees, 119 (41%) held bachelor's degrees, 33 (11%) held master's degrees, 10 (3%) were in graduate school, and 12 (4%) held professional or doctoral degrees. They have worked for an average of 15.77 years (SD=10.50) and are currently working 41.86 hours a week (SD= 7.47).

I investigated four RTA by accessing four CFA hypothesized models in Mplus (Muthén, & Muthén, 2017). The results presented in Table 4 support the four-factor model ($\chi^2_{(48, N=285)} = 118.19$; CFI = .95; RMSEA = .07; SRMR=.05) over alternative models. This CFA replicated the EFA findings in that each of RTA item loaded highly on its intended facet.

Insert Table 4 about here

Convergent and discriminant validity

Convergent validity tests that measures are supposed to be measuring the same construct, demonstrating that they are related. Conversely, discriminant validity tests that measures that are

not supposed to be related are truly unrelated (Hinkin, Tracey, & Enz, 1997). Proactive responses (holism and compromise), associated with flexible behavioral tendencies, should be positively related to the construct, holistic locus of attention (Choi et al., 2007), which captures the extent to which people see the whole picture instead of the individual parts. Proactive responses should negatively correlate with cognitive distortion and rigidity that reflect narrow-mindedness and inflexibility, whereas reactive responses (avoidance and domination), associated with rigid behavioral tendencies, should positively correlate with cognitive distortion and rigidity but negatively correlate with holistic locus of attention. Avoidance should positively correlate with distance, an escape-oriented coping strategy, whereas holism, a control-oriented coping strategy, should negatively correlate with distance.

Distance. I used six items from Folkman et al. (1986). Two sample items stated, “I make light of the situation and refuse to get too serious about it” and “I try to forget the whole thing.” The Cronbach α of this scale was found to be .70 in this study.

Cognitive distortions. I used the 4-item scale from Burns (1980). Two sample items stated, “I look at things in absolute, black and white categories” and “I blow things way out of proportion or I shrink their importance inappropriately.” The reliability coefficient was found to be 0.9.

Holistic locus of attention. I used Choi et al.’s (2007) holism sub-dimension. Two sample items stated, “The whole, rather than its parts, should be considered in order to understand a phenomenon” and “It is not possible to understand the parts without considering the whole picture.” The reliability coefficient was found to be 0.8.

Rigidity. I used Simms et al.'s (2011) 10-item scale. Two sample items stated, "I believe that most questions have one right answer" and "I am often accused of being narrow-minded." The reliability coefficient was found to be 0.9.

I reported bivariate correlations, reliability estimates, and descriptive statistics in Table 5.

Insert Table 5 about here

Relationships among four dimensions.

The results revealed that avoidance and domination are positively related ($r=.18, p < .01$), while holism and compromise are positively related ($r=.30, p < .01$). Avoidance negatively correlated with holism ($r=-.27, p < .01$), and domination negatively correlated with compromise ($r=-.16, p < .05$). The results support my theory, suggesting that avoidance and domination fall into the category of reactive responses, whereas compromise and holism tend to be proactive.

RTA strategies with other constructs.

The results reveal the following significant correlations (see Table 3). Avoidance is positively correlated with rigidity ($r=.27, p < .01$), cognitive distortion ($r=.36, p < .01$), and distance ($r=.35, p < .01$). Avoidance is negatively correlated with the holistic locus of attention ($r=-.21, p < .05$). Domination is positively correlated with rigidity ($r=.36, p < .01$) and cognitive distortion ($r=.35, p < .01$). Compromise is positively correlated with the holistic locus of attention ($r=.37, p < .01$) but negatively correlated with rigidity ($r=-.24, p < .05$). Holism is positively correlated with the holistic locus of attention ($r=.22, p < .05$) but negatively correlated with rigidity ($r=-.38, p < .01$) and cognitive distortion ($r=-.25, p < .01$). These results, as

presented in Table 3 provided evidence for convergent and discriminant validity. The convergent and discriminant validity also confirmed my suggestions.

In sum, avoidance and domination were both positively correlated with cognitive distortion and rigidity, which reflects inflexibility, and negatively related to holistic locus of attention, which shows flexibility. Avoidance was found to be positively correlated with distance, a type of escape-oriented coping strategy. On the other hand, compromise and holism were both positively correlated with locus of attention but negatively related to cognitive distortion and rigidity. Therefore, the results provided general support for the proposed theory, suggesting that avoidance and domination fall into the category of reactive and rigid responses, whereas compromise and holism fall into the category of proactive and flexible responses.

Step 5: RTA scale generalization -measurement invariance tests

The RTA Strategy Scale was designed to assess people's responses to ambivalence in various situations. To further establish the robustness of the scale, I collected additional data from two new samples—a sample of 276 MTurk workers to think about their ambivalence toward an event (Sample 4; RTA-E) and a sample of 287 MTurk workers to think about their ambivalence toward an organization (Sample 5; RTA-O).

Following the recommendation of Van de Schoot, Lugtig, and Hox (2012), I conducted a multi-group confirmatory factor analysis to test the measurement invariance of the factor structures in three situations (toward a person, event, and organization). First, to test for configural invariance, I allowed free estimation of the factor structure in each sample. The model fit was good (χ^2 unconstrained (144) = 320.07, $p < .001$; CFI = .96, SRMR = .05, RMSEA = .07), providing initial evidence that the three situations are configurally equivalent.

Second, to test for metric equivalence (to ensure that the item loadings are equivalent across the three situations) I used a constrained model, forcing the same factor structure to fit the data in each of the three situations. The result also showed a good fit (χ^2 constrained (160) = 337.17, $p < .001$; CFI = .96, SRMR = .05, RMSEA = .06). Third, I assessed the measurement invariance using the chi-squared difference test. The chi-square difference was found to be 17.1, which does not exceed the critical value of the chi-squared test with 16 degrees of freedom (26.30). Therefore, the unconstrained model is not significantly different from the constrained model.

These findings are consistent with the scale development of coping strategies (Carver et al., 1989), stating that the behaviors described by items remain the same and only their frames of reference differ based on the specific object of interest. Thus, I expect the RTA-O Scale in the empirical study to be valid as well.

Study 2: Test of the RTA Model

Sample and procedures

In study 2, I tested the hypotheses regarding how enriched job characteristics and proactive personality impact an individual's choices of RTA-O and how different RTA-O strategies impact change-oriented behaviors. I collected data from 265 full-time employees in the United States recruited through MTurk (see IRB= Protocol # 2018-1516). The data obtained from MTurk suggests psychometric properties resembling those from other convenient samplings, and the findings from the observations are comparable to those obtained using MBA samples (Buhrmester, Kwang, & Gosling, 2011; Lin & Johnson, 2015; Mor, Morris, & Joh, 2013). According to Woo and his colleagues (2015), MTurk workers are preferable over college students or employees from a single organization when the study is focusing on a diverse population of workers from various industries. This dissertation focuses on how employees respond to ambivalence toward their organizations, and samples from diverse populations, employed in diverse occupations and industries enhance the generalizability of the study (Kreiner & Ashforth, 2004). Thus, the use of Mturk workers was appropriate for study 2.

For greater validity, the requirement criteria set was that workers have above 97% Human Intelligence Tasks (Hits) approval rate and finish above 100 Hits. Studies have shown that workers who meet an approval rate of 95% or above are more likely to pass attention checks and show less social desirability as compared to low reputation workers (Keith, Tay, & Harms, 2017; Peer, Vosgerau, & Acquisti, 2014). For further qualification checks, the ID and IP addresses of the workers were checked to screen out repeated participation in the same survey.

In order to reduce the tendency of biased responses, the respondents were given a cover letter along with the questionnaire assuring them that their responses would remain anonymous

and that there were no right or wrong answers (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Furthermore, to avoid the common-method bias (Podsakoff et al., 2003), I sent out two online surveys. The participants of the first survey (383 respondents) rated enriched job characteristics, proactive personality, and RTA-O strategies. A month later, a reminder was sent to the participants via MTurk R about the second survey. In this follow-up survey, which was taken by 324 respondents (85% of the original sample), the participants rated their creativity and behavior of taking charge. Following the recommendation of Oppenheimer, Meyvis, and Davidenko (2009), two quality-control questions were included to screen out careless responses. As a conservative approach, only 265 of the participants who had correctly answered all the instructed response items in both surveys were analyzed.

The sample included 125 male (47%) and 140 female (53%) participants belonging to various ethnicities—16 (6%) Hispanics or Latinos, 18 (7%) Asians, 204 (77%) Caucasians, 16 (6%) African Americans, and 11 (4%) Others, with average age of 38.2 years ($SD=9.8$). Their educational backgrounds differed—17 (6%) were high school graduates, 90 (34%) had attended college or held associate degrees, 112 (42%) held a bachelor's degree, 35 (13%) held a master's degree, and 11 (4%) held professional or doctoral degrees. The types of jobs the participants held also varied significantly (for instance, 9% worked in industries, 13% with computers and information systems, 10% in banks, insurance companies, and other financial institutions, 10% in the education sector, 12% in the healthcare sector, and 6% in government). They had worked for an average of 18.21 years ($SD=9.9$) and had 11 years of organizational tenure ($SD=6$). About 21 (8%) were engaged in unskilled labor (requiring little or no training), 106 (50%) in skilled labor (requiring moderate level of training), and 138 (52%) were engaged in professional work (requiring high levels of training and/or specialized certification).

Measures

All the items were answered on a 5-point Likert scale (1=*Strongly Disagree*, 5=*Strongly Agree*).

Enriched job characteristics [T1]. A 6-item subscale of the Job Diagnostic Survey (JDS) measuring job autonomy, task significance, and skill variety (Hackman & Oldham, 1980) was used. Some sample items include “The job gives me an opportunity for independence and freedom in how I do the work” and “This job is one where a lot of other people can be affected by how well it is done.” The Cronbach α in this sample was found to be .80.

Proactive personality [T1]. I used Seibert, Crant, and Kraimer’s (1999) 10-item Proactive Personality, a shortened version of Bateman and Grant’s (1993) 17-item Proactive Personality Scale (PPS). Some sample items include “I am constantly on the lookout for new ways to improve my life” and “If I see something I don’t like, I fix it.” The Cronbach α in this sample was found to be .90.

RTA-O strategies [T1]. As in study 1, participants wrote a short paragraph on the aspect(s) of their organization that they felt strongly positive about and a separate paragraph on the aspects that they felt strongly negative about. They were also asked to rate their ambivalence toward their organization. It was measured by 8 items adapted from Riketta and Ziegler’s (2006) 8-item job ambivalence measure ($\alpha=.80$). The RTA-O strategies were measured using the response scale in study 1. I assessed the internal consistency reliability of each dimension using the coefficient alpha (avoidance: $\alpha=.90$; domination: $\alpha=.91$; compromise: $\alpha=.87$; holism: $\alpha=.80$).

Creativity [T2]. Scott and Bruce’s (1995) 6-item employee creativity scale was used. Some sample items include “I generate creative ideas” and “I promote and champion ideas to others.” The Cronbach α in this sample was found to be .90.

Taking charge [T2]. Morrison and Phelps's (1999) 10 item-scale was used. The sample items included "I often try to implement solutions to pressing organizational problems" and "I often try to introduce new structures, technologies, or approaches to improve efficiency." The Cronbach α in this sample was found to be .94.

Control variables. Gender, education, and organizational tenure were used as demographic control variables (Ng & Feldman, 2012), as they may influence work behavior. The employees' skill levels for their job were also controlled.²

Insert Table 6 about here

Results

A CFA was conducted to confirm the structure of RTA-O. Results indicated that the four-factor structure derived in study 1 also fitted well with the data in this sample (χ^2 (48, N =265) = 85.17; CFI = .98; RMSEA = .06; SRMR=.03) and was superior to the alternatives (see Table 6). As the data were self-reported, I conducted a Harman's single factor test to diagnose the data for

² According to COR theory, when people exhaust their resources, they tend to enter a defensive mode, often engaging in behaviors aimed at preserving or restoring the resources. As it was of interest to this researcher, the negative outcomes that may be associated with resource depletion and reactive to RTA-O were also measured although not hypothesized. *Turnover intention* was measured by four items from Kelloway et al. (1999); *Neglect* was measured by 5 items from Hagedoorn et al. (1999); *Interpersonal aggression* was measured by four items from Stewart et al. (2009).

any presence of common method variance (Podsakoff et al., 2003). The variables were loaded into a factor analysis with an unrotated factor solution. If no single variable accounts for more than 50 percent of the variance, then it can be assumed that the data do not suffer from common method variance (Podsakoff et al., 2003; Podsakoff, MacKenzie, & Podsakoff, 2012). The total variance explained by one variable was 35.6 percent, well below the threshold. Therefore, common method variance may not be a concern in study 2.

