

29. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON I (LEVEL 4)****MANAGING DIVERSITY AND CREATING INCLUSION**

Managing a diverse workforce is not an option; it is an organizational reality. The challenge is to meet differential subgroup needs in a manner that is inclusive and fair to all. These papers tackle that challenge, utilizing diverse samples to explore subgroup commonalities and differences with regard to inclusion.

Debra A. Major, Old Dominion University, *Chair*

Robert M. McIntyre, Old Dominion University, *Variance–Invariance of Effects of Equal Opportunity on Perceived Workgroup Effectiveness, Job Satisfaction, and Organizational Commitment*

Donna Chrobot-Mason, University of Colorado–Denver, *“One Nation, One Flag”: Examining the Role of Subgroup Identity Threat on Diversity Training Outcomes*

Debra A. Major, Old Dominion University, Thomas D. Fletcher, Old Dominion University, Rebekah A. Cardenas, Old Dominion University, Suzanne M. Clarke, Old Dominion University, Donald D. Davis, Old Dominion University, *Creating Inclusion for Men and Women: Gender Differences and Similarities*

Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitted by Debra A. Major, dmajor@odu.edu

30. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON II (LEVEL 4)****LEADERSHIP: WHAT CAN EUROPEANS AND AMERICANS LEARN FROM EACH OTHER?**

Parochialism can hamper advances in the knowledge of leadership. American managers' list of life goals was found to be missing two that are critical to Europeans. Because global organizations require global leaders, this symposium focuses on what European and North American scholars can learn about leadership through independent and collaborative research.

Gary P. Latham, University of Toronto, *Chair*

Bernard M. Bass, SUNY–Binghamton, *The Dangers of Parochialism*

Reinout E. de Vries, University of Amsterdam, *Who Needs Leadership?*

Handan K. Sinangil, Marmara University, *Shifting Trends of Leadership and Authoritarianism*

Milton Hakel, Bowling Green State University, *Discussant*

Robert A. Roe, University of Maastricht, *Discussant*

Submitted by Gary P. Latham, latham@rotman.utoronto.ca

31. PANEL DISCUSSION: FRIDAY, 12:00–1:20**SHERATON IV (LEVEL 4)****PRACTICING I-O PSYCHOLOGY: THERE'S NO BUSINESS LIKE I-O BUSINESS**

As our field grows, many individuals are deciding to build their own consulting firms. This panel of experienced independent consultants will address three issues facing new businesses: (a) how to establish an independent practice, (b) how to sell your business services, and (c) how to translate proposals into service contracts.

Marcus W. Dickson, Wayne State University, *Chair*

Michael B. Hargis, Wayne State University, *Co-Chair*

David Kuttner, Wayne State University, *Co-Chair*

John F. Binning, Illinois State University, *Panelist*

Ken Yusko, Arlington Cty VA Government, *Panelist*

Dale S. Rose, 3D Group, *Panelist*

Kimberly R. Brinkmeyer, CDR Assessment Group, *Panelist*

Anthony J. Adorno, The DeGarmo Group, Inc., *Panelist*

Harold W. Goldstein, Baruch College, CUNY, *Panelist*

Submitted by David Kuttner, Davidk65@wayne.edu

32. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON V (LEVEL 4)**

**PERCEIVED ORGANIZATIONAL SUPPORT:
THE ROLES OF COWORKERS, SUPERVISORS, AND WORKGROUPS**

This symposium extends the current research literature on organizational support theory by considering how employees' associations with others in the organization influence perceived support. Employees' relationships with supervisors and coworkers were distinguishable from perceived support, yet were affected by perceived support.

Robert Eisenberger, University of Delaware, *Chair*

Lynn M. Shore, University of California–Irvine, Alaka Rao, University of California–Irvine, Jai H. Seo, Daegu University, William Bommer, Cleveland State University, *An Exploration of Differences in Perceived Organizational Support, Leader–Member Exchange and Team–Member Exchange*

Florence Stinglhamber, Maastricht University, *Perceived Organizational Support: Supervisors as Agents of the Organization*

Linda R. Shanock, University at Albany, SUNY, *When Supervisors Feel Supported: Relationships With Subordinates' Perceived Supervisor Support, Affective Commitment, and Performance*

Ivan L. Sucharski, University of Delaware, Robert Eisenberger, University of Delaware, Paul Eder, University of Delaware, Jason R. Jones, University of Delaware, *Perceived Organizational Support: Influences of Collectivism and Competitiveness*

Kathryn M. Bartol, University of Maryland, *Discussant*

Submitted by Robert Eisenberger, eisenber@udel.edu

33. SYMPOSIUM: FRIDAY, 12:00–1:20**ARKANSAS (LEVEL 2)**

I-O PSYCHOLOGY IN MEDICINE: SOME RECENT EMPIRICAL APPLICATIONS

Four studies are described demonstrating how I-O psychology theory and methods can be applied in helping the medical industry cope with pressing problems and enhancing the visibility of I-O psychology as a socially relevant applied science. Topics include medical safety, training evaluation, and medical student selection and volunteerism.

