IT'S ALL IN HOW YOU USE IT: MANAGERS' USE OF MEETINGS TO REDUCE EMPLOYEE INTENTIONS TO QUIT

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Meetings are often viewed as unnecessary, wastes of time, and overall negative experiences at work. In this study, we examined the positive side of meetings, specifically, how the relationship a manager fosters with subordinates in meetings affects those employees' intentions to quit (ITQ). Using an online survey of working adults who regularly attended meetings, we found that the relation between perceived organizational support (POS) and leader–member exchange (LMX) quality in meetings on ITQ depended on an employee's level of negative affectivity (NA). When POS or LMX in meetings was low or average, high-NA employees held significantly higher ITQ than low-NA employees. However, when POS or LMX in meetings was high, high-NA employees were no more likely to quit than low-NA employees. We provide a series of practical recommendations based on our findings that consulting psychologists can implement in their clients' meetings to address employee withdrawal cognitions.

Keywords: leader–member exchange, meetings, negative affectivity, perceived organizational support, turnover intentions

People love to hate their work meetings (Tracy & Dimock, 2004), and a growing body of research examines factors that contribute to effective and satisfying meetings (e.g., Allen, Lehmann-Willenbrock, & Rogelberg, 2015). However, little research speaks to the role that consulting psychologists can play in improving manager-led group meetings. Through the lens of applied consulting psychologists, we investigate one way managers or leaders of meetings could improve meeting utility generally. To begin, a workplace meeting is an intentional gathering of three or more individuals with the common goal of discussing a topic relevant to the work organization (Leach, Rogelberg, Warr, & Burnfield, 2009). Meetings are most frequently used across organizations to provide a forum for organizational members to discuss ongoing projects, routine business matters, or policies (Allen, Beck, Scott, & Rogelberg, 2014). Organizations hold approximately 11 million meetings of varying size, duration, and purpose each day in the United States (Allen, Rogelberg, & Scott, 2008). Workplace meetings are a particularly important topic to consulting psychologists who work with managers and organizations because of the ubiquity of meetings across organizations. According to several recent estimates, the average employee in the United States, United Kingdom,

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and Australia spends about six hours per week attending meetings (Rogelberg, Leach, Warr, & Burnfield, 2006), while managers of large organizations spend more than 75% of their time at work preparing for, attending, or leading meetings (Allen et al., 2014).

Given the amount of time employees spend attending or preparing for meetings, what happens during a meeting may broadly affect individuals and the organization outside the meeting environment. Employees who view their meetings as satisfying and effective tend to be more satisfied with their jobs in general (Rogelberg, Allen, Shanock, Scott, & Shuffler, 2010). An emerging theme in the meetings literature is that workplace meetings function as a microcosm of the organization where individuals partially form organizationally relevant attitudes (Allen & Rogelberg, 2013; Rogelberg et al., 2006; Rogelberg et al., 2010).

However, there are few investigations into the potentially moderating role that individual differences play in the relation between job attitudes formed in meetings and broad attitudes an employee has toward the organization. Furthermore, many job attitudes remain to be studied in the meeting context. The present study adds to the workplace-meetings literature by arguing that workplace meetings serve as a context wherein job attitudes, particularly those directed toward a supervisor and the organization, are developed and solidified by meeting attendees. Further, if meetings play a role in the development of job attitudes, practitioners working with meeting leaders and managers may be able to develop strategies to help organizations avoid the negative outcomes of poor meetings.

The purpose of the present study is to investigate whether negative affectivity (NA) moderates the relation between perceptions of leader–member exchange (LMX) quality (Graen & Uhl-Bien, 1995) and perceived organizational support (POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986) constructed within workplace meetings and intentions to quit (ITQ). Building on social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), we argue that individuals develop attitudes toward their supervisor and organization in meetings and that these attitudes influence their desire to leave the organization. We include both the focused, dyadic exchange relationship, LMX, and the global exchange relationship between an employee and the organization, POS (Settoon, Bennett, & Liden, 1996). Also, given that meetings have many negative associations that largely stem from the 25% to 50% of meetings that are conducted poorly (Allen et al., 2008), we investigate the extent to which trait NA moderates the relation between job attitudes formed in meetings and ITQ. The proposed model is represented in Figure 1.
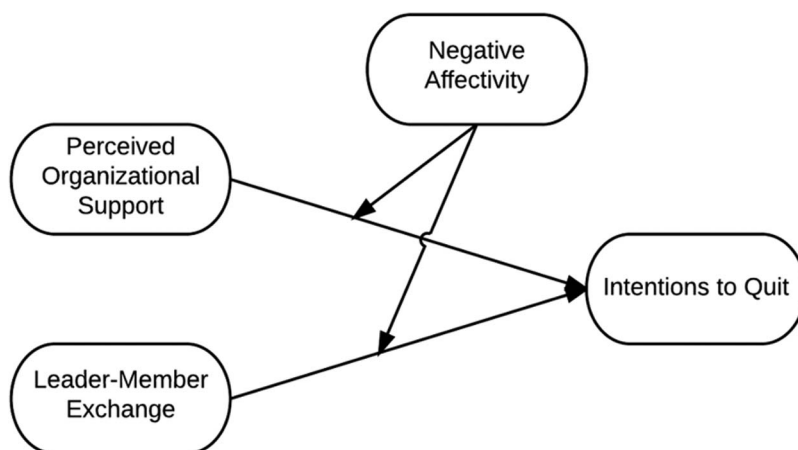