Table 7 presents descriptive statistics, reliabilities, and correlations among the variables in the study. Consistent with the proposed theory, the correlations among four types of RTA-O replicated the findings of study 1. The results demonstrated that avoidance and domination are positively related ($r=.23$, $p < .01$), while holism and compromise are positively related ($r=.26$, $p < .01$). Avoidance is negatively correlated with holism ($r=-.25$, $p < .01$), and domination is negatively correlated with compromise ($r=-.17$, $p < .01$) and holism ($r=-.18$, $p < .01$).

Insert Table 7 about here

The effects of both predictors on each response (hypothesis 1) were assessed by conducting four multiple regression analyses with the simultaneous inclusion of several control variables; both predictors were performed. Table 8 presents a summary of the results of these analyses. Beyond the effect of gender, organizational tenure, organization, and skill level, proactive personality and enriched job characteristics together significantly predicted each of the four responses. Specifically, a higher proactive personality was associated with lower avoidance ($\beta=-.21$, $p<.05$) but higher compromise ($\beta=.24$, $p<.01$) and holism ($\beta=.23$, $p<.01$). Greater enriched job characteristics were associated with lower domination ($\beta=-.16$, $p<.01$) but higher

compromise ($\beta=.30, p<.01$) and higher holism ($\beta=.12, p<.05$). No other regression coefficients were significant. Therefore, only proactive personality, and not enriched job characteristics, was negatively correlated with avoidance. Enriched job characteristics were negatively related to domination while proactive personality was not. This generally indicates that when resources (proactive personality and enriched job characteristics) were high, people were more likely to adopt the RTA-O strategies of compromise and holism. Therefore, in terms of the relationship between proactive personality and RTA, the results support H1a, H1c, and H1d. In terms of the relationship between enriched job characteristics and RTA, the results support H2b, H2c, and H2d (see Table 8).

 Insert Table 8 about here

Several multiple regression analyses were performed to test H3 and H4, simultaneously including several control variables and all four types of responses. Beyond the effect of the demographic variables, compromise was positively correlated with creativity ($\beta=.21, p<.01$) and taking charge ($\beta=.20, p<.01$). The relationship between holism and creativity was marginally significant ($\beta=.15, p<.10$). Contradictory to my hypothesis, the relationship between domination and creativity was significant ($\beta=.11, p<.05$). No other regression coefficients were significant, though the zero-order correlations were significant for the holism–creativity relationship ($\gamma=.14, p<.01$) and marginally significant for the holism–taking charge relationship ($\gamma=.11, p<.10$). As predicted, proactive RTA-O strategies (compromise and holism) were positively correlated with change-oriented behaviors (creativity and taking charge), supporting H3c and H4c. H3d was marginally supported. However, the reactive RTA-O strategies (avoidance and domination) were

not associated with low creativity or low “taking charge.” Thus H3a, H3b, H4a, and H4b were not supported (see Tables 9 and 10).

Insert Table 9 about here

Insert Table 10 about here

Additional analysis

Additional analysis demonstrated that holism was associated with lower interpersonal aggression ($\beta = -.29$, $p < .01$) and neglect ($\beta = -.25$, $p < .01$). Compromise was associated with lower turnover intention ($\beta = -.47$, $p < .01$). Avoidance was positively correlated with turnover intention ($\beta = .22$, $p < .01$). The other regression coefficients were not significant, although the zero-order correlations were significant for reactive RTA-O and negative work behaviors, including the avoidance–neglect ($\gamma = .13$, $p < .05$), domination–interpersonal aggression ($\gamma = .15$, $p < .05$), domination–neglect ($\gamma = .12$, $p < .05$), and domination–turnover intention ($\gamma = .16$, $p < .05$). Supporting the COR theory, proactive RTA-O strategies were also associated with lower negative work behaviors, while reactive RTA-O strategies were positively correlated with the same.

CHAPTER 5

DISCUSSION

Ambivalence is common in organization life (Baek, 2010; Rothman et al., 2016). For instance, employees may love and hate their organizations at the same time. From coping and the COR perspective, this dissertation elaborated on Ashforth et al.'s (2014) RTA model, which proposed that individuals respond to ambivalence in four major ways: avoidance of ambivalent feelings/thoughts, domination of one feeling/thought over the other/s, compromise to partially honor the positive as well as the negative orientation, and holism to simultaneously embrace both orientations. The focus was on conscious responses to (strong) ambivalence, which includes efforts to reduce the intensity of the ambivalence experienced by dealing with the source or symptom.

In study 1, 12 items were developed and validated for four distinct dimensions of RTA Strategy Scale (avoidance, domination, compromise, and holism) through five rounds of data collection. The results of the scale development not only supported the four distinct responses proposed by Ashforth et al. (2014) but also provided evidence supporting the proposed relationships among the four RTAs. In study 2, which combined the RTA and COR perspectives, hypotheses that linked resources (proactive personality and enriched job characteristics) to employees' choice of RTA strategy were developed. The impact of these responses on change-oriented behaviors was assessed. The findings partially supported the proposed hypotheses, demonstrating that a high level of resources generally predicted a low probability of employees' choice of avoidance and domination and a high probability of choosing compromise and holism. Furthermore, employees' choice of compromise and holism led to higher change-oriented behaviors.

Theoretical and practical implications

Overall, these findings contribute to the existing literature in several ways. First, the dissertation contributes to RTA theory. Despite its prevalence and its importance to employee and organizational outcomes, research explaining how people respond to ambivalence in the workplace remains scarce in the literature. Moreover, there seems to be no agreement on the definition of RTA in the management literature. For instance, researchers have used the terms “responses,” “reactions,” “effects,” and “outcomes” interchangeably to explain the same. Mirroring psychology studies on RTA (van Harreveld et al., 2015; van Harreveld et al., 2009), this dissertation posited that conscious RTA, as individuals’ conscious effort of reducing the intensity of ambivalence experienced through coping. By linking functions of coping with the categorical RTAs (avoidance, domination, compromise, and holism) proposed by Ashforth et al. (2014), I synthesized research from both management and psychology. Specifically, I proposed that avoidance and domination are related, as both tend to be reactive, inflexible, and less resource-demanding, whereas compromise and holism are related and tend to be proactive, flexible, and more resource-demanding. The proposed roles of different responses demonstrate one possible explanation for the seemingly contradictory findings on ambivalence in the existing literature.

Second, this study contributed to empirical work on RTA in organizations. Published work on RTA is largely conceptual or qualitative in nature (for instance, Ashforth et al., 2014; Rothman et al., 2016). This existing work was not accompanied by empirical efforts to validate it. This suggested a need for a systematic approach to develop and validate an RTA scale. The psychometric soundness of the 12-item RTA Strategy Scale was established by following the systematic steps suggested by Hinkin (1998). Consistent with the scale development of coping

strategies (Carver et al., 1989), the measurement invariance results from three data collections demonstrated the utility of the scale across different frames of reference (including persons, events, and organizations). The behaviors described by the RTA items remained the same; only their frames of reference differed based on the specific object of interest. The scale could potentially advance empirical knowledge in the field of RTA.

Third, the scale development provided direct support for the conceptual framework proposed by Ashforth and his colleagues (2014), which holds promise as a framework to organize different RTA. It also supports my proposed relationships among the four RTAs. The correlation results from the various samples showed that avoidance was positively correlated with domination, while compromise was positively correlated with holism. The convergent and discriminate validity tests showed that avoidance and domination were both positively correlated with cognitive distortion and rigidity, which reflects inflexibility, and negatively related to holistic locus of attention, which shows flexibility. Avoidance was found to be positively correlated with distance, a type of escape-oriented coping strategy. On the other hand, compromise and holism were both positively correlated with locus of attention but negatively related to cognitive distortion and rigidity. Therefore, the results provided general support for the proposed theory, suggesting that avoidance and domination fall into the category of reactive and rigid responses, whereas compromise and holism fall into the category of proactive and flexible responses. The results regarding different RTAs crossed the reactive–proactive categories. Avoidance was negatively correlated with holism but not compromise, while domination was negatively correlated with compromise but not holism. It seems possible that there are other underlying dimensions of RTAs besides the proactive vs. reactive dimension. For instance, Rothman et al. (2016) proposed the engagement vs. disengagement dimension. Avoidance and

compromise tend to be more disengaging, whereas domination and holism tend to be more engaging. However, further research is required to understand RTA completely and in a systematic manner.

Fourth, by exploring the relationship between the resources and RTAs, this study responded to Hobfoll et al.'s (2018) call for understanding resources in a given context and expanding the application of the COR theory to a wide range of outcomes. The RTA theory proposes that an individual's choice of RTA strategy depends on their sense of discretion and agency (Ashforth et al., 2014). In the interest of adding precision to the RTA and COR theories, the impact of two unique resources—internal (proactive personality) and external (enriched job characteristics)—were examined. The findings revealed that when employees held an enriched job and/or had a proactive personality, they were more likely to formulate proactive RTA-O strategies. The level of proactive personality was negatively correlated with avoidance, and the level of enriched job characteristics was negatively correlated with domination. These results support the idea that people with more resources are more likely to invest resources for future gain. It also provided evidence supporting the COR theory's least studied principle—people with few resources are more likely to engage in self-preservation responses that may become irrational (Hobfoll et al., 2018). These results were consistent with the findings of previous research studies (for instance, Daniels & Harris, 2005; Searle & Lee, 2015; Wanberg et al., 1997), suggesting that higher levels of resources were associated with increased proactive coping strategies.

However, the null relationship between proactive personality and domination is not as surprising as it appears. While the results do not allow for further clarification, there are several possible explanations for this. First, it is possible that domination may be a rational choice when

one alternative is clearly better than the other. In this scenario, proactive employees may engage in domination strategies as well, leading to future gain. Second, even when domination is not a rational choice, the relationship between proactive personality and domination is complex. I proposed that proactive employees would be less likely to choose domination as a reactive RTA-O strategy. However, this study revealed a null relationship, suggesting that proactive employees may choose domination as well, possibly as a defense mechanism to find a way out of their ambivalence. Some studies have suggested that proactive employees may harm the organization by reducing learning capability and hindering the socialization process (Bateman & Crant, 1993; Bolino, Turnley, Gilstrap, & Suazo, 2010; Campbell, 2000). Therefore, the null relationship between proactive personality and domination may provide some credence to the existing literature on the dark and light sides of a proactive personality.

It was somewhat surprising that enriched job characteristics were not associated with low avoidance. However, the results were consistent with Ito and Brotheridge's (2003) findings. Contrary to their hypotheses, they found that avoidance may be commonly used by those who use proactive strategies and have access to a high level of support/resources. One possible explanation is that an employee holding an enriched job is more likely to experience strong ambivalence due to the complexity of their task, which is supported by the significant relationship between enriched job characteristics and high level of employees' ambivalence toward their organization found in this study. Sometimes, intense ambivalence can be unimportant or not urgent. According to the "garbage can" model of decision-making (Cohen, March, & Olsen, 1972), ambivalence, though irritating and intense, might simply go away.

Furthermore, employees with a high level of autonomy may not be required to respond to ambivalence immediately. Therefore, in this scenario, avoidance can reduce the tension to a

more tolerable level and potentially enable proactive responses in the future (Ashforth et al., 2014; Pratt & Pradies, 2011). However, this is only speculation. Future research examining RTA over time may shed some light on the results of the reported research.

Finally, in addition to the value of the combined RTA and COR perspectives, the study contributes to the understanding of what promotes employees' change-oriented behavior. Contrary to the proposed hypothesis 2a, avoidance and domination are not associated with lower change-oriented behaviors. Domination was positively significant with creativity. As mentioned above, future research should investigate the possibility that domination could be a rational choice when one of the opposite orientations is clearly better than the other. In this scenario, domination can lead to creativity, aiming at improving the existing practice.

Consistent with hypotheses, compromise and holism RTA-O were positively associated with higher change-oriented behaviors (creativity and taking charge) in employees. The results revealed that when employees proactively responded to their ambivalence toward the organization, they were more likely to bring welcome changes to the organization.