Kevin E. Fox, University of Tulsa, *Chair*

Robert P. Tett, University of Tulsa, *Co-Chair*

Joann S. Sorra, Westat, Veronica Nieva, Westat, George Schreiber, Westat, Melissa King, Westat, Harold Kaplan, New York Presbyterian Hospital, Barbara R. Fastman, New York Presbyterian Hospital, *Testing a Model of Safety Culture and Error Reporting in Hospital Transfusion Services*

Dana E. Sims, University of Central Florida, Heather Priest, University of Central Florida, Katherine Wilson, University of Central Florida, C. Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, *Can Industrial-Organizational Psychology Help with Patient Safety Concerns? A Case Study*

David P. Baker, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, Amy K. Holtzman, American Institutes for Research, Eduardo Salas, University of Central Florida, Paul Barach, University of Miami–Jackson Memorial Hospital, *Medical Team Training: An Initial Assessment and Future Directions*

Mitchell Rothstein, University of Western Ontario, Richard D. Goffin, University of Western Ontario, Henryk T. Krajewski, University of Western Ontario, Michael Rieder, University of Western Ontario, *Relations Between Personality, Academic Performance, and Clinical Competence in Medical School Students*

Thomas D. Fletcher, Old Dominion University, Debra A. Major, Old Dominion University, *Motivating Medical Students to Volunteer: Implications for Recruitment and Training*

Douglas N. Jackson, Sigma Assessment Systems, Inc, *Discussant*

Submitted by Kevin E. Fox, Kevin-Fox@utulsa.edu

34. PRACTITIONER FORUM: FRIDAY, 12:00–12:50**COLORADO (LEVEL 2)****FRONT END ALIGNMENT: SELECTION ALIGNED WITH COMPANY STRATEGIES AND CULTURE**

Today, I-O psychologists are being asked to go beyond utility and ROI analyses and demonstrate how their efforts align with their firm's strategies. In this forum, practitioners from leading firms discuss how they are making the connection between employee selection efforts and their firms' larger human capital and business strategies.

Jonathan M. Canger, HRMC, Inc., *Chair*

Alfred G. Davis, Verizon Wireless, *An Organization Psychologist's Role in Aligning Recruiting, Selection, and Retention to Organization Strategy in a Results-Focused Organization*

David H. Oliver, Frito-Lay, Inc., *Challenges in the Design, Implementation, and Alignment on an IVR-Based Prescreening Process at Frito-Lay*

Robert Driggers, Capital One, *Putting It All Together: Using Multiple Selection Methods to Achieve Alignment and Maximize Business Impact*

Jonathan M. Canger, HRMC, Inc., *Discussant*

Submitted by Jonathan M. Canger, jmcanger@tampabay.rr.com

35. SYMPOSIUM: FRIDAY, 12:00–1:20**MICHIGAN A (LEVEL 2)**

**ADVANCEMENTS IN TECHNOLOGY-DELIVERED INSTRUCTION:
RESEARCH SYNTHESIS AND NOVEL APPROACHES**

This symposium focuses on evolving research in the area of technology-delivered instruction. Topics include moderators of the effectiveness of Web-based instruction, comparison of learning and reactions in teleconferencing and classroom instruction, and the impact of learner control and seductive details on learning outcomes.

Kurt Kraiger, University of Tulsa, *Chair*

Traci M. Glasier, University of Tulsa, Tatana M. Olson, Purdue University, Robert A. Wisher, U.S. Army Research Institute, David Stewart, University of Tulsa, Kurt Kraiger, University of Tulsa, *Moderators of the Effectiveness of Web-Based Instruction*

Kenneth G. Brown, University of Iowa, Thomas A. Rietz, University of Iowa, Brenda Sugrue, American Society of Training and Development, *The Effects of Video Conferencing, Class Size, and Student Motivation on Training Outcomes*

Eddie L. Jerden, University of Tulsa, Kurt Kraiger, University of Tulsa, *Learner Control and Learning Outcomes in Computer-Based Training: A Meta-Analysis*

Ashley K. Smith, University of Tulsa, David Stewart, University of Tulsa, Anthony F. Abalos, University of Tulsa, Kurt Kraiger, University of Tulsa, Annette Towler, University of Colorado–Denver, *Impact of Seductive Details and On-Screen Text on Learned Procedural Knowledge*

Beryl L. Hesketh, University of Sydney, *Discussant*

Submitted by Traci M. Glasier, traci-sitzmann@utulsa.edu

36. PRACTITIONER FORUM: FRIDAY, 12:00–12:50**SUPERIOR A (LEVEL 2)****VENDOR SELECTION: MATCHING HIGH QUALITY WITH LOW COST**

How do you sift through the sales pitch to find the highest quality and lowest cost provider for your needs? This presentation will highlight two examples in which vendors were chosen to provide very different HR services. Perspective from one of the chosen vendors will also be provided.

Nathan J. Mondragon, Dell Inc., *Chair*
 Thomas Rauzi, Dell Inc., *Selecting a Global Survey Provider*
 Michael Meltzer, Sirota Consulting LLC, *Procuring IO Services in the Business Environment—New Practices, Best Practices*
 MaryBeth Mongillo, Dell Inc., *Selecting a Global Executive Coaching Provider*
 Submitted by Nathan J. Mondragon, nathan_mondragon@dell.com

37. PRACTITIONER FORUM: FRIDAY, 12:00–1:20**ONTARIO (LEVEL 2)****CREATIVE APPROACHES FOR EXAMINING EMPLOYEE RETENTION**

HR professionals and researchers still have yet to clearly understand the factors that lead an employee to leave an organization. This practitioner forum provides four perspectives on employee retention that span the tenure of an employee. Each provides unique ways that may help organizations retain key talent.