Figure 1. A model depicting the moderating effect of NA on the relation between POS and LMX in meetings and ITQ.

ITQ and Workplace Meetings

Voluntary employee turnover, a form of withdrawal behavior, has been studied by organizational researchers for decades, resulting in thousands of studies on the topic beginning in the early 20th century (Zimmerman, 2008). Turnover is a particularly important criterion to organizations because of the high costs associated with replacing employees (Podsakoff, LePine, & LePine, 2007). The monetary cost of replacing an employee may be between 50% and 200% of the employee's first year salaries (Fitz-enz, 1997). Turnover and other withdrawal behaviors also negatively affect morale and work motivation among former coworkers and team members (Koslowsky, Sagie, Krausz, & Singer, 1997). Park and Shaw (2013) found that turnover is negatively related to organizational performance such as profit, sales, customer satisfaction, and performance versus competing organizations and that the relationship is stronger for voluntary employee turnover compared with involuntary. Further, an employee's intention to quit is among the strongest predictors of voluntary turnover (Podsakoff et al., 2007).

Despite the prevalence and importance of workplace meetings in organizational life, a large amount of anecdotal and empirical evidence highlights the negative impact that meetings can have on organizational outcomes and employee job attitudes and well-being. Approximately 25% to 50% of meetings are conducted poorly (Allen et al., 2008), and more than 50% of meeting time may be wasted (Mosvick & Nelson, 1987). Sheridan (1989) estimated that poorly run and unproductive meetings cost U.S. organizations nearly $37 billion annually. Current and former executives at Mattel Inc., a large toy manufacturer, partially credit the poorly run and lengthy meetings valued by a short-lived CEO as a cause of the firm's poor performance (Ziobro & Dulaney, 2015).

The negative effects of meetings extend beyond lost productivity. Luong and Rogelberg (2005) examined the association between meeting load, or the frequency and duration of meetings, and employee well-being. Building on stress research, these authors conceptualized meetings as daily hassles and interruptions that prevent or delay employees from attaining core work goals. Meeting frequency was positively associated with fatigue and subjective workload, such that individuals tended to feel fatigued and overworked as the number of meetings per day increased. Rogelberg and colleagues (2006) extended this line of research and found that meeting frequency was unrelated to ITQ, whereas perceived meeting effectiveness and ITQ shared a strong negative relationship. Taken together, these studies suggest that poorly conducted and unproductive meetings may increase employees' ITQ.

To improve meeting quality, practitioners can train meeting leaders to view meetings as an opportunity to demonstrate the supportive nature of the organization and to develop high-quality relationships with their subordinates. As such, the present study examines how LMX and POS in workplace meetings relate to ITQ in the presence of a theoretically meaningful individual difference moderator: NA. Consistent with the attitude-engagement model of turnover (Harrison, Newman, & Roth, 2006), we argue that LMX and POS formed in workplace meetings affect ITQ because they are contributing factors of an individual's overall job attitude.

LMX in Meetings

LMX theory conceptualizes a separate dyadic relationship between supervisors and each of their followers, such that leaders form relationships of varying quality with their subordinates (Graen & Uhl-Bien, 1995). High-quality leader–member relationships are characterized by honesty, trust, mutual obligation, reciprocity, support, and the open exchange of information, whereas low-quality relationships are based on balanced economic exchanges, usually between performance and rewards (Banks et al., 2014; Cropanzano & Mitchell, 2005; Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Dulebohn and colleagues (2012) found that high-quality LMX relationships were positively related to organizational commitment (Meyer & Allen, 1991), job satisfaction, perceptions of fairness, job performance, and contextual performance. Importantly, LMX quality shared a negative relationship with turnover intentions and actual turnover.