However, holism was found to be less related to change-oriented behaviors than compromise. This finding, though unexpected, reveals an intriguing aspect of holism as suggested in related studies. For instance, in two correlational studies on holism–dialectical thinking (the acceptance of coexistence of the opposition) and its consequences for creativity, Paletz and Peng (2009) found that acceptance-oriented dialectical thinking did not contribute to creativity. In fact, the acceptance of contradictions at face value may stop people from searching for information and forming resolutions. Only synthesis/integration-oriented dialectical thinking/“active” acceptance promotes creativity (Paletz, Bogue, Miron-Spektor, Spencer-Rodgers, & Peng, 2015) or other change-oriented behaviors. The weaker effect of holism on change-oriented

behaviors as compared to the effect of compromise may be attributed to the proposed definition of holism, which is acceptance-oriented. Future research may refine the concept of holism by examining the idea of integration-oriented holism vs. acceptance-oriented holism.

Practical implications

The findings of this dissertation offer several practical implications as well. Given the prevalence of ambivalence, organizations would benefit from learning about the existence of different RTAs, response predictors, and the impact of these responses. Previous research has generally viewed ambivalence as a negative phenomenon. Managers are often advised to reduce contradictory demands that might generate ambivalence (Kreiner & Ashforth, 2004; Schuh et al., 2016). However, it seems unrealistic to get rid of employees' ambivalent experiences. Emerging research indicates that ambivalence could lead to positive outcomes such as creativity and openness to change. This dissertation suggests that organizations should monitor and enhance effective responses. They should be sensitive to the resources that may evoke different responses and subsequent job outcomes.

The present research found that proactive responses to ambivalence are associated with change-oriented behaviors. A change-oriented behavior is a type of behavior that involves innovative actions beyond one's role expectations (Bettencourt, 2004). If such behavior, which challenges the status quo, aligns with the organizational strategy, managers can tailor the selection process and job characteristics to promote proactive responses. For instance, personality screening tests can include the questions that measure the level of a candidate's proactive personality. Interview questions may focus on a candidate's experience in taking initiative. In addition, managers can enrich their employees' job characteristics. A job that

involves a high level of autonomy, skill variety, and task significance is more likely to trigger proactive RTA that might translate into change-oriented behaviors.

Finally, the RTA strategy scale may prove to be a useful assessment tool for practitioners. HR managers can use it to assess how employees may respond to different ambivalent situations. The information could be potentially useful for putting the right employees in the right position. It may also be helpful to assess the effectiveness of training. For instance, when an organization is undergoing major changes that give rise to strong ambivalence, managers can promote the desired type of response through training. They can randomly assign employees to control and training groups or use pre-tests vs. post-tests to understand the impact of the training. Organizations can also explore the impact of different responses on specific performance outcomes to make informed changes.

Limitations and future research

Although my study contributes to the literature in several ways, the results and analyses reported should be viewed as preliminary in nature. The study has several limitations, providing an opportunity for future research. First, rather than using an inductive approach in which I asked respondents to provide a general description of how they respond to ambivalence, I used a deductive approach of item generation from the seminal work of Ashforth et al. (2014). While not uncommon in the social science literature (Bernierth et al., 2007), it is impossible to tell whether or not my scale included the entire spectrum of general RTA. It is possible that the inclusion of an acceptance–integration dimension may lead to a refined model. For instance, Paletz and Peng (2009) found that acceptance-oriented dialectical thinking does not contribute to creativity. Acceptance of contradictions at the face value may stop people from seeking information and forming resolutions. Only synthesis/integration-oriented dialectical thinking/

“active” acceptance promotes creativity (Paletz et al., 2015) or other change-oriented behaviors. Thus, I encourage future researchers to further test the nuances of the RTA model.

Second, all the variables were self-reported. Thus, I cannot rule out the possibility that the common-method bias impacted my results. However, Harman’s single factor test provided some credence to my findings. Additionally, the change-oriented behaviors collected during different points of time mitigate a common-method bias in my second hypothesis (Podsakoff et al., 2003). Future research would be well served in replicating this study with a longitudinal design or multi-source data collection.

Relatedly, participants were asked about their job behaviors in the past month. However, these job outcomes (creativity and taking charge) were not specifically targeted toward ambivalence (i.e., how one responds to the specific experience of ambivalence). Future research should link job outcomes to the experience of ambivalence. For instance, participants should be instructed to focus on job behaviors regarding their ambivalence toward the organization.

Third, the sample in my study consisted only of employees in the United States. Although several organizational researchers in East have found results similar to those found in the West (for instance, Chen, Tjosvold, & Liu, 2006; Kirkman, Chen, Farh, Chen, & Lowe, 2009), it remains unclear whether my results are culture specific. Cultural differences may impact my model. For example, China has a high tolerance for ambiguity (Xu, Hou, Tracey, & Zhang, 2016). It is possible that Chinese employees are more likely to accept ambivalence and adopt holism responses. Thus, I encourage future research to examine my study in other cultures.

In addition to these methodological concerns, there are further questions worth exploring that build on these current findings. To begin with, there are several other types of resources. Due to my interest in job-outcome-related change-oriented behaviors, I chose the factors

proactive personality (internal resource) and enriched job characteristics (external resource). However, it is possible that the leadership style and organizational characteristics impact employees' RTA-O as well. Moreover, there are many other types of job outcomes. Inspired by recent studies that suggest the positive impact of ambivalence (Fong, 2006; Pratt & Doucet, 2000), I chose change-oriented behaviors such as employees' innovative actions beyond their role expectations, which are aimed at bringing about constructive changes in the organization (Bettencourt, 2004). Although I collected additional data to show the other negative outcomes associated with RTA-O, future research is required to test the other outcomes associated with ambivalence.

Second, my results indicated that RTA strategies may be positively associated with each other yet have different antecedents and effects. For instance, enriched job characteristics are negatively related to domination but not avoidance. Alternatively, proactive personality is negatively correlated with avoidance but not domination. Furthermore, domination is positively correlated with interpersonal aggression, unlike avoidance. Thus, further research is required to theorize and explore the relationships among the four RTA.

Disengagement vs. engagement (positive and negative) may be another dimension underlying RTA (Rothman et al., 2016). On the one hand, ambivalence can lead people to disengage from the target of ambivalence. For instance, Pratt and Doucet (2000) found that call center workers who experienced ambivalence became more disengaged and used avoidance as their response. On the other hand, ambivalence can promote positive as well as negative engagement. Positive engagement involves a positive attitude, greater commitment and trust in relationships, and a greater voice and proactivity in social interactions. Positive engagement with ambivalence can be transformed into commitment (Brickman et al., 1987), trust (Ingram &

Robert, 2000), voice behaviors (Pratt & Doucet, 2000), and creativity (Fong, 2006), whereas negative engagement involves conflict, violence, and undermining, which may lead to anti-organizational workplace crimes (for instance, corporate sabotage) (Vadera & Pratt, 2013). Consistent with the null relationship, domination may lead to positive or negative engagement. Future research should examine the moderating factors that influence the relationship between domination and job outcomes.

Finally, my study focused on individual level RTA. Future research can explore how RTA operate at a higher level of analysis. For instance, researchers have long suggested that an executive's ambivalence is important to the firm's response to strategic issues (for instance, Gilbert, 2006; March & Olsen, 1976; Plambeck & Weber, 2009). However, a corporate actor is not just a top manager such as a CEO. Rather, complex firms are more likely to be run by teams of individuals who must relate to each other through formal and informal processes in the context of formal organizational structures and informal cultures to resolve ambivalent situations and make decisions. Future research may benefit from integrating research on CEO RTA with top team management and its interface with CEOs to understand organizational responses to strategic ambivalence.

Table 1: Ashforth et al. (2014) RTAs and other Coping Response Frameworks

	Latack (1986)	Van Harreveld et al. (2009)	Pratt & Pradies (2011)
Avoidance	Escape-oriented (reactive)	Low level of cognitive effort	Inflexible (a narrow range of outcomes)
Domination			
Compromise			
Holism	Control-oriented (proactive)	High level of cognitive effort	Flexible (a broad range of outcomes)

Note: Table 1 is supposed to be suggestive instead of definitive.

Table 2: RTA Strategies

Responses to Ambivalence		Content Validity			
Avoidance items (AVD)		AVD	DOM	COP	HOL
I avoided these feelings/thoughts altogether.		6.13	3.44	2.00	2.57
I tried not to think about these feelings/thoughts.		5.70	3.33	2.00	2.71
I evaded these feelings/thoughts.		6.09	3.00	1.86	2.57
Domination items (DOM)		AVD	DOM	COP	HOL
I favored one feeling/thought more than another.		3.43	5.61	1.80	1.88
I fixated on one feeling/thought over others.		4.00	5.52	1.20	1.75
I bolstered one feeling/thought over others.		3.43	5.74	1.40	2.00
Compromise items (COP)		AVD	DOM	COP	HOL
I balanced my different feelings/thoughts by choosing a middle ground between them.		2.33	2.57	6.09	4.13
I combined the positive and negative feelings/thoughts into an intermediate one.		2.33	2.43	5.83	4.13
I found a midpoint between the positive and negative feelings/thoughts I had.		2.11	2.57	6.30	3.63
Holism items (HOL)		AVD	DOM	COP	HOL
I realized that I could have both positive and negative feelings/thoughts.		1.86	2.57	5.00	5.83
I recognized and valued both my positive and negative feelings/thoughts.		1.57	2.43	4.82	5.57
I accepted both my positive and negative feelings/thoughts.		1.57	2.29	5.09	6.39

N=103

Table 3:Principal Axis Factor Analysis (Promax Rotation) for RTA Inventory Items

Item	Factor Loadings			
	Avoidance	Domination	Compromise	Holism
I avoided these feelings/thoughts altogether.	.89	.02	.07	-.02
I tried not to think about these feelings/thoughts.	.81	-.08	-.07	.02
I evaded these feelings/thoughts.	.86	.06	.01	.00
I favored one feeling/thought more than another.	-.04	.70	-.02	-.02
I fixated on one feeling/thought over others.	.05	.84	-.03	.02
I bolstered one feeling/thought over others.	-.01	.87	.03	.00
I balanced my different feelings/thoughts by choosing a middle ground between them.	-.02	.01	.73	.01
I combined the positive and negative feelings/thoughts into an intermediate one.	.06	-.04	.79	-.06
I found a midpoint between the positive and negative feelings/thoughts I had.	-.04	.02	.78	.07
I recognized and valued both my positive and negative feelings/thoughts.	-.05	.00	.05	.63
I realized that I could have both positive and negative feelings/thoughts.	.03	-.03	.05	.73
I accepted both my positive and negative feelings/thoughts.	.01	.02	-.07	.89
Eigenvalue	3.50	1.83	1.59	.81
% variance explained	29.15	15.23	13.23	6.73

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Note: N=284 . Numbers in boldface indicate dominate factor loadings.

Table 4: Confirmatory Factor Analysis Results for Hypothesized Variables in Study 1

Model	AIC	χ^2	df	CFI	SRMR	RMSEA
Model 1 (Four-factor)	8237.89	118.19	48.00	.95	.05	.07
Model 2 (Three-factor)	8532.68	418.97	51.00	.72	.12	.16
Model 3 (Two-factor)	8696.91	587.21	53.00	.60	.14	.18
Model 4 (One-factor)	8988.32	880.62	54.00	.37	.18	.23

Note: N=285

CFI = comparative fit index; SRMR = standardized root-mean-square residual; RMSEA = root-mean-square error of approximation.

Model 1: factor 1 (avoidance); factor 2 (domination); factor 3 (compromise); factor 4 (holism)

Model 2: factor 1 (avoidance, domination); factor 2 (holism); factor 3 (compromise)

Model 3: factor 1 (avoidance, domination); factor 2 (compromise, holism)

Model 4: factor (avoidance, domination, compromise, holism)

Footnote: Table 4 includes most likely 3 alternative models though all positive alternative 11 models were accessed.

Table 5: Descriptive Statistics, Reliabilities, and Correlations in Study 1

	Mean	SD	α	1	2	3	4	5	6	7	8
1 Avoidance	2.70	.95	.90								
2 Domination	3.00	.92	.85	.18	**						
3 Compromise	3.55	.81	.85	-.02		-.16	*				
4 Holism	4.00	.62	.73	-.27	*	-.02		.30	**		
5 Distance	2.74	.68	.70	.35	**	.09		.08		-.15	
6 Cognitive distortion	2.23	.89	.85	.36	**	.35	**	.05		-.25	**
7 Holistic locus of attention	3.14	.75	.88	-.21	*	-.13	†	.37	**	.22	*
8 Rigidity	2.23	.73	.89	.27	**	.36	**	-.24	*	-.38	**

Note: N=285. † $p < .10$; * $p < .05$; ** $p < .01$

The frame of reference is about a person.