Stuart A. Tross, Bristol-Myers Squibb Company, *Chair*
 Darin Wiechmann, Bristol-Myers Squibb Company, *Co-Chair*
 Alan L. Colquitt, Eli Lilly & Company, David Futrell, Eli Lilly & Company, *Use of a Biodata Selection Instrument to Improve Retention*
 Linda S. Leonard, Bristol-Myers Squibb Company, Stephen A. Dwight, Bristol-Myers Squibb Company, *Should I Stay or Should I Go? Individual Differences Between Stayers and Leavers*
 Stuart A. Tross, Bristol-Myers Squibb Company, Michael Egermann, Bristol-Myers Squibb Company, *The Effect of Employee-Manager Instability on Employee Development and Retention*
 Maria Amato, Corporate Executive Board, *Employee Retention Across the Life Cycle*
 Submitted by Stuart A. Tross, satross@comcast.net

38. PANEL DISCUSSION: FRIDAY, 12:00–12:50**MAYFAIR (LEVEL 3)****INTERNET PRESCREENING: DOES IT LEAD TO BETTER HIRING DECISIONS?**

Organizations are making increasing use of Web-based skills and requirements questionnaires to automatically screen out unqualified applicants. However, little systematic research has explored whether prescreening actually leads to better hiring decisions. Practitioners from four organizations discuss successes, weaknesses, and challenges associated with their use and validation of Internet prescreening tools.

Donald M. Truxillo, Portland State University, *Chair*
 Monica A. Hemingway, Dow Chemical Company, *Panelist*
 Steven T. Hunt, Unicru, Inc., *Panelist*
 Robert E. Gibby, Procter & Gamble, *Panelist*
 David J. Scarborough, Unicru, Inc., *Panelist*
 Submitted by Steven T. Hunt, steventhunt@aol.com

39. SPECIAL EVENT: FRIDAY, 12:30–1:20**CHICAGO X (LEVEL 4)**

**DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD:
MEASURING AND MODELING COUNTERPRODUCTIVE WORK BEHAVIOR**

The address integrates the authors' work on integrity and personality predictors of counterproductive work behavior (CWB), on the dimensionality of CWB and its relationship with other facets of job performance, and on theoretical mechanisms for the relationship between individual difference variables and CWBs.

Kevin R. Murphy, Pennsylvania State University, *Chair*

Paul R. Sackett, University of Minnesota, *Presenter*

40. SYMPOSIUM: FRIDAY, 12:30–1:50**SHERATON III (LEVEL 4)**

**THE WORK–FAMILY INTERFACE OVER TIME:
LONGITUDINAL STUDIES OF WORK–FAMILY RELATIONSHIPS**

This symposium responds to recent calls for examinations of the interface between work and family over time with four longitudinal studies. Together these studies investigate processes answering when and how work and family interact with one another. They also include perceptions of both the employee and his/her spouse.

Stephanie C. Payne, Texas A&M University, *Chair*

Ann H. Huffman, Texas A&M University, *Co-Chair*

Adam B. Butler, University of Northern Iowa, Joseph G. Grzywacz, Wake Forest School of Medicine, Brenda L.

Bass, University of Northern Iowa, Kirsten D. Linney, University of Northern Iowa, *A Daily Diary Study of Work–Family Integration in Nonprofessional Couples*

Alicia A. Grandey, Pennsylvania State University, Bryanne L. Cordeiro, Pennsylvania State University, Ann

Crouter, Center for Work and Family Research, *Work–Family Conflict and Job Satisfaction: A Test of the Robustness of a Relationship*

Noelle Chesley, Cornell University, *Employees in a High-Tech Age: Technology Usage Patterns, Work and Family Correlates, and Gender*

Ann H. Huffman, Texas A&M University, Stephanie C. Payne, Texas A&M University, Wendy J. Casper,

University of Tulsa, *A Comparative Analysis of Work–Family Balance: Single-Earner Versus Dual-Earner Family Employees*

Kevin J. Williams, University at Albany–SUNY, *Discussant*

Submitted by Stephanie C. Payne, scp@psyc.tamu.edu

41. PRACTITIONER FORUM: FRIDAY, 12:30–1:50**MISSOURI (LEVEL 2)**

REDESIGN OF LARGE-SCALE EMPLOYEE SURVEYS: CHALLENGES AND OPPORTUNITIES

Unique challenges exist when making changes to an employee survey program that is entrenched in a company's culture. This session will provide perspectives from practitioners at three large organizations that have recently led changes to employee survey programs. Challenges encountered and resulting improvements in the survey programs will be discussed.

Jennifer H. Frame, Dow Chemical Company, *Chair*

Hank Jonas, Corning Incorporated, *From Compliance to Engagement: Balancing Standardization and Flexibility in Redesigning an Employee Survey Process*

Jennifer H. Frame, Dow Chemical Company, Michele L. Ehler, Dow Chemical Company, *Aligning HR Measures to a Corporate People Strategy: Redesign of a Global Employee Survey*

Joe Cosentino, Verizon Communications, Inc., *Developing a Sustainable Employee Survey Program at Verizon*

Jerry Halamaj, John Deere, *Discussant*

Submitted by Jennifer H. Frame, jframe@dow.com

42. SYMPOSIUM: FRIDAY, 12:30–2:20**MICHIGAN B (LEVEL 2)****GOAL-SETTING, GOAL-ORIENTATION, AND SELF-REGULATORY FOCUS—AN INTEGRATION**

Goal-Setting, Goal-Orientation, and Self-Regulatory Focus have evolved as three independent theories that do seem to describe important goal properties that affect the attainment of certain outcomes. This symposium brings together the three motivational approaches, and examines, empirically and conceptually, whether they lead to consistent or inconsistent predictions of performance outcomes.