Workplace meetings function as a context in which supervisors and subordinates interact in meaningful ways that, depending on the nature of the interaction, may enhance or injure the perceived quality of their dyadic relationship. The social environment in the meeting context is one in which each member of the leader–member dyad has something the other values, usually information, thus strengthening the existing relationship between supervisor and subordinate, either positively or negatively, through increased exchange interactions and mutual dependence (Saavedra & Van Dyne, 1999; Wageman, 1995). If the supervisor and subordinate exchange resources in the meeting context in a way that engenders trust, support, honesty, and delayed reciprocity, the subordinate is likely to perceive the relationship as fairly high quality (Banks et al., 2014; Cropanzano & Mitchell, 2005; Dulebohn et al., 2012). Thus, consistent with previous research, we hypothesize the following:

Hypothesis 1: LMX quality in meetings will be negatively related to turnover intentions.

POS

POS refers to the extent to which employees believe that their work organization cares about their well-being and values their contribution (Eisenberger et al., 1986). Positive consequences of POS include organizational commitment, job performance, contextual performance, and many other work related outcomes (Baran, Shanock, & Miller, 2012; Rhoades & Eisenberger, 2002). Similarly, negative consequences of poor POS include turnover, turnover intentions, and other withdrawal behaviors (Baran et al., 2012; Rhoades & Eisenberger, 2002). Individuals who perceive the organization to be supportive feel a reciprocal attachment to it and begin to identify with the organization's goals and care about its welfare (Rhoades & Eisenberger, 2002).

As with LMX quality, individuals develop perceptions of organizational support through a social exchange mechanism (Eisenberger et al., 1986; Settoon et al., 1996). Workplace meetings function as an important space for subordinates to interact with their supervisor and the organization in general. Employees may simultaneously feel supported by their supervisor and the organization in meetings, or the two potential sources of support may be at odds, if, for instance, the employee is unhappy with a policy over which the supervisor has no control. POS is developed as employees personify the organization and assign it humanlike characteristics (Rhoades & Eisenberger, 2002). Based on this existing research between POS in meetings and ITQ, and the underlying mechanism as between LMX in meetings and ITQ, we hypothesize:

Hypothesis 2: POS in meetings will be negatively related to ITQ.

NA as a Moderator

NA is a particularly relevant moderator because individuals high in NA have a predisposition for experiencing negative emotions (e.g., anger, guilt, fear, nervousness, and stress) and tend to dwell on negative events (Watson, 2000; Watson & Clark, 1984; Watson, Clark, & Tellegen, 1988). Therefore, NA may serve to attenuate or exacerbate the link between job attitudes constructed in meetings and ITQ. Dispositional NA influences individuals to be generally negative at work, even without clear situational triggers (Watson, 2000). Similarly, individuals high in NA are more likely to attend to and dwell on negative information and events at work, such as negative interactions between themselves and coworkers, their supervisor, and the organization in general (Ng & Sorensen, 2009). NA is negatively related to job satisfaction, organizational commitment, turnover intentions, and personal accomplishment, among many other correlates (Thoresen, Kaplan, Barsky, Warren, & de Chermont, 2003). Because of the pervasive negative attitude toward workplace meetings (e.g., meetings are boring, a waste of time), individuals high in NA are likely to view what happens in meetings unfavorably.

In terms of LMX relationships, individuals high in NA are especially sensitive to negative exchanges and experiences with their supervisor (Watson, 2000). In a meeting context, which may

be inherently negative to many employees, we argue that high-NA individuals are more likely to interpret their interactions with their supervisor as negative than if the same interactions occurred outside the meeting context. Similarly, we anticipate that perceived low-quality LMX will have a stronger effect on ITQ for high-NA individuals compared with low. Given the common theoretical mechanism by which employees develop LMX and POS, the effect of NA on the relation between LMX in meetings and ITQ is expected to persist in the relation between POS in meetings and ITQ, although in a potentially weaker form. As such, we hypothesize the following:

> *Hypothesis 3:* NA moderates the relation between LMX in meetings and ITQ, such that the negative relationship between LMX and ITQ will be stronger when NA is high compared with low.

> *Hypothesis 4:* NA moderates the relation between POS in meetings and ITQ, such that the negative relationship between POS and ITQ is stronger when NA is high compared with low.

Method

Participants and Procedure

In exchange for course credit, students in an undergraduate psychology course recruited working adults to participate in the study through SurveyMonkey, an online survey tool. Ninety-seven students from two courses sent invitations to 970 potential participants, 589 of whom finished the survey. The response rate was 61%. Only full-time employees who attended at least one workplace meeting each week were included in the study. Participants who did not meet these criteria were excluded from the study, resulting in the removal of 242 respondents.

The final sample consisted of 347 well-educated adults (57% held a 4-year degree) who ranged from 18 to 71 years old ($M = 37.18$, $SD = 12.60$). Respondents worked in a variety of industries: service (41%), government (14%), finance (14%), manufacturing (3%), and many others (28%), including health care and real estate. Job titles of respondents included attorney, accountant, cashier, consultant, data analyst, director, engineer, manager, server, and vice president. Participants overwhelmingly worked as part of a team in their jobs (76%). Workers who supervised at least 1 employee comprised 39% of the sample, with the number of supervisees ranging from 1 to 500 ($M = 7.84$, $SD = 40.62$). Participants reported attending between 1 and 26 meetings per week ($M = 4.82$, $SD = 4.15$) and spending 1 to 31 hours in those meetings ($M = 5.52$, $SD = 5.92$).

