

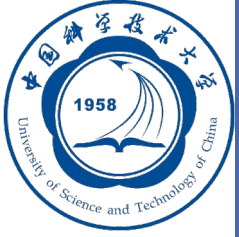


Exploring how communication network positions relate to thriving at work: The different roles of instrumental and expressive networks

Ruoxiao Su¹, Mengxiao Zhu¹, Lin Liu¹, Leslie DeChurch², Noshir Contractor²

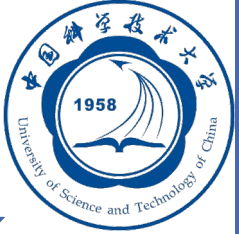
¹University of Science and Technology of China, ²Northwestern University

72nd ICA conference, 28 May 2022



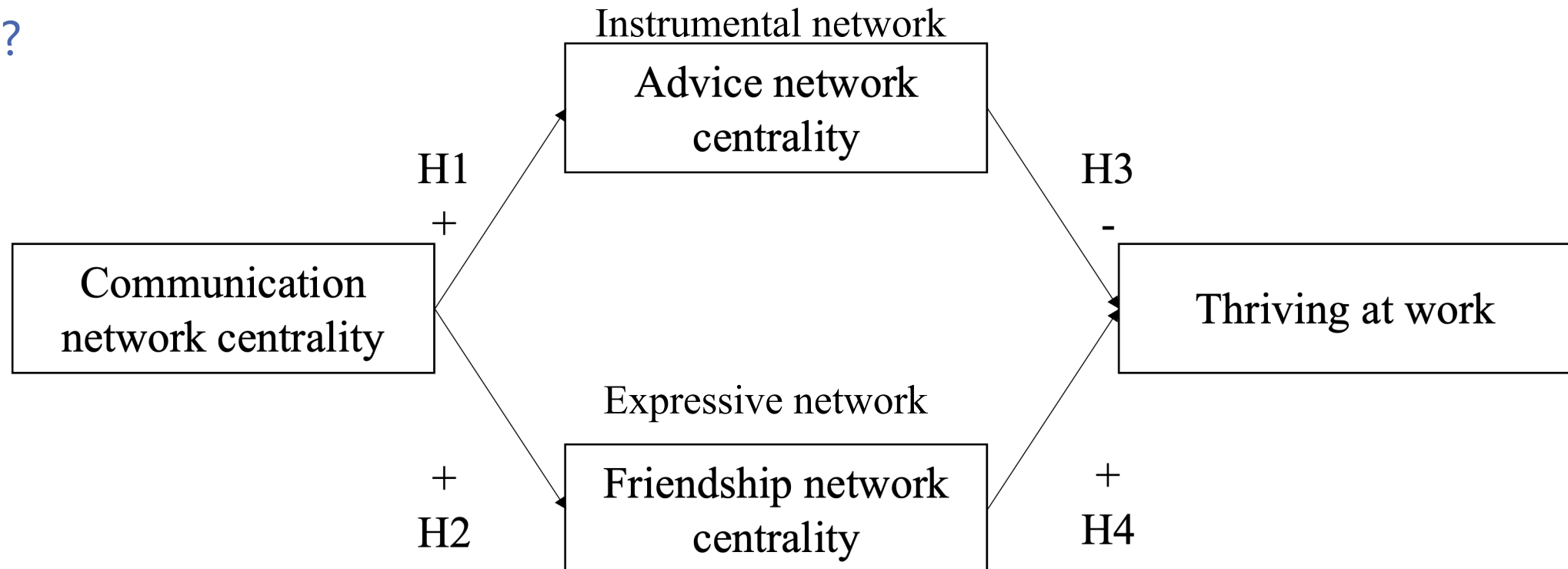
■ Background

- Thriving at work is a psychological state of feeling energized and learning (Spreitzer, 2005).
- In addition of personal attributes, social network, especially communication network, is an important antecedent of thriving at work (Cullen et al., 2018).
- Different social networks, i.e., instrumental and expressive networks, impact employee's psychological state differently.



■ Research questions & model

- RQ1. How is the influence mechanism of individual's communication network position on thriving at work?
- RQ2. How individual's positions in communication network shapes their positions in instrumental network and expressive network, and in turn influences thriving at work?