Miriam Erez, Technion, *Chair*

Gerard Seijts, University of Western Ontario, Gary P. Latham, University of Toronto, *Resolving Differences in Findings Between Goal-Setting and Goal-Orientation Theories*

Ella Kaplan, Technion, Miriam Erez, Technion, Dina Van-Dijk, Technion, *Reconciling Potential Differences Between the Goal-Setting and the Self-Regulation Theories*

Liat Levontin, Hebrew University, Avraham N. Kluger, Hebrew University, *A Comparison Between the Predictions of Goal Orientation Theory and Self-Regulation Theory Regarding the Effect of Feedback Sign on Motivation*

Edwin A. Locke, University of Maryland, *The Relationship of Regulatory Focus, Goal Orientation, and Goal Setting*

Avraham N. Kluger, Hebrew University, *Needs: The Dictators of the Motivational Processes Machinery*

Jeffrey B. Vancouver, The Ohio University, *Discussant*

Submitted by Miriam Erez, merez@ie.technion.ac.il

43. ROUNDTABLE: FRIDAY, 12:30–1:45**ERIE (LEVEL 2)****DEFINING GROUP VIABILITY**

The group viability construct has existed for nearly 15 years, yet, no widely held definition or assessment instrument exists. This roundtable, composed of prominent team researchers, will identify defining features of the construct and produce an operational definition, establishing the foundation for future research and measurement on the topic.

Terry R. Halfhill, Pennsylvania State University, *Host*

Joseph W. Huff, University of North Texas, *Co-Host*

Susan Mohammed, Pennsylvania State University, *Co-Host*

Tjai M. Nielsen, RHR International Company, *Co-Host*

Greg L. Stewart, University of Iowa, *Co-Host*

Eric Sundstrom, University of Tennessee, *Co-Host*

Stephen J. Zaccaro, George Mason University, *Co-Host*

Submitted by Terry R. Halfhill, trh12@psu.edu

44. PRACTITIONER FORUM: FRIDAY, 12:30–1:20**HURON (LEVEL 2)****PULSE SURVEYS IN ORGANIZATIONS: USEFUL OR WASTE OF RESOURCES?**

Organizations use many types of surveys to measure employee attitudes. Three papers discuss the use of sample and census surveys, comparing them on critical measures of responses, psychometric properties, reliability, and validity. Also discussed are the critical issues of usefulness to management, organizational culture, and value placed on employee involvement.

Marc C. A. Berwald, Clear Picture Corporation, *Chair*

Maura A. Stevenson, American Re-Insurance, *Let Every Voice Be Heard: Merrill Lynch's Global Employee Survey Process*

Marc C. A. Berwald, Clear Picture Corporation, Don Ditecco, BCE Corporate Services Inc., *Why Do I Have To*

Wait All Year To Get Results: Comparing The Results of Continuous Measurement of Employee Attitudes to an Annual Employee Census

David Youssefnia, Mercer HR Consulting, Marc C. A. Berwald, Clear Picture Corporation, *An Exploratory Look at the Response Rates of Sample, Census, Special Topic, and Broad-Based Surveys.*

Allen I. Kraut, Baruch College/Kraut Associates, *Discussant*

Submitted by Marc C. A. Berwald, mberwald@clearpicture.com

45. INTERACTIVE POSTERS: FRIDAY, 12:30–1:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: RECRUITMENT, SELECTION PRACTICE

45-1 PERCEPTIONS OF ASIANS AS BENEFICIARIES OF AFFIRMATIVE ACTION: A VALIDATION STUDY

We developed and validated measures regarding perceptions of Asians and affirmative action (AA). Results from undergraduates ($N = 256$) showed that beliefs about Asians factored into three dimensions, which were significantly correlated with whether Asians Should Benefit from AA. Disadvantaged and Positive Organizational Outcomes were unique predictors of Should Benefit.

Vaunne M. Weathers, Portland State University

Ginger C. Hanson, Portland State University

Donald M. Truxillo, Portland State University

Submitted by Vaunne M. Weathers, weathers@pdx.edu

45-2 AFFIRMATIVE ACTION VERSUS DIVERSITY VERSUS WOMEN/MINORITIES: DOES IT MATTER?

Variations of affirmative action in job advertisements resulted in reduced fairness perceptions when gender and race was made explicit in the advertisement. However, women perceived advertisements specifying “women and minorities encouraged to apply” as more fair than men. Specifications of race/gender had no impact on competence evaluations of an applicant.

Holly A. Traver, Rensselaer Polytechnic Institute

Submitted by Holly A. Traver, traveh@rpi.edu

45-3 IMPACT OF AFFIRMATIVE ACTION KNOWLEDGE ON FAIRNESS EVALUATIONS AND ATTITUDES

The purpose of the current research was to examine the impact of inaccurate knowledge of affirmative action on evaluations of the policy and organizational plans. Surveys from 115 employees demonstrated that inaccurate knowledge of affirmative action was related to less positive fairness evaluations and general attitudes.

Melissa R. Brittain, Central Michigan University

Stephen H. Wagner, Central Michigan University

Submitted by Melissa R. Brittain, britt1mr@cmich.edu

45-4 DEMOGRAPHIC DIFFERENCES IN BANDING REACTIONS: A POLICY-CAPTURING APPROACH

This research examined demographic (e.g., gender, race) differences in reactions to three test-score banding methods. Results demonstrated race and gender differences in the perceived fairness of banding methods. Furthermore, majority group members' fairness perceptions were influenced largely by perceived personal outcome, whereas minorities were impacted more by affirmative action attitudes.