Several design considerations were implemented to reduce common method variance inherent to cross-sectional research designs (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Following Podsakoff et al.'s (2003) recommendations to reduce evaluation apprehension and demand characteristics, participants were assured complete anonymity and that there were no correct or incorrect responses. Priming effects, item-context-induced mood states, and biases related to item or measure order were mitigated by counterbalancing items and measures across five versions of the survey (Podsakoff et al., 2003). In accordance with Tourangeau, Rips, and Rasinski's (2000) suggestions, each item addressed only one concept using precise and simple language.

Measures

LMX in meetings. LMX in meetings was measured using a modified version of Graen and Uhl-Bien's (1995) LMX-7 scale. Each item was modified to change respondents' frame of reference from work in general to workplace meetings specifically. Participants indicated their agreement to each of the seven statements (e.g., "In meetings, I would characterize my working relationship with my supervisor as highly effective") on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*).

POS. A modified version of the six-item, abridged version of Eisenberger and colleagues' (1986) measure of POS was used to assess POS in workplace meetings. Participants indicated the

extent to which they disagreed or agreed to each of the six statements (e.g., "My work organizational really cares about my well-being") on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*).

ITQ. Three items were used to measure ITQ (Parra, 1995 as cited by Rogelberg et al., 2006). Items included "I may look for another job soon," "I often think of quitting my job," and "I intend to stay in my present job" (reverse coded). Participants indicated their agreement or disagreement to each of the items on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*).

NA. NA was measured using the negative affect scale of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988). The scale includes 10 words or phrases that describe different negative feelings and emotions (e.g., "irritable," "scared," and "jittery"). Participants indicated the extent to which they felt consistent with each item generally on a 5-point Likert scale (1 = *not at all*, 5 = *extremely*).

Demographic variables. Age, number of meetings per week, number of hours spent in meetings per week, job level, education level, and number of hours worked each week served as demographic variables. Age and job level were significantly correlated with ITQ and were used as control variables in subsequent analyses (Becker, 2005).

Results

Means, standard deviations, zero-order correlations, and alpha estimates of internal consistency for all measures are displayed in Table 1. Hierarchical regression analyses were used to test the preceding hypotheses. Hypothesis 1 predicted that POS would be negatively related to ITQ, and Hypothesis 2 made the same prediction for LMX. Age and job level were added in the first block and accounted for a significant amount of variance in ITQ in the model that included POS, $F(2, 317) = 29.39$, $MSE = 35.12$, $p < .05$, $R^2 = .16$, and the model that included LMX, $F(2, 314) = 29.11$, $MSE = 34.79$, $p < .05$, $R^2 = .16$. Age and job level served as control variables for all subsequent analyses.

The second block of each analysis varied according to the hypothesis of interest. In the test of Hypothesis 1, POS in meetings ($\beta = -.30$, $p < .05$) was added in the second block and accounted for an additional 9% of variance, $F(3, 316) = 33.47$, $MSE = 36.09$, $p < .05$. Therefore, Hypothesis 1 was supported. LMX in meetings was added in the second block of a separate model to test Hypothesis 2. LMX ($\beta = -.33$, $p < .05$) was negatively related to ITQ, controlling for age and job level, $F(3, 313) = 36.93$, $MSE = 38.76$, $p < .05$, $\Delta R^2 = .11$, which provided support for Hypothesis 2.

Hypothesis 3 stated that NA moderates the relation between POS in meetings and ITQ, such that the negative association between POS and ITQ is stronger when NA is high compared to low. The

Table 1

Descriptive Statistics and Intercorrelations of Study Variables

Variable	M	SD	1	2	3	4	5	6
1. Age	37.18	12.60	—					
2. Job level	3.10	.96	.34*	—				
3. NA	1.78	.75	−.23*	−.24*	(.92)			
4. LMX	3.62	.88	.13*	.22*	−.33*	(.92)		
5. POS	2.49	.67	.06	.22*	−.30*	.70*	(.90)	
6. ITQ	2.32	1.19	−.29*	−.35*	.44*	−.40*	−.36*	(.86)

Note. N = 347. NA = negative affectivity; LMX = leader-member exchange in meetings; POS = perceived organizational support in meetings; ITQ = intentions to quit. Alpha estimates of internal consistency are reported on the diagonal in parentheses where appropriate.
* $p < .05$.

