

School/Department:	Rotterdam School of Management / Department of Business-Society Management
Project Title:	How do people come up with creative ideas that are also feasible?
Abstract:	<p>Creativity is often associated with the ability to generate novel, original ideas and solutions (Runco & Jaeger, 2012). However, another aspect of creativity is that such ideas also need to be effective or feasible. Creativity provides a competitive advantage for many companies, but only when such ideas can in fact be effectuated (Tsang & Zahra, 2008).</p> <p>Much research has been devoted to understanding how organizations can stimulate and recognize employee creativity (Amabile, 1988; Chui & Lucas, 2017). Studies have, for instance, identified relationships between visionary (Mascareño et al., 2020) and transformational leadership (Bono & Judge, 2003; Gong et al., 2009; Shin & Zhou, 2003) and employee creativity. And relevant for recruitment and selection purposes: some personality traits predict employee creativity, such as honesty-humility, extraversion, and openness to experience (Silvia et al., 2011; Sung & Choi, 2009).</p> <p>However, most of this research has focused on the drivers of idea originality, or failed to distinguish feasibility of ideas from idea originality. Management scholars often relied on survey instruments, asking leaders to indicate to what extent they find an employee creative (Anderson, Potočník, Zhou, 2014). Hence, given that perceptions of creativity likely involve assessments of originality and feasibility, it is unclear to what extent the cited studies show that leadership or employee personality predict originality or feasibility of ideas. Psychology researchers distinguish idea originality from feasibility. These scholars have identified various factors that stimulate originality of ideas – often relating to cognitive flexibility and persistent motivation – but they have been much less successful at identifying factors that promote idea feasibility (Nijstad, De Dreu, Rietzschel, & Baas, 2010).</p> <p>In this research project we contribute to opening the “black box” of idea feasibility by zooming in on a deep-level psychological process, that is, the ability to associate the goals one has with relevant means (i.e., means-end integration). Means-ends integration can be viewed and measured as a variable that differs between employees, but it likely can also be stimulated by organizational conditions, such as organizational diversity. The central prediction underlying the current project is that means-ends integration underlies the ability to connect originality and feasibility.</p>

	<p>We plan to study these ideas about the role of means-end integration in employee creativity in a series of laboratory and online experiments, field experiments, and survey studies conducted among employees.</p>
<p>Requirements of candidate:</p>	<p>Background: Background: Management / Business with a focus on Organizational Behavior; social or organizational psychology; behavioral economics. Regardless of specific background, interest in and enthusiasm for the idea and the phenomenon of creativity are key. Research experience (e.g., experiments, surveys) and experience with the statistics required to analyze the resulting data (i.e., ANOVA, OLS regression, Hierarchical Linear Modeling) is helpful but not required. Excellent communication skills for both writing and speaking in English are expected. Candidates are ideally in the top segment of their class with respect to their grades and should show interest in an academic career.</p> <p>Master's degree: Yes</p> <p>EUR requirement: See Table Information about English requirements</p>
<p>Information, Supervisor 1</p>	<p>Prof. Dr. Marius van Dijke mvandijke@rsm.nl https://www.erim.eur.nl/people/marius-van-dijke/</p> <p>Recent publications:</p> <p>Giurge, L-M., Dijke, M., Zheng, X., & De Cremer, D. D. (2021). Does Power Corrupt the Mind? The Influence of Power on Moral Reasoning and Self-Interested Behavior. <i>The Leadership Quarterly</i>, 32(4), [101288]. https://doi.org/10.1016/j.leaqua.2019.03.003</p> <p>Zheng, M. X., Schuh, S. C., van Dijke, M., & De Cremer, D. (2021). Procedural justice enactment as an instrument of position protection: The three-way interaction between leaders' power position stability, followers' warmth, and followers' competence. <i>Journal of Organizational Behavior</i>, 42(6), 785-799.</p>