David M. Mayer, University of Maryland

Robert E. Ployhart, George Mason University

Gary Shteynberg, University of Maryland

Submitted by David M. Mayer, dmayer@psyc.umd.edu

46. POSTER SESSION: FRIDAY, 12:30–1:20**RIVER EXB HALL A (LEVEL 1)****LEADERSHIP****46-1 ASSESSING THE BEHAVIORAL FLEXIBILITY OF MANAGERS: A COMPARISON OF METHODS**

Despite widespread interest, several questions remain about managerial flexibility: How to conceptualize it? How to assess it? How to help managers develop it? We analyzed three different ways of measuring this construct. Methods that emphasized the mastery of specific and opposing behaviors were superior to approaches commonly used in practice.

Jennifer T. Lindberg, North Carolina State University

Robert B. Kaiser, Kaplan DeVries Inc.

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

46-2 ADAPTATION AND ENVIRONMENTAL MASTERY AS APPROACHES TO LEADERSHIP ENVIRONMENTS

Two strategic approaches to leadership style are explored: adaptation and environmental mastery. A study investigates the relationship between behavioral flexibility, proactive personality, Machiavellianism, and the use of these two strategies. Results indicated partial support for hypothesized relationships between strategic approaches and personality variables.

Kevin C. L. Ruminon, California State University–Office of the Chancellor

Harold W. Goldstein, Baruch College, CUNY

Submitted by Kevin C. L. Ruminon, kruminon@calstate.edu

46-3 LEADERSHIP STRATEGIC STYLES: BEHAVIORAL CHAMELEONS AND SITUATIONAL ENGINEERS

Within a person–environment congruence framework, two strategic approaches to effective leadership are explored: behavioral chameleon (adjusting one's style to fit the situation) and situational engineer (adjusting the situation to fit one's style). An integration of these approaches is proposed and implications for leadership effectiveness are discussed.

Kevin C. L. Ruminon, California State University–Office of the Chancellor

Harold W. Goldstein, Baruch College, CUNY

Submitted by Harold W. Goldstein, harold_goldstein@baruch.cuny.edu

46-4 EFFECTS OF CHARISMATIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE ON ATTRIBUTIONAL BIAS

We examined the effects of charismatic leadership and organizational outcome on perceptions of leader effectiveness and attributions. The results showed that if the leader was charismatic, participants attributed the failure of the organization to external factors, however the charismatic leader received more credit for success than the non-charismatic leader.

Nurcan Ensari, Alliant International University

Ed Lopez, Alliant International University

Submitted by Nurcan Ensari, nensari@hotmail.com

46-5 PREDICTING PERFORMANCE FROM SELF-ENGAGEMENT AND PERCEPTIONS OF TASK SKILL

Army Reserve Officer Training Corps (ROTC) cadets participated in a leadership assessment course. Course engagement was a significant predictor of rated leadership performance, even after controlling for conscientiousness and self-efficacy. Perception of skill was a stronger predictor of rated performance for those cadets engaged in the course.

Thomas W. Britt, Clemson University
Craig R. Dawson, Clemson University
Jeffrey L. Thomas, U.S. Army Medical Research Unit–Europe
Submitted by Craig R. Dawson, craiganddelilah@juno.com

46-6 DO YOU SEE WHAT I SEE? BIAS IN LEADERSHIP PERCEPTIONS

In two studies, we tested the idea that leadership behaviors may be encoded differently when a leader is female. Results indicated that relative to agentic male leaders, perceivers have difficulty encoding traits from an agentic female leader, leading to an observable disparity in perceiver behavior.

Kristyn A. Scott, University of Waterloo
Douglas J. Brown, University of Waterloo
Submitted by Kristyn A. Scott, ka4scott@watarts.uwaterloo.ca

46-7 LEADERSHIP, FOLLOWER EMOTIONS, AND PERFORMANCE: AN EXPERIMENTAL EXAMINATION

Theory and research on the influence of leaders on emotional aspects of their followers' world is still embryonic. Randomized experiments showed that transformational leadership evoked positive emotions during task performance whereas transactional leadership generated negative emotions. Moreover, follower emotions moderated the impact of transactional and transformational leadership on follower performance.

Taly Dvir, Tel Aviv University
Inbal Wenger, Tel Aviv University
Submitted by Taly Dvir, talyd@post.tau.ac.il

46-8 THE CURVILINEAR RELATIONSHIP BETWEEN RELATIONSHIP QUALITY AND TURNOVER INTENTIONS

We hypothesized that the relationship between supervisor–subordinate relationship quality and turnover intentions might be best represented as curvilinear as opposed to linear. We tested and found support for this hypothesis in two organizational samples of 402 employees from a water management district and 183 employees from a distribution services organization.

Kenneth J. Harris, Florida State University
K. Michele Kacmar, Florida State University
Lawrence A. Witt, University of New Orleans
Submitted by Kenneth J. Harris, kennyjharris@hotmail.com

46-9 PREDICTING LEADER ADAPTABILITY WITH LEADER TRAIT PATTERNS

A multivariate pattern trait approach is used to predict leader adaptability among 142 middle- to upper-level managers. Leaders moderate to high in metacognition, optimism, and emotional intelligence (HHH) were rated more adaptable than leaders below average in each attribute (LLL) and leaders below average on at least two attributes (1H2L).

Paige K. Bader, George Mason University
Stephen J. Zaccaro, George Mason University
Cary F. Kemp, George Mason University
Submitted by Paige K. Bader, pbader@gmu.edu

46-10 TOWARD A GROUNDED THEORY OF FEMALE LEADERSHIP DEVELOPMENT

A grounded theory of female leadership development in the military was discovered through the iterative process of open coding, axial coding, and selective coding. Results indicate that relationships, engaged experiences, and incorporating feedback play key roles in female leadership development. The current theory was contrasted to another leadership development model.