hierarchical regression analysis used to test this hypothesis is displayed in Table 2. The first block consisted of the control variables. Next, POS ($\beta = -.22$, $p < .05$) and NA ($\beta = .27$, $p < .05$) were added, resulting in a significant model, $F(4, 315) = 36.94$, $MSE = 35.84$, $p < .05$, $\Delta R^2 = .16$. The interaction term was added in the third step ($\beta = -.10$, $p < .05$). NA moderated the relation between POS and ITQ, $F(5, 314) = 30.84$, $MSE = 29.57$, $p < .05$, $\Delta R^2 = .01$. A test of the simple slopes revealed that POS was negatively related to ITQ when NA was high ($b = -0.53$, $p < .05$) and was unrelated to ITQ when NA was low ($b = -0.20$, $p = .114$), which provided partial support for Hypothesis 3. The interaction is depicted in Figure 2.

Hypothesis 4 predicted that NA moderates the relation between LMX in meetings and ITQ, such that the negative association between LMX and ITQ is stronger when NA is high compared with low. Hypothesis 4 was tested using the same method as the test of Hypothesis 3, and, as such, the first block included the control variables. In the second step, LMX ($\beta = -.25$, $p < .05$) and NA ($\beta = .23$, $p < .05$) were added to the model, $F(4, 312) = 38.83$, $MSE = 36.96$, $p < .05$, $\Delta R^2 = .18$. The interaction term, added in the third step, was significant ($\beta = -.14$, $p < .05$), meaning that NA moderated the association between LMX and ITQ, $F(5, 311) = 33.19$, $MSE = 30.95$, $p < .05$, $\Delta R^2 = .02$. A test of the simple slopes revealed that the negative relation between LMX and ITQ was stronger when NA was high ($b = -0.51$, $p < .05$) compared to low ($b = -0.18$, $p < .05$). Therefore, Hypothesis 4 was supported (see Figure 3).

Discussion

This study examined the relation between two upward-directed workplace attitudes fostered in workplace meetings, LMX and POS, and ITQ as moderated by trait NA. Consistent with earlier research (e.g., Dulebohn et al., 2012; Rhoades & Eisenberger, 2002), employees who perceived a high degree of organizational support and LMX quality in meetings tended to have lower intentions to quit their work organization. The mechanisms of social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) may explain these findings. When individuals feel supported by the organization or supervisor, a reciprocal attachment is formed between employee and organization, whereby the

Table 2
Hierarchical Multiple Regression Analyses Predicting Intentions to Quit

Variable	Perceived organizational support			Leader–member exchange		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Controls						
Age	$-.19^*$	$-.14^*$	$-.14^*$	$-.19^*$	$-.12^*$	$-.13^*$
Job level	$-.29^*$	$-.19^*$	$-.20^*$	$-.29^*$	$-.19^*$	$-.19^*$
Focal variables						
POS		$-.22^*$	$-.21^*$			
LMX					$-.25^*$	$-.25^*$
Moderator						
NA		$.30^*$	$.27^*$		$.29^*$	$.23^*$
Interactions						
POS × NA			$-.11^*$			
LMX × NA						$-.14^*$
Adjusted R^2	$.15^*$	$.31^*$	$.32^*$	$.15^*$	$.32^*$	$.33^*$
ΔR^2		$.16^*$	$.01^*$		$.18^*$	$.02^*$

Note. $N = 347$. Standardized regression coefficients are displayed. NA = negative affectivity; POS = perceived organizational support; LMX = leader-member exchange.
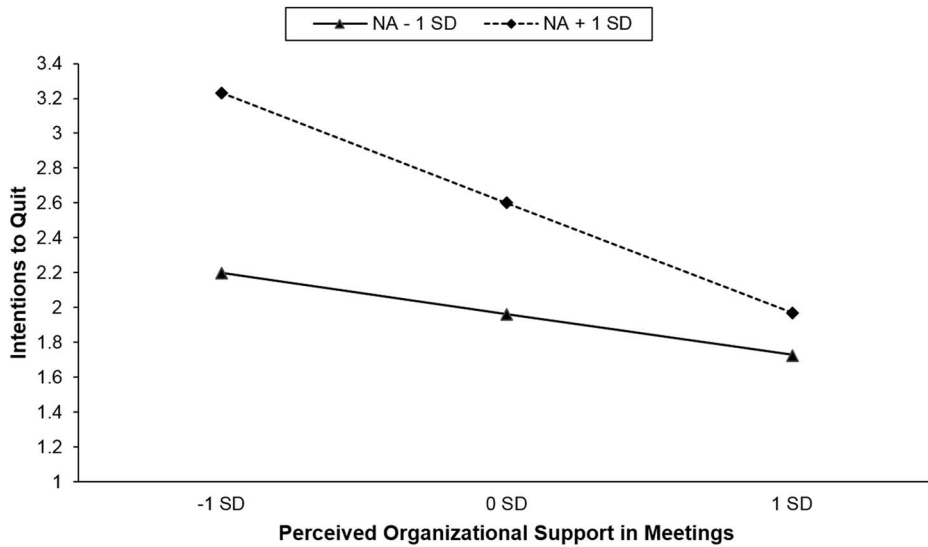* $p < .05$.