Table 6: Confirmatory Factor Analysis Results for Hypothesized Variables in Study 2

Model	AIC	χ^2	df	CFI	SRMR	RMSEA
Model 1. Four-factor	6966.91	85.17	48.00	.98	.03	.06
Model 2. Three-factor	7462.72	586.98	51.00	.69	.14	.20
Model 3. Two-factor	7680.87	809.13	53.00	.56	.18	.23
Model 4. One-factor	8113.26	1243.52	54.00	.30	.30	.20

N=265

CFI = comparative fit index; SRMR = standardized root-mean-square residual; RMSEA = root-mean-square error of approximation.

Model 1: factor 1 (avoidance); factor 2 (domination); factor 3 (compromise); factor 4 (holism)

Model 2: factor 1 (avoidance, domination); factor 2 (holism); factor 3 (compromise)

Model 3: factor 1 (avoidance, domination); factor 2 (compromise, holism)

Model 4: factor (avoidance, domination, compromise, holism)

Footnote: Table 6 includes most likely 3 alternative models though all positive alternative 11 models were accessed.

Table 7: Descriptive Statistics, Reliabilities, and Correlations in Study 2

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Ambivalence	4.13	.54															
2 Avoidance	2.42	.98	-.19 **														
3 Domination	2.91	.92	-.07	.23 **													
4 Compromise	3.45	.88	.07	.06	-.17 **												
5 Holism	4.16	.59	.45 **	-.25 **	-.18 **	.26 **											
6 Proactive personality	3.75	.64	.20 **	-.12 *	-.03	.25 **	.32 **										
7 Job characteristics	3.81	.70	.16 *	.01	-.12 *	.27 **	.25 **	.41 **									
8 Creativity	3.57	.84	.09	.07	.07	.24 **	.14 *	.65 **	.40 **								
9 Taking charge	3.46	.76	.13 *	-.02	-.01	.22 **	.11 †	.54 **	.41 **	.76 **							
10 Turnover intention	2.74	1.26	.06	.13 *	.16 *	-.32 **	-.16 *	-.22 **	-.36 **	-.10	-.19 **						
11 Neglect	2.07	.82	-.14 *	.13 *	.12 *	-.11	-.23 **	-.37 **	-.19 **	-.24 **	-.35 **	.25 **					
12 Interpersonal aggression	2.44	.67	-.18 **	.09	.15 *	-.12 *	-.29 **	-.20 **	-.21 **	-.04	-.02	.22 **	.45 **				
13 Sex	.47	.50	-.23 **	-.15 *	.03	.09	-.15 *	-.05	-.09	-.02	.01	-.01	.03	.04			
14 Education	2.75	.91	-.01	-.01	-.03	.05	.02	-.03	.01	.08	.06	.03	.00	-.01	-.06		
15 Organization tenure	2.09	.63	.03	-.01	.01	.05	.01	.01	.11	-.03	.04	-.16 **	.08	-.02	.44 **	-.08	
16 Skill level	2.43	.64	-.04	-.02	-.06	.01	-.01	.13 *	.25 **	.17 **	.16 *	-.13 *	-.03	-.04	.16 **	.38 **	.09

N = 265³, † $p < .10$, * $p < .05$, ** $p < .01$

Coding went as follows: Sex: 0 = Female, 1 = Male; Organization tenure: 1 = <3, 2 = 3-10, 3 = 10+ years; Education: 1 = High School or Less, 2 = Technical/Associate Degree, 3 = Undergraduate Degree, 4 = Master Degree, 5=Graduate Degree; Skill level: 1= unskilled labor (requires little or no training to perform), 2= skilled labor (requires moderate level of training to perform), 3= professional work (requires high levels of training and/or specialized certification to perform).

³ I included all employees regardless of their ambivalence towards their organization. The average level of ambivalence towards the organization in this sample is 4.13 (in a 5-point Likert scale), which demonstrated a high level of ambivalence. Similar results were observed when I only included employees who reported a moderate to high level of ambivalence towards their organization (N=246).

Table 8: Results of Multiple Regression Analysis (Test of Hypothesis 1)

	Avoidance		Domination		Compromise		Holism	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Intercept	2.66 (.32) **	3.24 (.49) **	3.04 (.31) **	3.43 (.47) **	3.18 (.29) **	1.39 (.42) **	4.13 (.20) **	3.15 (.28) **
Gender	-.28 (.12) **	-.29 (.12) **	.07 (.12)	.04 (.12)	.16 .11	.24 (.11) **	-.18 (.07) **	-.14 (.07)
Organization Tenure	-.05 (.10)	-.05 (.10)	.03 (.09)	.05 (.09)	.08 .09	.05 (.08)	.02 (.06)	.01 (.06)
Education	.00 (.07)	-.01 (.07)	-.01 (.07)	-.01 (.07)	.05 .06	.09 (.06)	.00 (.04)	.02 (.04)
Skill Level	-.01 (.10)	.01 (.11)	-.09 (.10)	-.05 (.10)	-.05 .09	-.19 (.09) *	.03 (.06)	-.04 (.06)
Proactive personality		-.21 (.10) *		.03 (.10)		.24 (.09) **		.23 (.06) **
Job characteristics		.05 (.10)		-.16 (.07) *		.30 (.08) **		.12 (.06) *
R ²	.02	.04	.01	.02	.01	.13	.02	.14
ΔR ²	.	.02		.01	.	.12		.12

N=265

[†] $p < .10$, * $p < .05$, ** $p < .01$. Standard errors in parentheses.

Coding went as follows: Sex: 0 = Female, 1 = Male; Organization tenure: 1 = <3, 2 = 3-10, 3 = 10+ years; Education: 1 = High School or Less, 2 = Technical/Associate Degree, 3 = Undergraduate Degree, 4 = Master Degree, 5=Graduate Degree; Skill level: 1= unskilled labor (requires little or no training to perform), 2= skilled labor (requires moderate level of training to perform), 3= professional work (requires high levels of training and/or specialized certification to perform).

Table 9: Results of Multiple Regression Analysis (Test of Hypothesis 2)

	Creativity		Taking charge	
	Step 1	Step 2	Step 1	Step 2
Intercept	3.10 (.25) **	1.38 (.50) **	2.99 (.27) **	1.96 (.55) **
Gender	-.04 (.09)	-.04 (.10)	.00 (.10)	-.03 (.11)
Organization Tenure	-.05 (.08)	-.07 (.07)	.03 (.08)	.01 (.08)
Education	-.01 (.06)	-.02 (.05)	.01 (.06)	-.01 (.06)
Skill Level	.21 (.08) **	.22 (.08) **	.17 (.09) [†]	.18 (.09) **
Avoidance		.05 (.05)		-.02 (.06)
Domination		.11 (.05) *		.05 (.06)
Compromise		.21 (.05) **		.20 (.06) **
Holism		.15 (.09) [†]		.05 (.09)
R ²	.03	.12	.02	.07
ΔR^2	.	.09		.05

N=265

[†] $p < .10$, * $p < .05$, ** $p < .01$. Standard errors in parentheses.

Coding went as follows: Sex: 0 = Female, 1 = Male; Organization tenure: 1 = <3, 2 = 3-10, 3 = 10+ years; Education: 1 = High School or Less, 2 = Technical/Associate Degree, 3 = Undergraduate Degree, 4 = Master Degree, 5=Graduate Degree; Skill level: 1= unskilled labor (requires little or no training to perform), 2= skilled labor (requires moderate level of training to perform), 3= professional work (requires high levels of training and/or specialized certification to perform).

Results of Multiple Regression Analysis (Additional Analysis)

	Interpersonal Aggression		Neglect		Turnover Intention	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Intercept	2.54 (.22) **	3.35 (.45) **	1.94 (.27) **	2.72 (.55) **	3.72 (.41) **	4.30 (.79) **
Gender	.06 (.08)	.03 (.09)	.06 (.10)	.05 (.10)	.01 (.16)	.15 (.15)
Organization Tenure	.00 (.07)	.00 (.07)	.11 (.08)	.12 (.08)	-.29 (.12) *	-.24 (.12) *
Education	.01 (.05)	.02 (.05)	.02 (.06)	.02 (.06)	.10 (.09)	.13 (.09)
Skill Level	-.06 (.07)	-.05 (.07)	-.08 (.09)	-.07 (.09)	-.27 (.13) *	-.29 (.12) *
Avoidance		.03 (.05)		.07 (.06)		.22 (.08) **
Domination		.06 (.05)		.04 (.06)		.07 (.08)
Compromise		-.05 (.05)		-.07 (.06)		-.47 (.09) **
Holism		-.29 (.08) **		-.25 (.09) **		-.05 (.14)
R2	.01	.08	.01	.07	.04	.18
ΔR^2		.07		.06		.14

N=265

* $p < .05$, ** $p < .01$. Standard errors in parentheses.

Coding went as follows: Sex: 0 = Female, 1 = Male; Organization tenure: 1 = <3, 2 = 3-10, 3 = 10+ years; Education: 1 = High School or Less, 2 = Technical/Associate Degree, 3 = Undergraduate Degree, 4 = Master Degree, 5=Graduate Degree; Skill level: 1= unskilled labor (requires little or no training to perform), 2= skilled labor (requires moderate level of training to perform), 3= professional work (requires high levels of training and/or specialized certification to perform).

Table 10: Results Summary

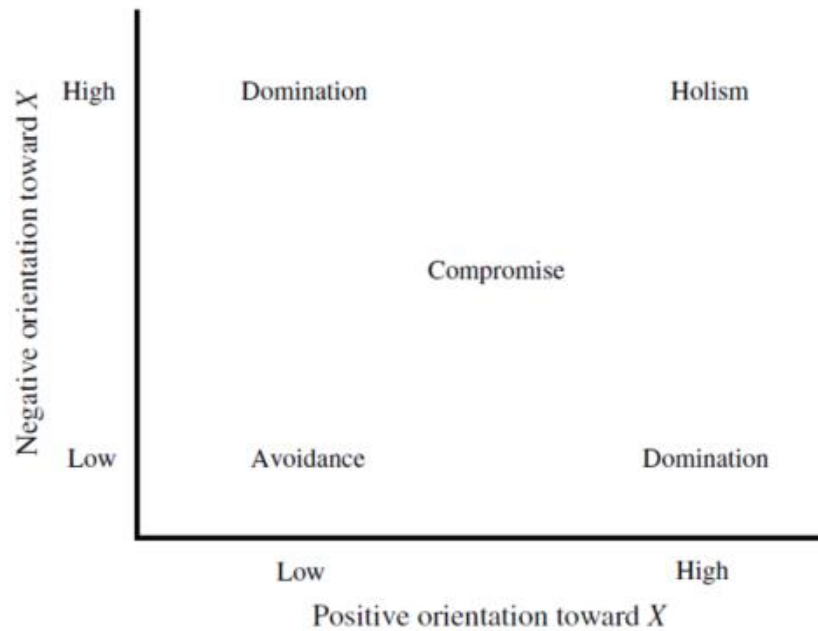
Results on the Relationship between Resources and RTAs

H1a	Proactive Personality→Avoidance	Supported
H1b	Proactive Personality→Domination	Unsupported
H1c	Proactive Personality→Compromise	Supported
H1d	Proactive Personality→Holism	Supported
H2a	Enriched Job Characteristics→Avoidance	Unsupported
H2b	Enriched Job Characteristics→Domination	Supported
H2c	Enriched Job Characteristics→Compromise	Supported
H2d	Enriched Job Characteristics→Holism	Supported

Results on the Relationship between RTAs and Change-oriented Behaviors (Creativity and Taking Charge)

H3a	Avoidance→Creativity	Unsupported
H3b	Domination→Creativity	Unsupported
H3c	Compromise →Creativity	Supported
H3d	Holism → Creativity	Marginally Supported
H4a	Avoidance →Taking Charge	Unsupported
H4b	Domination →Taking Charge	Unsupported
H4c	Compromise → Taking Charge	Supported
H4d	Holism →Taking Charge	Unsupported

Figure 1 Ashforth et al. (2014) RTA Framework



Note. The axes reflect the focus or emphasis that the actor places on the orientations in responding to ambivalence (e.g., in avoidance, the actor places little emphasis on either axis).