Rebecca J. Reichard, Army Research Institute

Dana E. Sims, University of Central Florida

Submitted by Rebecca J. Reichard, rreichar@unlnotes.unl.edu

46-11 WORK VALUES AND JOB INVOLVEMENT IN RELATION TO LMX

This study found that the work values of achievement and concern for others, and the attitude of job involvement, were all positively and significantly related to LMX. Also, job involvement moderated the relationship between the value of achievement and LMX. Additionally, the relationship between LMX and citizenship behaviors was supported.

Lisa M. Jones, University of North Carolina–Chapel Hill

Submitted by Lisa M. Jones, lisa_jones@unc.edu

46-12 THE LMX AND JOB TENSION FORM ACROSS LEVELS OF DISPOSITION

Data from 182 patrol officers indicated that negative and positive affect moderated the nonlinear LMX–job tension relationship. Particularly, this association was best depicted by an inverted U form for high NAs—tension was highest when LMX was at moderate levels and lowest when LMX was either low or high.

Wayne A. Hochwarter, Florida State University

Zinta S. Byrne, Colorado State University

Submitted by Zinta S. Byrne, zinta.byrne@colostate.edu

46-13 TEAM LEADERSHIP THEORY: TOWARDS A UNIFIED UNDERSTANDING OF LEADING TEAMS

The purpose of this paper is to develop a comprehensive theory of team leadership. Specifically, I integrate prior conceptualizations into a unified theoretical model of leading teams in organizations. I build on this framework by examining the boundary conditions of the model illuminating future theoretical and research directions.

Jonathan C. Ziegert, University of Maryland

Submitted by Jonathan C. Ziegert, jziegert@psyc.umd.edu

**46-14 THE EFFECT OF EMPOWERMENT ON ORGANIZATIONAL EFFECTIVENESS
MODERATED BY LEADERSHIP**

The study investigated empowerment's effect on organizational effectiveness (OE) moderated by leadership style within a government setting. Two hundred twenty-five (225) federal employees participated in the research. Leadership's moderating role was found to vary depending on the level of analysis performed. Empowerment was found to mediate the leadership style–OE relationship.

Isabel Perez, U.S. Department of Labor

Richard C. Sorenson, Alliant International University

Charles Tatum, National University

Submitted by Isabel Perez, perezi582@aol.com

46-15 USING ORGANIZATIONAL SUPPORT AND JOB CHARACTERISTICS TO EXPLAIN TRANSFORMATIONAL LEADERSHIP

The present study integrated transformational leadership with organizational support and job characteristics theory to test the notion that transformational leaders change the way followers view their organizations and their jobs. Results illustrated that the effects of transformational leadership on performance were mediated by both organizational support and job characteristics theory.

Ronald F. Piccolo, University of Florida

Jason A. Colquitt, University of Florida

Submitted by Ronald F. Piccolo, rpiccolo@ufl.edu

46-16 LEADERSHIP STYLE AND PERFORMANCE IN TELEWORK: EXAMINING AFFECT-BASED TRUST

Secondary data analysis was used to examine the relationship between the Full Range Leadership Theory and the task and contextual performance of 127 teleworkers. The present study shows how leadership influences teleworker performance. Results also show that affect-based trust is important in the relationship between leaders and teleworkers.

Rebecca D. Vandever, Old Dominion University

Donald D. Davis, Old Dominion University

Submitted by Rebecca D. Vandever, rsay@odu.edu

46-17 LEADER-MEMBER EXCHANGE, GROUP-LEVEL PROCESSES, AND GROUP PERFORMANCE

Data collected from 348 work groups provided support for the relationship between the overall quality of the leader-member exchanges in a group (i.e., LMX-7) and group-level sales performance. Additional predictions regarding the role of group-level process variables (i.e., synergy, cohesion) also received some support.

Orly Dotan, Baruch College, CUNY

Harold W. Goldstein, Baruch College, CUNY

Lisa H. Nishii, Cornell University

David M. Mayer, University of Maryland

Submitted by Orly Dotan, odotan@gc.cuny.edu

46-18 LEADER-MEMBER EXCHANGE (LMX) THEORY: REINTRODUCING THE CONSTRUCT OF DIFFERENTIATION

Within the LMX leadership literature, the construct of differentiation has received insufficient attention. We discuss this construct by focusing on nine questions and answers, addressing issues such as: what leaders differentiate on, the impact of differentiation, and measurement of differentiation. Current literature is reviewed and future directions are suggested.

Orly Dotan, Baruch College, CUNY

Harold W. Goldstein, Baruch College, CUNY

Submitted by Orly Dotan, odotan@gc.cuny.edu

46-19 COGNITIVE, SOCIAL, AND DISPOSITIONAL INFLUENCES ON LEADER ADAPTABILITY

We investigated the combined influence of metacognition, social perceptiveness, optimism, tolerance for ambiguity, and openness on leader adaptability. Five-hundred seventy-two (572) military officers filled out individual differences measures prior to being rated for adaptability behaviors. Results indicate that the combined influence of these cognitive, social, and dispositions characteristics is necessary for adaptability.

Cary F. Kemp, George Mason University

Stephen J. Zaccaro, George Mason University

Mark Jordan, Air Command and Staff College

Steve Flippo, Air Command and Staff College

Submitted by Cary F. Kemp, ckemp1@gmu.edu

46-20 DEVELOPING AN EMPIRICAL LINK BETWEEN LEADER MENTAL MODELS AND PERFORMANCE

This research examined the extent to which the accuracy of leader mental models predicted leader performance. Data collected in a repeated measures design indicated support for the relationship between leader mental model accuracy and leader performance. Implications and suggestions for future research are discussed.