Figure 2. The moderating effect of NA on the relation between POS in meetings and ITQ.

employee reciprocates support from supervisor or organization with commitment and a desire to remain with the organization.

We also examined these relationships in the context of NA. Individuals tended to have greater ITQ when NA was high compared with low, regardless of POS or LMX quality. Our findings correspond with the dominant conceptualization of dispositional NA, namely that employees with a high level of NA tend to exhibit generally negative work attitudes without apparent situational triggers (Watson, 2000). Larsen (1992) proposed that NA is associated with selective processing of negative self and situational information, such that high-NA individuals compared with low have a lower threshold for assessing information as negative. Similarly, high-NA individuals preferentially
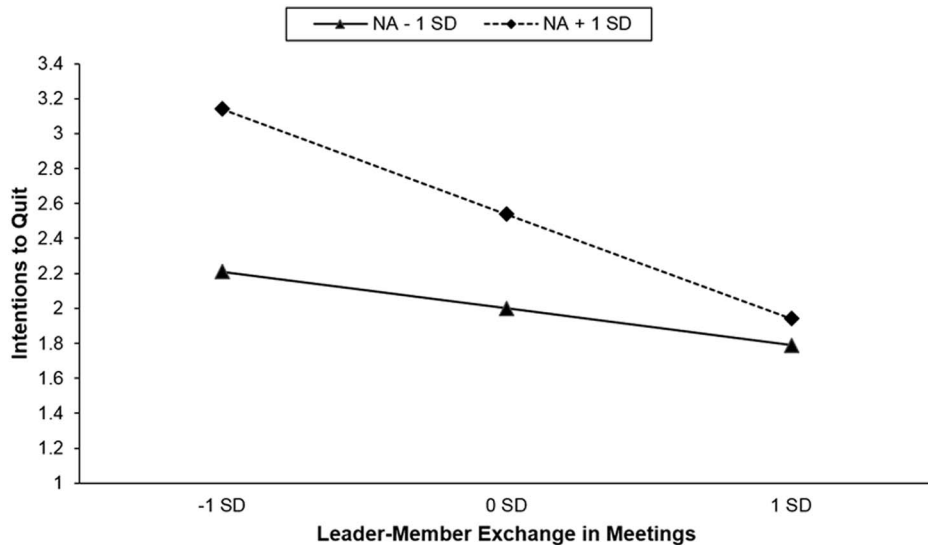

Figure 3. The moderating effect of NA on the relation between LMX in meetings and ITQ.

process negative information, thus strengthening the impact of negative information in attitude formation. This process suggests that high-NA employees generally hold negative job attitudes because they interpret an enlarged scope of information as negative and place heavy emphasis on negative information when they form attitudes about their work.

However, the negative relationship between LMX and ITQ was stronger for individuals high in NA compared with low. Surprisingly, POS was unrelated to ITQ for low-NA individuals, but POS shared a strong, negative relationship with ITQ for high-NA participants. These results indicate that strong, positive workplace attitudes fostered in meetings may attenuate the tendency of individuals high in NA to have greater ITQ than employees with lower NA. Indeed, we found that high-NA employees who perceived high organizational support or high-quality LMX in meetings intended to quit their work organizations at the same level as low-NA employees. These results are important because they provide one avenue through which practitioners and managers can attempt to reduce turnover, especially among high-NA employees. Furthermore, given the variety of organizations, industries, and employee job levels of the participants in the sample, we believe that these findings may generalize to a variety of settings. Participants were from a wide range of industries, and job level went from customer-service representatives to vice presidents in the corporate office. Thus, it is believed these findings could be consistent in other settings.

Theoretical Implications

The results of the present study raise several theoretical implications concerning workplace meetings, the formation of workplace attitudes, and the effect of NA on attitude formation. This study adds to a growing body of literature that establishes workplace meetings as an integral part of organizational functioning outside the meeting context. Although meetings are sometimes viewed as distractions from or interruptions to core work tasks that result in unfavorable work outcomes (Rogelberg et al., 2006), researchers have examined meetings as an important context in which employee engagement (Allen & Rogelberg, 2013) and job satisfaction (Rogelberg et al., 2010) are fostered.