Cite from: Ashforth et al. (2014: 1460)

Figure 2: Scree Plot

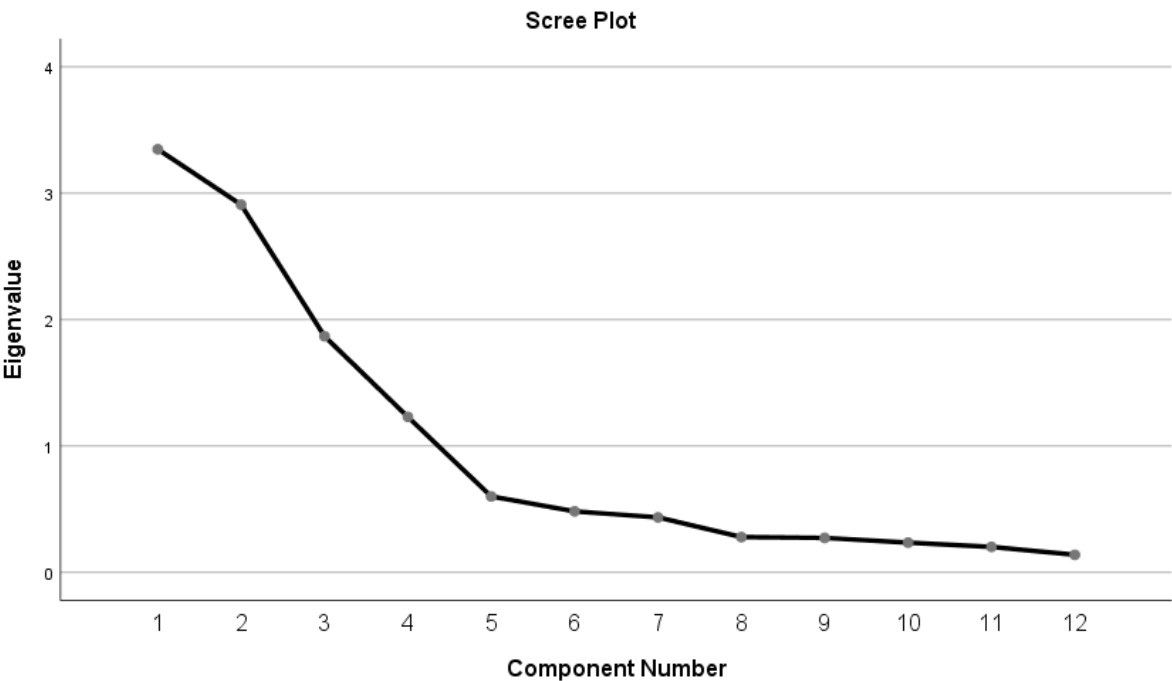
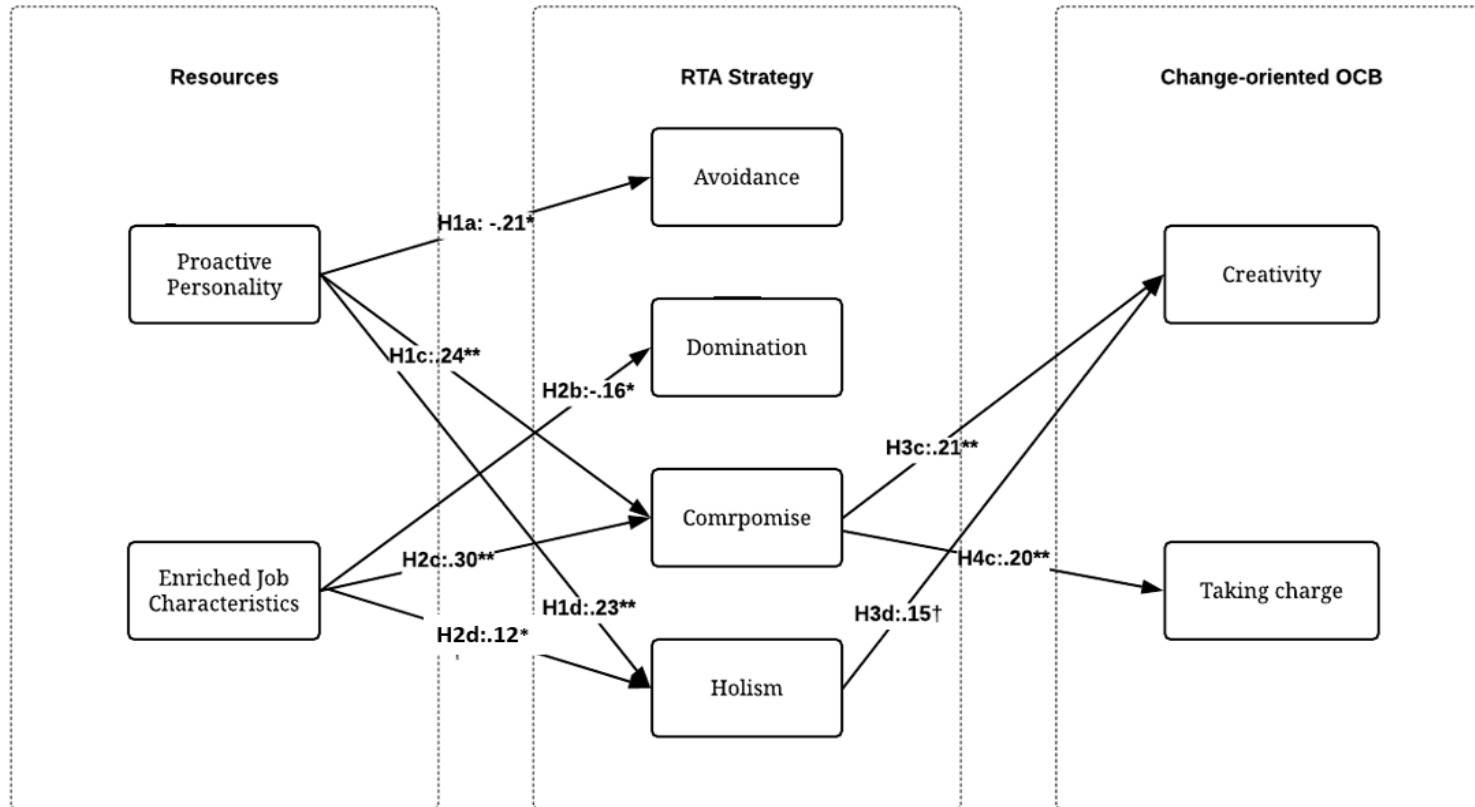


Figure 3: Supported Results



REFERENCES

- Amabile, T. M. (1988). A mode of creativity and innovation in organizations. *Research in Organizational Behavior*, 10, 123–167.
- Armitage, C. J., & Conner, M. (2000). Social cognition models and health behaviour: A structured review. *Psychology & Health*, 15, 173–189.
- Ashford, S. J., Rothbard, N. P., Piderit, S. K., & Dutton, J. E. (1998). Out on a limb: The role of context and impression management in issue selling. *Administrative Science Quarterly*, 43, 23–57.
- Ashforth, B. E., Rogers, K. M., Pratt, M. G., & Pradies, C. (2014). Ambivalence in Organizations: A Multilevel Approach. *Organization Science*, 25(5), 1453–1478.
- Baek, Y. M. (2010). An integrative model of ambivalence. *Social Science Journal*, 47(3), 609–629.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103–118.
- Benner, P., Tanner, C. A., & Chesla, C. A. (1996). *Expertise in nursing practice: Caring, clinical judgment, and ethics*. New York, NY: Springer.
- Bernerth, J. B., Armenakis, A. A., Feild, H. S., Giles, W. F., & Walker, H. J. (2007). Leader–member social exchange (LMSX): Development and validation of a scale. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(8), 979–1003.
- Bettencourt, L. A. (2004). Change-oriented organizational citizenship behaviors: The direct and moderating influence of goal orientation. *Journal of Retailing*, 80, 165–180.
- Binnewies, C., & Gromer, M. (2012). Creativity and innovation at work: The role of work characteristics and personal initiative. *Psicothema*, 24(1), 100–105.
- Blake, R. R., & Mouton, J. S. (1964). *The managerial grid: Key orientations for achieving production through people*. Houston, TX: Gulf.
- Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a “good soldier” to do? *Journal of Organizational Behavior*, 31(6), 835–855.
- Brickman, P., Abbey, A., & Halman, J. L. (1987). *Commitment, conflict, and caring*. Englewood Cliffs, NJ: Prentice-Hall.

- Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: A new source of inexpensive, yet high-quality, data? *Perspectives on Psychological Science*, 6(1), 3–5.
- Burns, D. D. (1980). *Feeling good: the new mood therapy*. New York: William Morrow and Company. Inc. (2).
- Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Perspectives*, 14(3), 52–66.
- Carver, C. S., & Connor-Smith, J. (2010). Personality and coping. *Annual Review of Psychology*, 61, 679–704.
- Carver, C. S., Scheier, M. F., & Weintraub, J. K. (1989). Assessing coping strategies: A theoretically based approach. *Journal of Personality and Social Psychology*, 56(2), 267.
- Cascio, W. F. (2012). *Managing human resources: Productivity, quality of work life, profits*. New York, NY: McGraw-Hill.
- Chen, G., Tjosvold, D., & Liu, C. (2006). Cooperative goals, leader people and productivity values: Their contribution to top management teams in China. *Journal of Management Studies*, 43(5), 1177–1200.
- Choi, I., Koo, M., & Choi, J. A. (2007). Individual differences in analytic versus holistic thinking. *Personality and Social Psychology Bulletin*, 33(5), 691–705.
- Cohen, M. D., March, J. G., & Olsen, J. P. (1972). A garbage can model of organizational choice. *Administrative Science Quarterly*, 17 (1), 1–25.
- Colbert, A. E., Bono, J. E., & Purvanova, R. K. (2016). Flourishing via workplace relationships: Moving beyond instrumental support. *Academy of Management Journal*, 59(4), 1199–1223.
- Connor-Smith, J. K., & Flachsbart, C. (2007). Relations between personality and coping: A meta-analysis. *Journal of Personality and Social Psychology*, 93(6), 1080.
- Conway, J. M., & Huffcutt, A. I. (2003). A review and evaluation of exploratory factor analysis practices in organizational research. *Organizational Research Methods*, 6(2), 147–168.
- Crant, J. M. (1995). The Proactive Personality Scale and objective job performance among real estate agents. *Journal of Applied Psychology*, 80(4), 532.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26(3), 435–462.
- Daniels, K., & Harris, C. (2005). A daily diary study of coping in the context of the job demands–control–support model. *Journal of Vocational Behavior*, 66(2), 219–237.

- Das, T. K., & Teng, B.-S. (2000). Instabilities of strategic alliances: An internal tensions perspective. *Organization Science*, 11(1), 77–101.
- Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology*, 53, 1024–1037.
- Demerouti, E., Bakker, A. B., & Leiter, M. (2014). Burnout and job performance: The moderating role of selection, optimization, and compensation strategies. *Journal of Occupational Health and Psychology*, 19(1), 96–107.
- DeWall, C. N., Baumeister, R. F., Stillman, T. F., & Gailliot, M. T. (2007). Violence restrained: Effects of self-regulation and its depletion on aggression. *Journal of Experimental Social Psychology*, 43(1), 62–76.
- Festinger, L. (1957). *A theory of cognitive dissonance*. Stanford University Press
- Folkman, S., Lazarus, R. S., Dunkel-Schetter, C., DeLongis, A., & Gruen, R. J. (1986). Dynamics of a stressful encounter: Cognitive appraisal, coping, and encounter outcomes. *Journal of Personality and Social Psychology*, 50(5), 992.
- Fong, C. T. (2006). The effects of emotional ambivalence on creativity. *Academy of Management Journal*, 49(5), 1016-1030.
- French, J. R., Raven, B., & Cartwright, D. (1959). The bases of social power. *Classics of Organization Theory*, 7, 311-320.
- Frohman, A. L. (1997). Igniting organizational change from below: The power of personal initiative. *Organizational Dynamics*, 25, 39–53.
- George, A. L. (1986). The impact of crisis-induced stress on decision-making. In *The medical implications of nuclear war* (pp. 529–552). Washington, DC: National Academies Press.
- Gilbert, C. G. (2006). Change in the presence of residual fit: can competing frames coexist? *Organization Science*, 17(1), 150-167.
- Ghosbal, S., & Bartlett, G. A. (1994). Linking organizational context and managerial action: The dimensions of quality of management. *Strategic Management Journal*, 15, 91–112.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
- Guarana, C. L., & Hernandez, M. (2016). Identified ambivalence: When cognitive conflicts can help individuals overcome cognitive traps. *Journal of Applied Psychology*, 101(7), 1013.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250–279.

- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Hagedoorn, M., van Yperen, N. W., van de Vliert, E., & Buunk, B. P. (1999). Employees' reactions to problematic events: A circumflex structure of five categories of responses, and the role of job satisfaction. *Journal of Organizational Behavior*, 20, 309–321.
- Halbesleben, J. R., & Bowler, W. M. (2007). Emotional exhaustion and job performance: The mediating role of motivation. *Journal of Applied Psychology*, 92(1), 93.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR”: Understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334–1364.
- Harrist, S. (2006). A phenomenological investigation of the experience of ambivalence. *Journal of Phenomenological Psychology*, 37(1), 85–114.
- Heider, F. (1958). *The psychology of interpersonal relations*. New York, NY: Wiley.
- Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of Management*, 21(5), 967–988.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1(1), 104–121.
- Hinkin, T. R., & Tracey, J. B. (1999). An analysis of variance approach to content validation. *Organizational Research Methods*, 2(2), 175–186.
- Hinkin, T. R., Tracey, J. B., & Enz, C. A. (1997). Scale construction: Developing reliable and valid measurement instruments. *Journal of Hospitality & Tourism Research*, 21(1), 100–120.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44, 513–524.
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6, 307–324.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–128.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92, 1332–1356.
- Ingram, P., & Roberts, P. W. (2000). Friendships among competitors in the Sydney hotel industry. *American Journal of Sociology*, 106(2), 387–423.

- Ito, J. K., & Brotheridge, C. M. (2003). Resources, coping strategies, and emotional exhaustion: A conservation of resources perspective. *Journal of Vocational Behavior*, 63(3), 490–509.
- Jonas, K., Diehl, M., & Brömer, P. (1997). Effects of attitudinal ambivalence on information processing and attitude–intention consistency. *Journal of Experimental Social Psychology*, 33(2), 190–210.
- Keith, M. G., Tay, L., & Harms, P. D. (2017). Systems perspective of Amazon Mechanical Turk for organizational research: Review and recommendations. *Frontiers in Psychology*, 8, 1359.
- Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of Occupational Health Psychology*, 4, 337–346.
- Kessler, E. H., & Bailey, J. R. (Eds.). (2007). *Handbook of organizational and managerial wisdom*. Los Angeles, CA: Sage.
- Kim, J. O., & Mueller, C. W. (1978). *Factor analysis: Statistical methods and practical issues*. Beverly Hills, CA: Sage.
- Kirkman, B. L., Chen, G., Farh, J. L., Chen, Z. X., & Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52(4), 744–764.
- Kreiner, G. E., & Ashforth, B. E. (2004). Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior*, 25(1), 1–27.
- Latack, J. C. (1986). Coping with job stress: Measures and future directions for scale development. *Journal of Applied Psychology*, 71(3), 377.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. New York, NY: Springer.
- Lee, A., Thomas, G., Martin, R., & Guillaume, Y. (2017). Leader–member exchange (LMX) ambivalence and task performance: The cross-domain buffering role of social support. *Journal of Management*, 0149206317741190.
- LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of Applied Psychology*, 83, 853–868.
- Lewis, P. (2000). Realism, causality and the problem of social structure. *Journal for the Theory of Social Behavior*, 30(3), 249–268.

- Lin, S. H. J., & Johnson, R. E. (2015). A suggestion to improve a day keeps your depletion away: Examining promotive and prohibitive voice behaviors within a regulatory focus and ego depletion framework. *Journal of Applied Psychology*, 100(5), 1381.
- March, J.G. and Olsen, J.P. (1976) Ambiguity and Choice in Organizations. *American Journal of Sociology*, 84, 765-767.
- Margolis, J. D., & Molinsky, A. (2008). Navigating the bind of necessary evils: Psychological engagement and the production of interpersonally sensitive behavior. *Academy of Management Journal*, 51(5), 847–872.
- Marinova, S. V., Moon, H., & Van Dyne, L. (2010). Are all good soldier behaviors the same? Supporting multidimensionality of organizational citizenship behaviors based on rewards and roles. *Human Relations*, 63(10), 1463–1485.
- Marinova, S. V., Peng, C., Lorinkova, N., Van Dyne, L., & Chiaburu, D. (2015). Change-oriented behavior: A meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, 104–120. <http://doi.org/10.1016/j.jvb.2015.02.006>
- Martin, R. L. (2009). *The opposable mind: Winning through integrative thinking*. Boston, MA: Harvard Business School Press.
- Meyerson, D. E. (2001). *Tempered radicals: How people use difference to inspire change at work*. Boston, MA: Harvard Business School Press.
- Mor, S., Morris, M. W., & Joh, J. (2013). Identifying and training adaptive cross-cultural management skills: The crucial role of cultural metacognition. *Academy of Management Learning & Education*, 12(3), 453–475.
- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal*, 42(4), 403–419.
- Muthén, L., & Muthén, B. (2017). *Mplus user's guide* (8th ed.). Los Angeles, CA: Muthén & Muthén.
- Ng, T. W., & Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of the conservation of resources framework. *Journal of Organizational Behavior*, 33(2), 216–234.
- Nordgren, L., van Harreveld, F., & van der Pligt, J. (2006). Ambivalence, discomfort, and motivated information processing. *Journal of Experimental Social Psychology*, 42, 252–258.
- Nowlis, S. M., Kahn, B. E., & Dhar, R. (2002). Coping with ambivalence: The effect of removing a neutral option on consumer attitude and preference judgments. *Journal of Consumer Research*, 29, 319–334.

- Oppenheimer, D. M., Meyvis, T., & Davidenko, N. (2009). Instructional manipulation checks: Detecting satisficing to increase statistical power. *Journal of Experimental Social Psychology*, 45(4), 867–872.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- Paletz, S. B., Bogue, K., Miron-Spektor, E., Spencer-Rodgers, J., & Peng, K. (2015). Dialectical thinking and creativity from many perspectives: Contradiction and tension. In *Psychological and cultural foundations of dialectical thinking*. New York, NY: Oxford University Press.
- Paletz, S. B., & Peng, K. (2009). Problem finding and contradiction: Examining the relationship between naïve dialectical thinking, ethnicity, and creativity. *Creativity Research Journal*, 21(2–3), 139–151.
- Parker, S. K., Wang, Y., & Liao, J. (2019). When is proactivity wise? A review of factors that influence the individual outcomes of proactive behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 221-248.
- Peer, E., Vosgerau, J., & Acquisti, A. (2014). Reputation as a sufficient condition for data quality on Amazon Mechanical Turk. *Behavior Research Methods*, 46(4), 1023–1031.
- Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of Management Review*, 25(4), 783–794.
- Plambeck, N., & Weber, K. (2009). CEO ambivalence and responses to strategic issues. *Organization Science*, 20(6), 993–1010.
- Plambeck, N., & Weber, K. (2010). When the glass is half full and half empty: CEOs' ambivalent interpretations of strategic issues. *Strategic Management Journal*, 31(7), 689–710.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539–569.
- Pratt, M. G., & Dirks, K. T. (2007). Rebuilding trust and restoring positive relationships: A commitment-based view of trust. In J. E. Dutton & B. R. Ragins (Eds.), *LEA's organization and management series. Exploring positive relationships at work: Building*

- a theoretical and research foundation* (pp. 117–136). Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Pratt, M. G., & Doucet, L. (2000). Ambivalent feelings in organizational relationships. In S. Fineman (Ed.), *Emotion in organizations* (2nd ed., pp. 204–226). London, UK: Sage.
- Pratt, M. G., & Pradies, C. (2011). Just a good place to visit? Exploring positive responses to ambivalence. In K. Cameron & G. Spreitzer (Eds.), *Handbook of positive organizational scholarship* (pp. 924–937). Oxford, UK: Oxford University Press.
- Pratt, M. G., & Rosa, J. A. (2003). Transforming work–family conflict into commitment in network marketing organizations. *Academy of Management Journal*, 46(4), 395–418.
- Rees, L., Rothman, N. B., Leheavy, R., & Sanchez-Burks, J. (2013). The ambivalent mind can be a wise mind: Emotional ambivalence increases judgment accuracy. *Journal of Experimental Social Psychology*, 49(3), 360–367.
- Riketta, M., & Ziegler, R. (2006). Self-ambivalence and self-esteem. *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*, 25(3), 192–211.
- Rothman, N., Pratt, M., Rees, L., & Vogus, T. (2016). Understanding the dual nature of ambivalence: Why and when ambivalence leads to good and bad outcomes. *Academy of Management Annals*, 11(1), 33–72.
- Runkel, P. J., & McGrath, J. E. (1972). *Research on human behavior: A systematic guide to method*. Holt, Rinehart & Winston of Canada Ltd.
- Schriesheim, C. A., Powers, K. J., Scandura, T. A., Gardiner, C. C., & Lankau, M. J. (1993). Improving construct measurement in management research: Comments and a quantitative approach for assessing the theoretical content adequacy of paper-and-pencil survey-type instruments. *Journal of Management*, 19(2), 385–417.
- Schuh, S., Van Quaquebeke, N., Göritz, A. S., Xin, K. R., De Cremer, D., & van Dick, R. (2016). Mixed feelings, mixed blessing? How ambivalence in organizational identification relates to employees' regulatory focus and citizenship behaviors. *Human Relations*, 1–26. <http://doi.org/10.1177/0018726716639117>
- Scott, S. G., & Bruce, R. A. (1995). Decision-making style: The development and assessment of a new measure. *Educational and Psychological Measurement*, 55(5), 818–831.
- Searle, B. J., & Lee, L. (2015). Proactive coping as a personal resource in the expanded job demands–resources model. *International Journal of Stress Management*, 22(1), 46.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84(3), 416–427.

- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management*, 30(6), 933–958.
- Simms, L. J., Goldberg, L. R., Roberts, J. E., Watson, D., Welte, J., & Rotterman, J. H. (2011). Computerized adaptive assessment of personality disorder: Introducing the CAT-PD project. *Journal of Personality Assessment*, 93, 380–389.
- Smith, W. K., Lewis, M. W., & Tushman, M. L. (2016). “Both/and” leadership. *Harvard Business Review*, 94(5), 62–70.
- Stewart, S. M., Bing, M. N., Davison, H. K., Woehr, D. J., & McIntyre, M. D. (2009). In the eyes of the beholder: A non-self-report measure of workplace deviance. *Journal of Applied Psychology*, 94(1), 207.
- Vadera, A. K., & Pratt, M. G. (2013). Love, hate, ambivalence, or indifference? A conceptual examination of workplace crimes and organizational identification. *Organization Science*, 24(1), 172–188.
- Van de Schoot, R., Lugtig, P., & Hox, J. (2012). A checklist for testing measurement invariance. *European Journal of Developmental Psychology*, 9(4), 486–492.
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management journal*, 41(1), 108–119.
- van Harreveld, F., Nohlen, H. U., & Schneider, I. K. (2015). The ABC of ambivalence: Affective, behavioral, and cognitive consequences of attitudinal conflict. In *Advances in experimental social psychology* (Vol. 52, pp. 285–324). Academic Press.
- van Harreveld, F., Rutjens, B., Rotteveel, M., Nordgren, L., & van der Pligt, J. (2009). Ambivalence and decisional conflict as a cause of psychological discomfort: Feeling tense before jumping off the fence. *Journal of Experimental Social Psychology*, 45, 167–173.
- Wanberg, C. R., Griffiths, R. F., & Gavin, M. B. (1997). Time structure and unemployment: A longitudinal investigation. *Journal of Occupational and Organizational Psychology*, 70(1), 75–95.
- Weick, K. E. (1979). *The social psychology of organizing* (2nd ed.). Reading, MA: Addison-Wesley.
- Weick, K. E. (1998). The attitude of wisdom: Ambivalence as the optimal compromise. In S. Srivastva & D. L. Cooperrider (Eds.), *Organizational wisdom and executive courage* (pp. 40–64). San Francisco, CA: Lexington Press.