	<p>https://doi.org/10.1002/job.2493</p> <p>Houwelingen, G., Dijke, M., De Cremer, D. D., & Van Hiel, A. (2021). Cognitive Foundations of Impartial Punitive Decision Making in Organizations: Attribution and Abstraction. <i>Journal of Organizational Behavior</i>, 42(6), 726-740. https://doi.org/10.1002/job.2480</p> <p>Brockner, J., De Cremer, D. D., Dijke, M., Holz, B., De Schutter, L., & Van Hiel, A. (2021). Factors Affecting Supervisors' Enactment of Interpersonal Fairness: The Interactive Relationship between Their Managers' Informational Fairness and Supervisors' Sense of Power. <i>Journal of Organizational Behavior</i>, 42(6), 800-813. https://doi.org/10.1002/job.2466</p> <p>Reinders Folmer, C. P., De Cremer, D., Wubben, M., & van Dijke, M. (2020). We can't go on together with suspicious minds: Forecasting errors in evaluating the appreciation of denials. <i>Journal of Trust Research</i>, 10(1), 4-22. https://doi.org/10.1080/21515581.2020.1738944</p> <p>Sheppard, L., O'Reilly, J., Dijke, M., Restubog, S., & Aquino, K. (2020). The Stress-Relieving Benefits of Positively-Experienced Social Sexual Behavior in the Workplace. <i>Organizational Behavior and Human Decision Processes</i>, 156, 38-56. https://doi.org/10.1016/j.obhdp.2019.09.002</p> <p>Dijke, M. (2020). Power and leadership. <i>Current Opinion in Psychology</i>, 33, 6-11. https://doi.org/10.1016/j.copsyc.2019.06.012</p> <p>Dijke, M., Quaquebeke, N., & Brockner, J. (2020). In self-defense: Reappraisal buffers the negative impact of low procedural fairness on performance. <i>Journal of Experimental Psychology-Applied</i>, 26, 739-754. https://doi.org/10.1037/xap0000303</p> <p>Zheng, X., & Dijke, M. (2020). Expressing Forgiveness after Interpersonal Mistreatment: Power and Status of Forgivers Influence Transgressors' Relationship Restoration Efforts. <i>Journal of Organizational Behavior</i>, 41(8), 782-796. https://doi.org/10.1002/job.2432</p> <p>Dijke, M., Leunissen, JM. J., Wildschut, T., & Sedikides, C. (2019). Nostalgia Promotes Intrinsic Motivation and Effort in the Presence of Low Interactional Justice. <i>Organizational Behavior and Human Decision Processes</i>, 150, 46-61. https://doi.org/10.1016/j.obhdp.2018.12.003</p> <p>Dijke, M., Gobena, L., & Verboon, P. (2019). Make me want to pay! A</p>
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	<p>three-way interaction between procedural justice, distributive justice, and power on voluntary tax compliance. <i>Frontiers in Psychology</i>, 10, [1632]. https://doi.org/10.3389/fpsyg.2019.01632</p> <p>Zheng, X., Yuan, Y., Dijke, M., De Cremer, D. D., & Van Hiel, A. (2018). The Interactive Effect of a Leader's Sense of Uniqueness and Sense of Belongingness on Followers' Perceptions of Leader Authenticity. <i>Journal of Business Ethics</i>, 164, 515-533. https://doi.org/10.1007/s10551-018-4070-4</p> <p>Dijke, M., Houwelingen, G., De Cremer, D. D., & De Schutter, L. (2018). So gross and yet so far away: Psychological distance moderates the effect of disgust on moral judgment. <i>Social Psychological and Personality Science</i>, 9, 689-701. https://doi.org/10.1177/1948550617722198</p> <p>Houwelingen, G., Dijke, M., & De Cremer, D. D. (2018). Trust maintenance as a function of construal level and attributions: the case of apologies. <i>European Journal of Social Psychology</i>, 48, 33-46. https://doi.org/10.1002/ejsp.2291</p> <p>Dijke, M., De Cremer, D. D., Langendijk, G., & Anderson, C. (2018). Ranking low, feeling high: How hierarchical position and experienced power promote prosocial behavior in response to procedural justice. <i>Journal of Applied Psychology</i>, 103(2), 164-181. https://doi.org/10.1037/apl0000260</p> <p>De Cremer, D. D., Dijke, M., Schminke, M., De