The current research extends the meetings literature by highlighting the important role that employee-supervisor interactions within a meeting play in an employee's intentions to quit the organization. We demonstrated that employees' evaluation of their dyadic relationship with their manager in meetings, along with the perceived level of organizational support in meetings, was negatively associated with intentions to quit the organization. The effects of poor meetings can ripple across employee job attitudes, such that poor meetings may lead to an increased desire to quit among affected employees. Given the potential ramifications of poor meetings, practitioners working with organizations to reduce employee turnover should examine the nature, and amount, of manager-led meetings. Managers should be encouraged to hold meetings only when necessary and strive to conduct those meetings effectively (see Allen et al., 2008 for an overview of some effective meeting practices). In addition, our findings contribute to a developing body of literature that examines the function of individual personality differences in the meeting context.

More specifically, this research provides a new perspective on meetings research by examining the formation of workplace attitudes in meetings using a nuanced approach that considers NA, an important individual difference that affects a wide range of individual behaviors and perceptions (Watson & Clark, 1984). As these results indicate, recognition of key individual differences allows researchers to examine the boundary conditions of their findings. In the case of LMX in meetings, the strength of its relationship with ITQ depended on the participants' NA, whereas the existence of a significant relationship between POS and ITQ depended on NA. The current study also challenges the characterization of high-NA individuals as employees with poor attitudes who are likely to quit the organization (Ng & Sorensen, 2009). Although our results did indicate that high-NA individuals had greater ITQ than low-NA participants, this large disparity only existed when LMX or POS were poor or average. When participants perceived strong organizational support and a high-quality exchange relationship with their supervisor, the difference in ITQ based on level of NA was nearly zero.

Practical Implications

Our study's findings, in conjunction with previous research, help establish the far-reaching ramifications of workplace meetings on employee job attitudes. Our findings suggest that improving LMX and POS may have a stronger buffering effect on ITQ for employees high in NA compared to low. Practitioners can urge managers to target strategies for improving LMX and POS toward high-NA employees, where such strategies will have the largest impact on ITQ. Consulting psychologists can apply the findings of this study to their client organizations' meetings in two ways.

The first method involves employees' perceptions of organizational support. As employees largely form POS based on the actions of their supervisors as agents of the organization (Eisenberger et al., 1986), the degree to which employees perceive a shared identity between the organization and their supervisor can affect the strength of the link between supervisor actions and POS, and, therefore, the overall level of POS (Eisenberger et al., 2010). According to Eisenberger and colleagues (2010), when supervisor organizational embodiment (SOE) is high, employees perceive the supervisor's behavior as indicative of the organization. A compliment from the supervisor is viewed as a compliment from the organization. On the other hand, when SOE is low, employees believe that their supervisor's actions are independent of the organization. In this case, low SOE may lead to greater commitment to the supervisor than to the organization when the employee-supervisor relationship is positive, which can result in performance problems or turnover if the supervisor departs the organization (Eisenberger et al., 2010). Therefore, the first step to increasing POS is to enhance the supervisor's organizational embodiment. Positive SOE is associated with supervisors' positive statements about the organization, such that supervisors who feel supported by the organization tend to make positive statements relative to the organization, which, in turn, leads to greater POS among subordinates (Eisenberger et al., 2014; Wayne & Ferris, 1990).

Practitioners can train managers, as agents of the organization, to communicate the supportive nature of the organization in meetings. Managers should be encouraged to value employee contributions, consider employee goals and opinions in decision-making, take pride in employee achievements, and listen to employee concerns (Eisenberger et al., 1986). In addition, practitioners can instruct managers to emphasize the discretionary nature and positive intent of favorable treatment toward employees on behalf of the organization, such as raises, notable benefits, and flexible work schedules, while making salient external constraints that prohibit the organization from reducing unfavorable job conditions such as pay freezes (Eisenberger, Cummings, Armeli, & Lynch, 1997; Koys, 1991; Wayne, Shore, Bommer, & Tetrick, 2002).

Second, consulting psychologists should direct managers to promote high-quality exchange relationships with their subordinates in meetings. High-quality exchange relationships are characterized by trust, honesty, support, mutual obligation, reciprocity, and the open exchange of information (Banks et al., 2014; Cropanzano & Mitchell, 2005; Dulebohn et al., 2012). Each of the characteristics of a positive exchange relationship can be targeted to improve LMX quality, although some authors have found differential relationships between the characteristics and overall LMX quality. For instance, Wayne and colleagues (2002) found that one relatively easy way supervisors can increase LMX quality is to establish a history of contingent rewards with their subordinates, as opposed to noncontingent rewards or no rewards. This intervention targets trust and reciprocity, important components of LMX (cf. Graen & Uhl-Bien, 1995). Contingent rewards vary from bonuses for performance to simple compliments for a job well done (Podsakoff, Todor, & Skov, 1982). In the meeting context, managers can be encouraged to offer compliments for specific work accomplishments or other contingent rewards during the meeting.