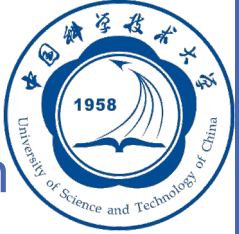


■ Data collection & method

- Survey data were collected in a HR division (200 employees) in China of a global company from December 2019 to January 2020.
- Structural Equation Model ($\chi^2 = 136.55$, $df = 66$, $p < .001$, CFI = .93, TLI = .91, SRMR = .06, RMSEA = .077) was used to test the model.

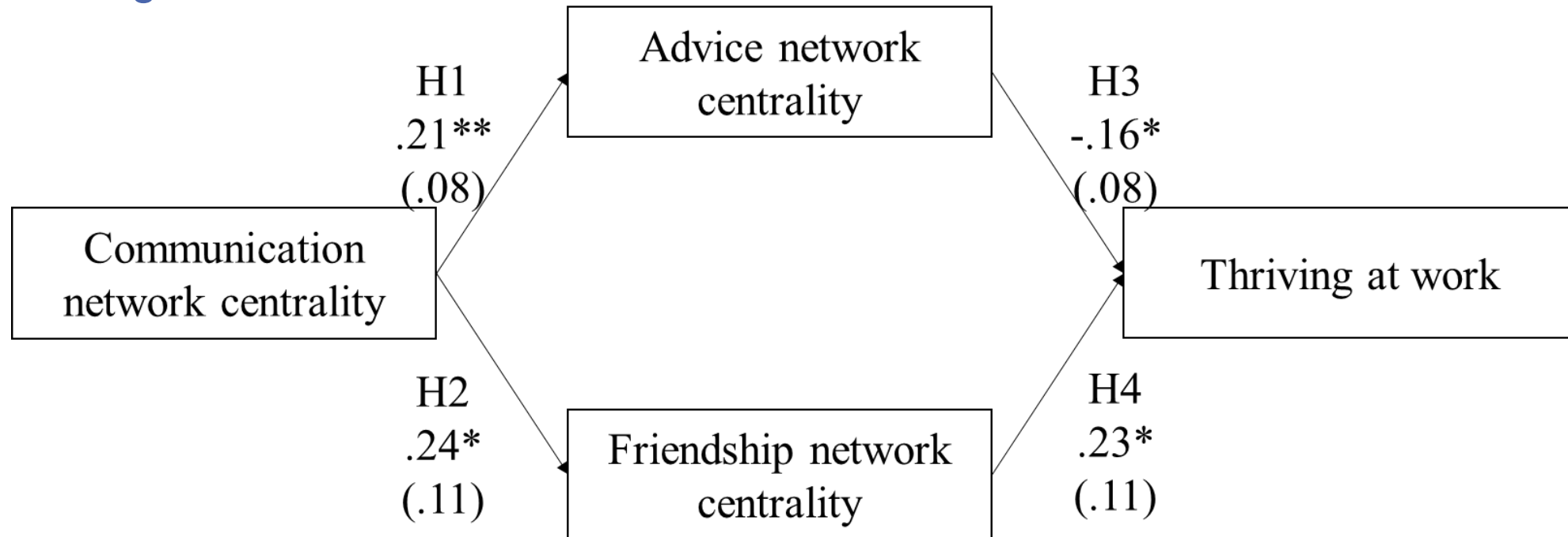
Characteristics	Levels	Frequency	Percentage (%)
Gender	Male	25	14.0
	Female	153	86.0
Age	25-29	25	14.0
	30-39	97	54.5
	40-49	45	25.3
	50-55	11	6.2
Education	High school or diploma	13	7.3
	Bachelor	111	62.4
	Master	54	30.3
Position	Employee	161	90.4
	Head	17	9.6
Tenure (in years)	0-3	53	29.8
	4-9	70	39.3
	10 and above	55	30.9

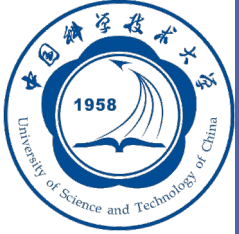
Figure 1. Profile of final sample (N = 178)



■ Results and conclusions

- Employee at central positions in communication network was more likely to position centrally in advice and friendship network.
- Individual's advice network centrality and friendship network centrality had opposite effects on thriving at work.





■ Discussions

➤ Main contributions

- We considered thriving at work from a perspective of social network.
- We confirmed the connection between individual's position in social network and thriving. Moreover, different effects of different networks were found.

➤ Limitation

- The network positions were only measured by the network sizes.



Thanks for your attention! 😊

If you have any questions or suggestions, feel free to contact me at srx6098@mail.ustc.edu.cn