Schutter, L., & Stouten, J. (2018). The trickle-down effects of perceived trustworthiness on subordinate performance. <i>Journal of Applied Psychology</i>, 103(12), 1335-1357. https://doi.org/10.1037/apl0000339</p> <p>Zheng, X., Dijke, M., Narayanan, J., & De Cremer, D. D. (2017). When expressing forgiveness backfires in the workplace: Victim power moderates the effect of expressing forgiveness on transgressor compliance. <i>European Journal of Work and Organizational Psychology</i>, 27(1), 70-87. https://doi.org/10.1080/1359432X.2017.1392940</p> <p>Houwelingen, G., Dijke, M., & De Cremer, D. D. (2017). Fairness Enactment as Response to Higher Level Unfairness. The Roles of Self-Construal and Spatial Distance. <i>Journal of Management</i>, 43(2), 319-347. https://doi.org/10.1177/0149206314530166</p> <p>Gobena, L. B., & Dijke, M. (2017). Fear and caring: Procedural justice, trust, and collective identification as antecedents of voluntary tax compliance. <i>Journal of Economic Psychology</i>, 62(October), 1-16. https://doi.org/10.1016/j.joep.2017.05.005</p>
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<p>Information supervisor 2</p>	<p>Dr. Gijs van Houwelingen g.g.vanhouwelingen@uva.nl https://www.uva.nl/profiel/h/o/g.g.vanhouwelingen/g.g.vanhouwelingen.html</p> <p>Recent publications:</p> <ul style="list-style-type: none"> • Van Houwelingen, G.G., Van Dijke, M.H., Van Hiel, A. & De Cremer, D. (2020). Cognitive foundations of impartial punitive decision making in organizations: Attribution and abstraction. <i>Journal of Organizational Behavior</i>, online first publication. • Van Houwelingen, G., Stam, D., & Giessner, S. (2017). So close and yet so far away: A psychological distance account of the effectiveness of leader appeals. <i>Journal of Applied Social Psychology</i>, 47, 665–676. https://doi.org/10.1111/jasp.12469 • Van Dijke, M., Van Houwelingen, G., De Cremer, D., & De Schutter, L. (2017). So gross and yet so far away: Psychological distance moderates the effect of disgust on moral judgment. <i>Social Psychological and Personality Science</i>, 1-13. https://dx.doi.org/10.1177/1948550617722198 • Van Houwelingen, G.G., Van Dijke, M.H., & De Cremer, D. (2017). Fairness enactment as response to higher level unfairness: The roles of self-construal and spatial distance. <i>Journal of Management</i>, 43, 319 – 347. • Van Houwelingen, G.G., Van Dijke, M.H., & De Cremer, D. (2017). Trust maintenance as a function of construal level and attributions: The case of apologies. <i>European Journal of Social Psychology</i>, advance online publication. doi: 10.1002/ejsp.2291. • Van Houwelingen, G.G., Hoogervorst, N., Van Dijke, M.H., & Versteegt, L. (2017). Reflection and action: A study on moral learning consultation within Dutch prison authorities. In: M. Kowalski (ed.), <i>Ethics of counterterrorism</i>, Amsterdam: Boom. • Van Houwelingen, G.G., Van Dijke, M.H., & De Cremer, D. (2015). Getting it done and getting it right: Leader disciplinary reactions to followers' moral transgressions are determined by construal level mindset. <i>Leadership Quarterly</i>, 26, 878 – 891.
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Erasmus University Rotterdam, the Netherlands
CSC PhD 2021 Project Description
Application to: euccchinaoffice@eur.nl
Application deadline: Friday Mar 4, 2022



English requirements: Please refer to Erasmus University China Center official website for your information www.eur.nl/eucc

Erasmus University China Center -> CSC Scholarship -> "I am a prospective CSC PhD Candidate" -> Table 1

Please note that each institute requires difference level of English, make sure to find the right institute. 2022 CSC-PhD programme information will be shared and updated soon!