Limitations and Future Directions

Although the current study provides interesting insights and contributions to the literature on workplace meetings, it is not without limitations. First, as with any study that utilizes a cross-sectional research design, we cannot form causal conclusions. This method of inquiry, while lacking causal links, is useful for examining previously unstudied research questions, as we did uncover meaningful relationships between work attitudes developed in meetings and ITQ as moderated by

NA. Building from this study, future research could use a cross-lag panel design consisting of behavioral and survey measures. Cross-lag panel designs are a type of longitudinal design that involve the measurement of the predictor and outcome variables at all measurement points, which allows the reverse direction of causality to be tested (Baran et al., 2012).

Another limitation of the current study is the possibility of common method bias given the research design. We followed best practices described by Conway and Lance (2010) and Podsakoff and colleagues (2003) for reducing common method bias in cross-sectional research designs. Nonetheless, because our research focused on employees' perceptions of their relationship with their supervisor and their organization, in addition to individual differences, self-report measures were appropriate for measures of POS, LMX, and NA (cf. Chan, 2009). A behavioral measure of workplace withdrawal, such as turnover, would extend the implications of the present findings directly to an important work outcome while reducing common method bias. It is worth noting, however, that ITQ are among the strongest predictors of actual turnover (Podsakoff et al., 2007), so we do not anticipate a meaningful change in findings. Further, showing that a direct relationship is moderated by another variable also collected at the same time-point suggests differential prediction and makes common method bias less likely to be present in the current study (Evans, 1985).

This study was exploratory in nature, so we hypothesized a relatively simple model of ITQ. Future research should incorporate additional antecedents of withdrawal behavior, such as organizational commitment (Somers, 1995; Meyer, Stanley, Herscovitch, & Tropolnytsky, 2002). A more complex model including organizational commitment would also provide evidence of discriminant validity between LMX/POS in meetings and organizational commitment. Indeed, there is a strong link between LMX, POS, and organizational commitment (Eisenberger et al., 2014). Research indicates that job satisfaction and other job attitudes fully mediate the effect of POS on turnover intentions (Dawley, Houghton, & Bucklew, 2010), yet at least one study suggested that POS has a direct effect on turnover intentions (Gillet, Gagné, Sauvagère, & Fouquereau, 2013). Based on the mixed findings in the literature, future research examining job attitude formation in workplace meetings and ITQ cannot be complete without expanding the nomological network to include organizational commitment, job satisfaction, and other job attitudes.

In addition to expanding the proposed model to include other antecedents of ITQ, future research should include general measures of LMX and POS in addition to their meeting-specific counterparts. Meetings are a microcosm of the organization (Allen et al., 2015) and organizational members may behave similarly in meetings as they do in other contexts. However, because LMX is a dyadic relationship between a leader and subordinate, there is little research on the role of LMX in groups (e.g., meetings) comprising one leader and several subordinates. We accessed this facet of LMX by changing participants' frame of reference on our measures from the workplace specifically to work meetings. There is some evidence (e.g., Schmit, Ryan, Stierwalt, & Powell, 1995) that, when measures are not context-specific, respondents differentially select a frame of reference on which to base their responses, which results in error and weak validity. As such, we anticipate that our measures of LMX and POS in meetings are more accurate than general measures of the same constructs. However, future research should measure the specific and general forms of LMX and POS, assess the degree to which they overlap, and then investigate their combined relationship with workplace attitudes (e.g., ITQ) and behaviors (e.g., turnover).

Building from the findings discussed in this article, future research might extend these results by developing and evaluating a training course that incorporates the practical implications we discussed previously. For example, consulting psychologists could modify the meeting training program developed by Aksoy-Burkert and König (2015). One way to modify the training is to include methods for increasing employee perceptions of organizational support (e.g., encourage the value of employee contributions, take pride in employee accomplishments, hear employee concerns, and emphasize the discretionary nature of positive treatment) and LMX quality (e.g., offer specific compliments and contingent rewards to employees). Then, based on a program evaluation, practitioners could deploy this training in their client organizations.

Conclusion

Our results are encouraging, despite the limitations, because they add to the growing body of research that seeks to elevate the status of workplace meetings from inconsequential interruptions to a meaningful context where employees form workplace attitudes that affect broader outcomes of interest, such as ITQ. This study also demonstrated that individual dispositions influence how employees react to what happens during workplace meetings. Employees with a tendency to experience and focus on negative emotions or events had higher ITQ than those low in NA, but this difference disappeared when supervisors routinely conducted meetings that left employees with positive perceptions of their relationships with their supervisors and the organization. We suggest that practitioners seeking to apply our findings can modify existing meeting training courses to emphasize the importance of, and provide strategies for improving, POS and LMX in manager-led meetings.

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