- Weick, K. E. (2004). Mundane poetics: Searching for wisdom in organization studies. *Organizational Studies*, 25(4), 653–668.
- Wiggins, J. S., & Trapnell, P. D. (1996). A dyadicinteractional perspective on the Five-Factor Model. In J. S. Wiggins (Ed.), *The Five-Factor Model of Personality: Theoretical perspectives* (pp. 88–162). New York, NY: Guilford Press.
- Woo, S. E., Keith, M., & Thornton, M. A. (2015). Amazon Mechanical Turk for industrial and organizational psychology: Advantages, challenges, and practical recommendations. *Industrial and Organizational Psychology*, 8, 171–179.
- Wu, B., & Schuh, S. (2018). *Responses to ambivalence scale development*. Annual meeting of Southern Management Association, Lexington, KY.
- Xu, H., Hou, Z. J., Tracey, T. J., & Zhang, X. (2016). Variations of career decision ambiguity tolerance between China and the United States and between high school and college. *Journal of Vocational Behavior*, 93, 120–128.
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44, 682–696.

UNIVERSITY OF ILLINOIS
AT CHICAGO

Office for the Protection of Research Subjects (OPRS)
Office of the Vice Chancellor for Research (MC 672)
203 Administrative Office Building
1737 West Polk Street
Chicago, Illinois 60612-7227

Approval Notice
Amendment to Research Protocol and/or Consent Document – Expedited Review
UIC Amendment # 1

September 25, 2017

Bingqing Wu, MS
Managerial Studies
601 S. Morgan Street
22nd Floor, University Hall, M/C 243
Chicago, IL 60607
Phone: (312) 996-2680 / Fax: (312) 996-3559

RE: Protocol # 2016-1075
“Responses to Ambivalence Measurement Development-Content Validity”

Dear Mr. Wu:

Members of Institutional Review Board (IRB) #2 have reviewed this amendment to your research and/or consent form under expedited procedures for minor changes to previously approved research allowed by Federal regulations [45 CFR 46.110(b)(2)]. The amendment to your research was determined to be acceptable and may now be implemented.

Please note the following information about your approved amendment:

Note: Please remember that the Department Head's designated alternate must approve a change of PI when the Department Head is part of the research team/faculty sponsor.

Amendment Approval Date: September 25, 2017

Amendment:

Summary: UIC Amendment #1 dated and received via OPRSLive on August 10, 2017, is an investigator-initiated amendment to: a) change Principal Investigator from John Lynch to Bingqing Wu and add Mark Shanley as the faculty sponsor (Initial Review Application, v1.3, 9/25/2017; Appendix P; Department head approval letter) and; b) submit a new recruitment and a revised consent document reflecting the changes above (Ally Measurement Development, v1.2, 5/19/2017; Responses to Ambivalence Measurement Development, v1.3, 9/25/17).

Approved Subject Enrollment #: 300

Performance Sites: UIC

Sponsor: None

Recruiting Material(s):

- a) Responses to Ambivalence Measurement Development (Recruitment Message; UIC Managerial Studies subject pool); Version 1.2; 05/19/2017

Informed Consent(s):

- a) Responses to Ambivalence Measurement Development (Consent); Version 1.3; 09/25/2017

Please note the Review History of this submission:

Receipt Date	Submission Type	Review Process	Review Date	Review Action
09/07/2017	Amendment	Expedited	09/25/2017	Approved

Please be sure to:

→ **Use only the IRB-approved and stamped consent document(s) and/or HIPAA Authorization form(s) enclosed with this letter when enrolling subjects.**

→ Use your research protocol number (**2016-1075**) on any documents or correspondence with the IRB concerning your research protocol.

→ Review and comply with all requirements on the guidance:

"UIC Investigator Responsibilities, Protection of Human Research Subjects"

(<http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities>)

Please note that the UIC IRB #2 has the right to ask further questions, seek additional information, or monitor the conduct of your research and the consent process.

Please be aware that if the scope of work in the grant/project changes, the protocol must be amended and approved by the UIC IRB before the initiation of the change.

We wish you the best as you conduct your research. If you have any questions or need further help, please contact the OPRS at (312) 996-1711 or me at (312) 996-9299. Please send any correspondence about this protocol to OPRS at 203 AOB, M/C 672.

Sincerely,

Allison A. Brown, PhD
IRB Coordinator, IRB # 2
Office for the Protection of Research Subjects

Please note that stamped *.pdf files of all approved recruitment and consent documents have been uploaded to OPRSLive, and you must access and use only those approved documents to recruit and enroll subjects into this research project. OPRS/IRB no longer issues paper letters or stamped/approved documents.

Enclosure(s): Uploaded to OPRSLive

1. Informed Consent Document(s):

- a) Responses to Ambivalence Measurement Development (Consent); Version 1.3;

09/25/2017

2. Recruiting Material(s):

- a) Ally Measurement Development (Recruitment Message; UIC Managerial Studies subject pool); Version 1.2; 05/19/2017

cc: Mark Shanley, Managerial Studies, M/C 075

**Approval Notice
Initial Review (Response To Modifications)**

February 18, 2019

Bingqing Wu, MS
Managerial Studies
Phone: (217) 979-0658 / Fax: (312) 996-3559

**RE: Protocol # 2018-1542
“Response to Ambivalence Measurement-Managerial Studies Subject Pool-EFA”**

Dear Ms. Wu:

Please note that as per the revised Federal Regulations (2018 Common Rule) and OPRS policies your research no longer requires a Continuing Review; therefore, the approved documents are stamped only with an approval date. Although your research no longer requires a Continuing Review, you will receive annual reminder notices regarding your investigator responsibilities (i.e., submission of amendments, final reports, and prompt reports), and will be asked to complete an Institutional Status Report which will be sent to you via email every 3 years. If you fail to submit an Institutional Status Report, your research study will be administratively closed by the IRB. For more information regarding Continuing Review and Administrative Closure of Research visit: <http://research.uic.edu/node/735>.

Your Initial Review (Response To Modifications) was reviewed and approved by the Expedited review process on February 13, 2019. You may now begin your research

Please note the following information about your approved research protocol:

Protocol Approval Period: 02/13/2019

Approved Subject Enrollment #: 500

Additional Determinations for Research Involving Minors: The Board determined that this research satisfies 45CFR46.404, research not involving greater than minimal risk. Therefore, in accordance with 45CFR46.408, the IRB determined that only one parent's/legal guardian's permission/signature is needed. Wards of the State may not be enrolled unless the IRB grants specific approval and assures inclusion of additional protections in the research required under 45CFR46.409. If you wish to enroll Wards of the State contact OPRS and refer to the tip sheet.

Performance Sites: UIC

Research Protocol(s):

- a) Initial Review Application: Responses to Ambivalence Measurement-Managerial Studies Subject Pool, 02/14/2019

Recruitment Material(s):

- a) [Recruitment Message for Potential Participants], Version 1.2, 01/24/2019

Informed Consent(s):

- a) [Research Information and Consent], Version 1.2, 02/14/2019
- b) A waiver of documentation of consent has been granted under 45 CFR 46.117(c) to complete an online survey (minimal risk; person subjects will be provided with an information sheet containing all of the elements of consent to review; proceeding to complete the survey will constitute consent to participate; person subjects will be able to print out the information sheet for their records).

Parental Permission(s):

- a) A waiver of parental permission has been granted under 45 CFR 46.116(f) and 45 CFR 46.408(c); UIC Managerial Studies Student Subject Pool procedures will be followed (minimal risk; 16-17 year old college students only; participation is otherwise confidential and obtaining parental permission would present

intrusion and potential risk of a breach of subject privacy).

Your research meets the criteria for expedited review as defined in 45 CFR 46.110(b)(1) under the following specific category(ies):

(7) Research on individual or group characteristics or behavior (including but not limited to research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.

Please note the Review History of this submission:

Receipt Date	Submission Type	Review Process	Review Date	Review Action
12/04/2018	Initial Review	Expedited	12/05/2018	Modifications Required
01/09/2019	Response To Modifications	Expedited	01/15/2019	Modifications Required
01/29/2019	Response To Modifications	Expedited	02/13/2019	Approved

Please remember to:

→ Use your **research protocol number** (2018-1542) on any documents or correspondence with the IRB concerning your research protocol.

→ Review and comply with all requirements on the guidance,
["UIC Investigator Responsibilities, Protection of Human Research Subjects"](http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities)
(<http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities>).

Please note that the UIC IRB has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

Please be aware that if the scope of work in the grant/project changes, the protocol must be amended and approved by the UIC IRB before the initiation of the change.

We wish you the best as you conduct your research. If you have any questions or need further help, please contact OPRS at (312) 996-1711 or me at (312) 413-1518. Please send any correspondence about this protocol to OPRS at 203 AOB, M/C 672.

Sincerely,

Alma Milat, BS
IRB Coordinator, IRB # 2

Office for the Protection of Research Subjects

Enclosure(s): Following approved recruitment and consent documents have been uploaded under "approved documents" tab in OPRSLive:

1. Informed Consent Document(s):

a) [Research Information and Consent], Version 1.2, 02/14/2019

2. Recruiting Material(s):

a) [Recruitment Message for Potential Participants], Version 1.2, 01/24/2019

cc: Benet DeBerry-Spence, Managerial Studies, M/C 243
Mark Shanley, Faculty Advisor, Managerial Studies, M/C 243

UNIVERSITY OF ILLINOIS
AT CHICAGO

Office for the Protection of Research Subjects (OPRS)
Office of the Vice Chancellor for Research (MC 672)
203 Administrative Office Building
1737 West Polk Street
Chicago, Illinois 60612-7227

Approval Notice
Amendment to Research Protocol and/or Consent Document – Expedited Review
UIC Amendment # 1

September 22, 2017

Bingqing Wu, MS
Managerial Studies
601 S. Morgan Street
22nd Floor, University Hall, M/C 243
Chicago, IL 60607
Phone: (312) 996-2680 / Fax: (312) 996-3559

RE: Protocol # 2017-0082
“Responses to Ambivalence Validity Study-CFA”

Dear Ms Wu:

Please note that stamped .pdfs of all approved recruitment and consent documents have been uploaded to OPRSLive, and can be accessed under “Approved Documents” tab. Please remember to use only those approved documents to recruit and enroll subjects into this research project. OPRS/IRB no longer issues paper letters or stamped/approved documents.

Members of Institutional Review Board (IRB) #2 have reviewed this amendment to your research and/or consent form under expedited procedures for minor changes to previously approved research allowed by Federal regulations [45 CFR 46.110(b)(2)]. The amendment to your research was determined to be acceptable and may now be implemented.

Please note the following information about your approved amendment:

Amendment Approval Date: September 21, 2017

Amendment:

Summary:

UIC Amendment #1, dated; and submitted; and accepted via OPRSLive 7 September 2017, is an investigator-initiated amendment regarding:

- 1) Transferring Principal Investigator from Dr. John Lynch to Bingqing Wu. Dr. Mark Shanley is added as a faculty advisor (Research Protocol: Responses to Ambivalence Measurement Development, v1.3, 9/22/17; Initial Review Application, v1.3, 9/22/17).

- 2) Submitting revised recruitment and consent documents reflecting aforementioned change to research protocol (Responses to Ambivalence Validity Study (Information Sheet), v1.3, 9-22-17; Responses to Ambivalence Validity Study (Recruitment Message for Potential Participants), v1.2, 9-7-17).

Approved Subject Enrollment #: 300
Performance Sites: UIC

Research Protocol(s):

- a) Responses to Ambivalence Measurement Development; Version 1.3; 09/22/2017

Recruiting Material(s):

- b) Recruitment Message for Potential Participants; Version 1.2; 09/07/2017

Informed Consent(s):

- b) Responses to Ambivalence Validity Study; Version 1.3; 09/22/2017

Please note the Review History of this submission:

Receipt Date	Submission Type	Review Process	Review Date	Review Action
09/07/2017	Amendment	Expedited	09/21/2017	Approved

Please be sure to:

→ **Use only the IRB-approved and stamped consent document(s) enclosed with this letter when enrolling subjects.**

→ Use your research protocol number (2017-0082) on any documents or correspondence with the IRB concerning your research protocol.

→ Review and comply with all requirements on the guidance,
"[UIC Investigator Responsibilities, Protection of Human Research Subjects](http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities)"
(<http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities>).

Please note that the UIC IRB #2 has the right to ask further questions, seek additional information, or monitor the conduct of your research and the consent process.

Please be aware that if the scope of work in the grant/project changes, the protocol must be amended and approved by the UIC IRB before the initiation of the change.

We wish you the best as you conduct your research. If you have any questions or need further help, please contact the OPRS at (312) 996-1711 or me at (312) 413-1518. Please send any correspondence about this protocol to OPRS at 203 AOB, M/C 672.