Gabrielle M. Wood, George Mason University
 Nicholas W. Vilelle, George Mason University
 Krista L. Langkamer, George Mason University
 Cary F. Kemp, George Mason University
 Stephen J. Zaccaro, George Mason University
 Submitted by Gabrielle M. Wood, gtarmy@gmu.edu

**46-21 SELF-OTHER AGREEMENT ON CHARISMATIC LEADERSHIP:
INFLUENCE TACTICS AND PERFORMANCE**

We examined the extent to which subordinates' perceptions of influence tactics were associated with their managers' self-awareness. Self-aware managers, whose self-ratings on charismatic leadership were in agreement with their subordinates' ratings, used soft influence tactics (e.g., consultation) and had units that emphasized innovation and quality practices.

Yair Berson, Polytechnic University
 John J. Sosik, Pennsylvania State University–Great Valley
 Submitted by Yair Berson, yberson@poly.edu

**46-22 BEYOND GENDER: RELATIONAL SELF-DEFINITION AS A PREDICTOR
OF INTERACTIVE LEADERSHIP**

Previous research suggests that women managers prefer interactive leadership, which is characterized by active efforts to develop positive interactions with subordinates. The present study examines the mediating effect of relational self-definition on the relationship between managers' gender and interactive leadership. Results indicate that relational self-definition significantly predicted interactive leadership.

Cathleen A. Swody, University of Connecticut
 Steven Mellor, University of Connecticut
 Submitted by Cathleen A. Swody, cathleen.swody@uconn.edu

**46-23 PREDICTING LEADERSHIP EFFECTIVENESS:
CONTRIBUTIONS OF CRITICAL THINKING, PERSONALITY, AND DERAILERS**

This study evaluated the effect of critical thinking, personality and derailment characteristics on predicting dimensions of leadership performance. Results ($n = 326$) indicated that personality and derailers uniquely contributed to predicting performance after accounting for critical thinking. How these characteristics contribute to our understanding of leadership performance is discussed.

William D. Fleming, Hogan Assessment Systems
 Submitted by William D. Fleming, bfleming@hoganassessments.com

46-24 STRUCTURAL EQUATION MODELING ANALYSIS OF OFF-THE-JOB INTERACTIONS

Using structural equation modeling, we investigated how off-the-job interactions may influence employee perceptions. With a sample of 309 employees across organizations, we compared four models in order to determine the manner in which off-the-job interactions mediate the effects of Extraversion and Transformational Leadership on job satisfaction.

Daren S. Protolipac, Northern Illinois University
Mark Posmer, Northern Illinois University
Kristian M. Veit, Northern Illinois University
Daniel J. Davis, Northern Illinois University
Chris P. Parker, Northern Illinois University
Submitted by Mark Posmer, mposmer@hotmail.com

46-25 THE ROLE OF BASIC PSYCHOLOGICAL NEEDS IN LMX RELATIONSHIPS

This study explores the role of basic psychological needs in leader-member exchange (LMX). Based on 436 student employees, results indicated that self-esteem, belongingness, and autonomy are significantly related to LMX. These needs were also found to mediate the relationships between LMX and both (a) job satisfaction and (b) affective well-being.

Michael Hepperlen, ePredix, Inc.
Roni Reiter-Palmon, University of Nebraska–Omaha
Submitted by Michael Hepperlen, michael.hepperlen@epredix.com

46-26 JUSTICE AND LEADER PERFORMANCE: VIEWS FROM MANAGERS AND THEIR SUBORDINATES

The study used a 360-degree feedback survey of senior executives to confirm the taxonomy of organizational justice proposed by Greenberg (1993). Additionally, agreement between managers' self-ratings and ratings by their subordinates predicted perceptions of justice.

Charles Tatum, National University
Travis R. Bradberry, Workforce Development Solutions
Richard J. Eberlin, Alliant International University
Carin Kottraba, Alliant International University
Submitted by Charles Tatum, ctatum@nu.edu

46-27 SITUATIONAL LEADERSHIP THEORY: A META-ANALYSIS OF THE MATCHING HYPOTHESIS

Meta-analysis was used to assess the validity of Hersey and Blanchard's Situational Leadership Theory. The relationship between leadership style "matches" and effectiveness was examined across 15 studies ($K = 3,221$). Results lend modest support to the theory, with an overall corrected effect size of .16. Moderators of this relationship also were identified.

Tracey L. Shilobod, Clemson University
Linda Jean McMullen, Bowling Green State University
Patrick H. Raymark, Clemson University
Submitted by Tracey L. Shilobod, tlshilobod@aol.com

46-28 PREDICTING FOLLOWER REACTIONS TO LEADERS: SELF-CONCEPT, ILT, AND SITUATIONAL CHARACTERISTICS

The active role of followers in the formation of the leadership relationship and, ultimately, in leader effectiveness has been a neglected issue in leadership research. Our findings demonstrate that follower reactions to leaders can be predicted by followers' interpersonal self-concept, and that follower implicit leadership theories mediate these relationships.

Mark G. Ehrhart, San Diego State University
Hillary Bargagliotti, Bainbridge
Submitted by Mark G. Ehrhart, mehrhart@sunstroke.sdsu.edu

46-29 EFFECTS OF LEADERSHIP ON TELEWORKER JOB SATISFACTION, COMMITMENT, AND TURNOVER

Effects of transformational and transactional leadership on job satisfaction, commitment, and turnover were examined in a sample of teleworkers. Hierarchical linear regression results support the influence of leadership on these outcomes. Moderated regression analyses indicate that the effect of transformational leadership degrades with increasing telework frequency.

