Fall 2020 I-O Psychology Colloquium Series Presents a Virtual Panel Discussion on  

Future of Work and COVID  

Thursday September 24, 12:00-1:00 US Eastern  
(Zoom link available upon request; email sewoo@purdue.edu)

**Presenters:** Ellen Ernst Kossek and Brad Alge (Purdue Krannert School of Management)  
**Facilitator:** Sang Eun Woo (Purdue I-O Psychology)

**Talk Title:** Working Virtually (and not): Implications for Work-Life Inequality, Gendered Boundaries, and Well-being

**Abstract:** The coronavirus crisis highlights differential work-life inequality challenges faced by essential and nonessential workers. It demonstrates how poorly the U.S compares with other countries in providing workers equal access to paid sick and family leave, employee-requested flexible scheduling, and reasonable work hours (Kossek & Lee, 2020). It also reveals the gendered double-edged sword of virtual work due to increased tethering in the 24-7 "always-on" culture such exacerbating boundary control and well-being tensions; and inclusion and overwork challenges due to ideal worker (and mothering) norms.

Ellen Ernst Kossek (Ph.D., Yale University) is the Basil S. Turner Professor at Purdue University's Krannert School of Management and the first elected President of the Work-Family Researchers Network. Elected a Fellow in the Academy of Management, American Psychological Association, and SIOP, her research examines organizational and leadership initiatives to advance gender equality, work-family-life inclusion, and effectively implementing flexibility policies and technology to support work-life boundaries. Her research has won many awards such as the 2020 Ellen Galinsky Generative Researcher Award for contributing break-through thinking to the work-family field, the Work-Life Legacy award for helping to build or advance the work-life movement; the Rosabeth Moss Kanter work-family research excellence award (winner and multiple year finalist/nominee) and the Sage Scholarly achievement award from the AOM Gender and Diversity in Organizations Division for advancing understanding of gender and diversity in organizations. Her research has been funded by the U.S. National Institutes of Health and the Center for Disease Control, the National Science Foundation, and the Alfred P. Sloan, Russell Sage, and Gerber Foundations and been published in top academic journals and national media outlets (NPR, CNN, HBR, WSJ, Financial Times). Her new book is: Creating Gender-Inclusive Organizations: Lessons from Research and Practice (University of Toronto Press).
Talk Title: The control paradox and spillover effects: The relationship of electronic monitoring to public and private deviance

Abstract: Changes in the workplace, due in part to the COVID19 pandemic, are shifting the degree to which organizations move from traditional mechanisms of control, to more virtual mechanisms of control, such as electronic monitoring. Using paradox theory as an overarching framework to understand the effect of electronic monitoring, and drawing on tenets from selectivity-threat theory, deterrence theory, and psychological reactance theory, we examine the relationship of monitoring on employee breach behavior. Results from a multi-organization survey demonstrate the control paradox that managers face. Increased monitoring led to decreases in computer breach behavior—a public, on-record form of employee deviance—consistent with threat deterrence theory. However, monitoring also increased less public, private deviant behaviors, through its effects on invasion of privacy, consistent with psychological reactance. This study lends support to the notion that employees are selective in the ways they react to monitoring, and managers must be aware of negative spillover effects.