Sincerely,

Alma Milat, BS
IRB Coordinator, IRB # 2

Office for the Protection of Research Subjects

Enclosure(s): Following approved recruitment and consent documents have been uploaded under “approved documents” tab in OPRSLive:

3. Informed Consent Document(s):

a) Responses to Ambivalence Validity Study; Version 1.3; 09/22/2027

4. Recruiting Material(s):

a) Recruitment Message for Potential Participants; Version 1.2; 09/07/2017

cc: Mark Shanley, Managerial Studies, M/C 075

**Approval Notice
Continuing Review**

November 30, 2018

Bingqing Wu, MS
Managerial Studies
Phone: (217) 979-0658 / Fax: (312) 996-3559

RE: **Protocol # 2018-0001**
“Responses to Ambivalence Measures (Measurement Invariance)”

Dear Mx. Wu:

Your Continuing Review application was reviewed and approved by the expedited review process on November 30, 2018. You may now continue your research.

Please note the following information about your approved research protocol:

Please note that stamped recruitment/consent documents from prior years no longer need to be submitted for review and/or auditing purposes unless specifically requested by OPRS/IRB. Also, approved and stamped recruitment documents no longer expire so need not be submitted for re-approval. All approved and stamped recruitment/consent documents must be accessed via OPRSLive and are located in the investigator’s specific protocol workspace under the “Approved Documents” tab.

Protocol Approval Period: November 30, 2018 - November 29, 2021
Approved Subject Enrollment #: 700 (270 subjects enrolled)
Additional Determinations for Research Involving Minors: These determinations have not been made for this study since it has not been approved for enrollment of minors.
Performance Site: UIC
Sponsor: None
Research Protocol:

b) Initial Review Application Version 2; 11/11/2018

Recruitment Material:

b) Recruitment Message; Version 2; 01/11/2018

Informed Consents:

- c) Responses to Ambivalence Measurement Development; Version 3.0; 11/12/2018
- d) A waiver of documentation of informed consent has been granted under 45 CFR 46.117 and an alteration of consent has been granted under 45 CFR 46.116(d) for the online survey; minimal risk; subjects will be provided with an information sheet and subjects will electronically agree to participate.

Your research continues to meet the criteria for expedited review as defined in 45 CFR 46.110(b)(1) under the following specific category:

(7) Research on individual or group characteristics or behavior (including but not limited to research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.

Please note the Review History of this submission:

Receipt Date	Submission Type	Review Process	Review Date	Review Action
11/12/2018	Continuing Review	Expedited	11/30/2018	Approved

Please remember to:

→ Use your **research protocol number** (2018-0001) on any documents or correspondence with the IRB concerning your research protocol.

→ Review and comply with all requirements on the OPRS website under:
"UIC Investigator Responsibilities, Protection of Human Research Subjects"

Please note that the UIC IRB has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

Please be aware that if the scope of work in the grant/project changes, the protocol must be amended and approved by the UIC IRB before the initiation of the change.

We wish you the best as you conduct your research. If you have any questions or need further help, please contact OPRS at (312) 996-1711 or me at (312) 996-2014.

Sincerely,
Sandra Costello
Assistant Director, IRB # 2

Office for the Protection of Research Subjects

All approved and stamped recruitment/consent documents must be accessed via OPRSLive and are located in the investigator's specific protocol workspace under the "Approved Documents" tab.

3. Informed Consent Document:

b) Ally Measurement Development; Version 3.0; 11/12/2018

4. Recruiting Material:

b) Recruitment Message; Version 2; 01/11/2018

cc: Benet DeBerry-Spence, Managerial Studies, M/C 243
Mark Shanley (faculty advisor), Managerial Studies, M/C 075

**Approval Notice
Initial Review (Response To Modifications)**

December 20, 2018

Bingqing Wu, MS
Managerial Studies
Phone: (217) 979-0658 / Fax: (312) 996-3559

**RE: Protocol # 2018-1516
“Response to Ambivalence Antecedents and Outcomes-MTurk Time Lag Design”**

Dear Ms. Wu:

Your Initial Review (Response To Modifications) was reviewed and approved by the Expedited review process on December 18, 2018. You may now begin your research

Please note the following information about your approved research protocol:

Please note that the IRB has made corrections to the application and the recruitment/consent documents to update the revision dates (footers). Please be sure to keep a copy of these versions of the documents for your records.

Please remember to use the currently approved version of the IRB Initial Review form to avoid future submissions being rejected.

Protocol Approval Period: December 18, 2018 - December 17, 2021
Approved Subject Enrollment #: 600
Additional Determinations for Research Involving Minors: These determinations have not been made for this study since it has not been approved for enrollment of minors.
Performance Sites: UIC
Sponsor: None
Research Protocol(s):

- c) Responses to Ambivalence; 12/11/2018

Recruitment Material(s):

- c) Recruitment message (mTurk) T1; Version 2; 12/11/2018
- d) Recruitment message (mTurk) T2; Version 2; 12/20/2018

Informed Consent(s):

- e) Responses to Ambivalence (Consent); Version 2; 12/20/2018
- f) A waiver of documentation of consent has been granted under 45 CFR 46.117 for the online survey; minimal risk; subjects will be provided with an information sheet containing all of the elements of consent.

Your research meets the criteria for expedited review as defined in 45 CFR 46.110(b)(1) under the following specific category(ies):

(7) Research on individual or group characteristics or behavior (including but not limited to research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.

Please note the Review History of this submission:

Receipt Date	Submission Type	Review Process	Review Date	Review Action
11/28/2018	Initial Review	Expedited	11/28/2018	Modifications Required
12/11/2018	Response To Modifications	Expedited	12/18/2018	Approved

Please remember to:

→ Use your **research protocol number** (2018-1516) on any documents or correspondence with the IRB concerning your research protocol.

→ Review and comply with all requirements on the guidance,
"UIC Investigator Responsibilities, Protection of Human Research Subjects"
(<http://research.uic.edu/irb/investigators-research-staff/investigator-responsibilities>).

Please note that the UIC IRB has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

Please be aware that if the scope of work in the grant/project changes, the protocol must be amended and approved by the UIC IRB before the initiation of the change.

We wish you the best as you conduct your research. If you have any questions or need further help, please contact OPRS at (312) 996-1711 or me at (312) 996-9299. Please send any correspondence about this protocol to OPRS at 203 AOB, M/C 672.

Sincerely,

Allison A. Brown, PhD
IRB Coordinator, IRB # 2
Office for the Protection of Research Subjects

Enclosure(s): Approved and stamped documents are available via OPRSLive.

5. UIC Investigator Responsibilities, Protection of Human Research Subjects

6. Informed Consent Document(s):

- c) Responses to Ambivalence (Consent); Version 2; 12/20/2018

7. Recruiting Material(s):

- c) Recruitment message (mTurk) T1; Version 2; 12/11/2018
- d) Recruitment message (mTurk) T2; Version 2; 12/20/2018

cc: Benet DeBerry-Spence, Managerial Studies, M/C 243
Mark Shanley (Faculty Sponsor), Managerial Studies, M/C 243

Appendix i

Convergent and Discriminant Validity Sample Items

The following statement describes your ambivalent thoughts and emotions about work and company. For each statement, choose the number of degrees you agree or disagree with the statement.
(1=Strongly Disagree, 5=Strongly Agree).

Distance (Folkman et al., 1986)

- I make light of the situation and refuse to get too serious about it.
- I go on as if nothing has happened.
- I don't let it get to me; refuse to think about it too much.
- I try to forget the whole thing.
- I avoid being with people in general.
- I sleep more than usual.

Cognitive distortions (Burns, 1980)

- I look at things in absolute, black and white categories.
- I view a negative event as a never-ending pattern of defeat.
- I dwell on negatives and ignore the positives.
- I blow things way out of proportion or I shrink their importance inappropriately.

Holistic locus of attention (Choi et al., 2007)

- The whole, rather than its parts, should be considered in order to understand a phenomenon.
- It is more important to pay attention to the whole than its parts.
- The whole is greater than the sum of its parts.
- It is more important to pay attention to the whole context rather than the details.
- It is not possible to understand the parts without considering the whole picture.
- We should consider the situation a person is faced with, as well as his/her personality, in order to understand one's behavior.

Rigidity (Simms et al., 2011)

- I do not like reading or hearing opinions that go against my way of thinking.
- I find it difficult to consider as valid opinions that differ from my own.
- I have been told that I am rigid and inflexible.
- I have fixed opinions.
- I am often accused of being narrow-minded.
- I am convinced that my way is the best way.
- I believe strongly that the world would be a much better place if I had my way.
- I am inflexible when I think I'm right.
- I find it difficult to compromise in policy debates.
- I believe that most questions have one right answer.

Appendix ii:
RTA Model Survey-Time 1 Survey

It is common to have mixed feelings or thoughts about one's organization. At times, you may feel torn between both loving and hating the company. Or, you may feel torn between thinking positive things about your company and thinking negative things about your company.

Please write down **ONE** aspect of your organization about which you have both strongly positive and strongly negative feelings/thoughts over the last three weeks.

Please use just **one phrase** to describe this aspect. (e.g., the organization's mission, strategy, culture, leadership, an HR practice, etc.)

—

Now please share a few sentences about what you find strongly positive and negative about this aspect of your organization.

Positive feelings / thoughts about this organizational aspect

Negative feelings / thoughts about this organizational aspect

RTA-O

Avoidance items

- I avoided these feelings/thoughts altogether.
- I tried not to think about these feelings/thoughts.
- I evaded these feelings/thoughts.

Domination items

- I favored one feeling/thought more than another.
- I chose one distinct feeling/thought over the other.
- I bolstered one feeling/thought over others.

Compromise items

- I balanced my different feelings/thoughts by choosing a middle ground between them.
- I combined the positive and negative feelings/thoughts into an intermediate one.
- I found a midpoint between the positive and negative feelings/thoughts I had.

Holism items

- I realized that I could have both positive and negative feelings/thoughts.
- I recognized and valued both my positive and negative feelings/thoughts.
- I accepted both my positive and negative feelings/thoughts.

Enriched job characteristics (Hackman & Oldham, 1980)**Autonomy**

- My job gives me a chance to use my personal initiative and judgement in carrying out work.
- My job gives me opportunity for independence and freedom in how I do the work.

Task Significance

- My job is one where a lot of other people can be affected by how well it is done.
- My job is very significant and important in the broader scheme of things.

Skill variety

- My job requires me to use a number of complex or high-level skills
- My job requires me to utilize a variety of different skills in order to complete the work.

Proactive personality (Seibert, Crant, and Kraimer, 1999)

- I am constantly on the lookout for new ways to improve my life.
- Wherever I have been, I have been a powerful force for constructive change.
- Nothing is more exciting than seeing my ideas turn into reality.
- If I see something I don't like, I fix it.
- No matter what the odds, if I believe in something, I will make it happen.
- I love being a champion for my ideas, even against others' opposition.
- I excel at identifying opportunities.
- I am always looking for better ways to do things.
- If I believe in an idea, no obstacle will prevent me from making it happen.
- I can spot a good opportunity long before others can.

RTA Model Survey-Time 2 Survey

Individual innovative behavior (Scott & Bruce, 1995)

- I searched out new technologies, processes, techniques, and/or product ideas.
- I generated creative ideas.
- I promoted and champions ideas to others.
- I investigated and secures funds needed to implement new ideas.
- I developed adequate plans and schedules for the implementation of new ideas.
- I was innovative.

Taking charge (Morrison & Phelps, 1999)

- I adopted improved procedures for doing my job.
- I changed how my job is executed in order to be more effective.
- I brought about improved procedures for the work unit or department.
- I instituted new work methods that are more effective for the company.
- I changed organizational rules or policies that are nonproductive or counterproductive.
- I made constructive suggestions for improving how things operate within the organization.
- I corrected a faulty procedure or practice.
- I tried eliminated redundant or unnecessary procedures.
- I implemented solutions to pressing organizational problems
- I introduced new structures, technologies, or approaches to improve efficiency.

Interpersonal aggression (Stewart et al., 2009)

- I made fun of someone at work.
- I acted rudely toward someone at work.
- I said something hurtful to someone at work.
- I lost my temper at work.

Neglect (Hagedoorn et al., 1999)

- I reported in sick because I did not feel like working.
- I came in late because I did not feel like working.
- I put less effort into my work than may be expected of me.
- I every now and then did not put enough effort into my work.
- I missed out on meetings because I did not feel like attending them.

Turnover intention (Kelloway et al., 1999)

- I am thinking about leaving this organization.
- I am planning to look for a new job.
- I intend to ask people about new job opportunities.
- I don't plan to be in this organization much longer.