Janet L. Bryant, Old Dominion University

Donald D. Davis, Old Dominion University

Submitted by Janet L. Bryant, jbryant34@cox.net

47. COMMUNITY OF INTERESTS: FRIDAY, 12:30–1:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: CROSS-CULTURAL ISSUES IN I-O**

Participants can come and go as they like, and chat with others conducting similar projects.

48. PRACTITIONER FORUM: FRIDAY, 1:00–2:50**COLORADO (LEVEL 2)****HR IN THE PALM OF YOUR HAND: SCIENCE AND PRACTICE**

The utility of handheld computers to HR research and practice has increased over the past 5 years, with advancements in hardware, memory, software, and wireless connectivity options. In this forum, research and practice on the relationship between handheld computer technology and HR issues will be presented.

R. Jason Weiss, Development Dimensions International, *Chair*

Scott A. Davies, American Institutes for Research, *Co-Chair*

Scott A. Davies, American Institutes for Research, Robert Calderon, Caliber Associates, Inc., *Human Resources in the Palm of Your Hand: Science and Practice*

Brian D. Lyons, University of Tennessee–Knoxville, Scott A. Davies, American Institutes for Research, David Rodbard, MD, American Institutes for Research, Wayne Brandes, American Institutes for Research, Col. Ronald K. Poropatich, MC Telemedicine Directorate (TMED), WRAMC, *Needs Assessment of PDAs in Clinical Practice in U.S. Army Medical Environments*

Scott A. Davies, American Institutes for Research, David Rodbard, MD, American Institutes for Research, Wayne Brandes, American Institutes for Research, Col. Ronald K. Poropatich, MC Telemedicine Directorate (TMED), WRAMC, *Evaluation of Integration of PDAs into Clinical Business Practices, Processes, and Outcomes*
Robert Calderon, Caliber Associates, Inc., Scott A. Davies, American Institutes for Research, *The Utilization of Handheld Computer Technology within Key Personnel Activities*

R. Jason Weiss, Development Dimensions International, *Information Technology Trends and I-O: The World at Your Handheld*

Submitted by Scott A. Davies, sdavies@air.org

49. SYMPOSIUM: FRIDAY, 1:00–2:50**SUPERIOR A (LEVEL 2)****RECENT ADVANCES IN ITEM RESPONSE THEORY RESEARCH**

The five papers presented in this symposium highlight new contributions that item response theory can make to I-O psychology research. These papers present new techniques and applications based on and related to differential item functioning, appropriateness measurement, and computerized adaptive testing.

Michael J. Zickar, Bowling Green State University, *Chair*

Brian H. Kim, Michigan State University, Neal W. Schmitt, Michigan State University, Alyssa Friede, Michigan State University, Frederick L. Oswald, Michigan State University, Lauren J. Ramsay, Michigan State University,

Michael A. Gillespie, Michigan State University, *Differential Item Functioning in Situational Judgment Tests: Is It a Function of the Scoring Procedure?*

Norberto A. Valbuena, Universidad Nacional Rafael, Nambury S. Raju, Illinois Institute of Technology, *Assessment of Measurement Equivalence Based on Confirmatory Factor Analysis and Item Response Theory*

Adam W. Meade, North Carolina State University, Kemp Ellington, North Carolina State University, S.

Bartholomew Craig, North Carolina State University, *Exploratory Measurement Invariance: A New Method Based on Item Response Theory*

Michael J. Zickar, Bowling Green State University, Jennifer L. Burnfield, Bowling Green State University, *Using Mixed-Model IRT in I-O Psychology Applications*

Randall D. Penfield, University of Florida, Jenny Bergeron, University of Florida, Bruce Louis Rich, University of Florida, *Evaluation of Three Ability Estimates Under the Generalized Partial Credit Model*

Alan D. Mead, AICPA, *Discussant*

Submitted by Michael J. Zickar, mzickar@bgnet.bgsu.edu

50. PRACTITIONER FORUM: FRIDAY, 1:00–2:50

SUPERIOR B (LEVEL 2)

TALENT MANAGEMENT: HOW I-O PSYCHOLOGISTS CAN (FAIL TO) ADD VALUE?

Aligning people with jobs is the essence of talent management and a key expertise of I-O psychologists. However, organizations are not asking I-O psychologists for assistance with this key business activity. The panelists will discuss their hands-on experience and suggest a framework for I-O practitioners to successfully approach talent management.

Kirk L. Rogg, Aon Consulting, *Chair*

Theresa L. McNelly, Aon Consulting, Kirk L. Rogg, Aon Consulting, *My Colleagues Said What? A Survey of Talent Management Perspectives*

Michelle M. Crosby, Starwood Hotels & Resorts, Matthew R. Redmond, Starwood Hotels & Resorts, *Leveraging Talent Management Programs Through Organizational Start-up, Growth, and Adversity*

Mark L. Lifter, Aon Consulting, *Challenges to Implementing Talent Management in Decentralized Global Organizations*

Tamara K. Tuggle, Amerada Hess, *A "Fit for Purpose" Model for Implementing Talent Management Programs*

MaryBeth Mongillo, Dell Inc., *Talent Management Lessons Learned at the Speed of Dell*

Submitted by Kirk L. Rogg, Kirk_Rogg@aon.com

51. SYMPOSIUM: FRIDAY, 1:00–2:50

MAYFAIR (LEVEL 3)

SIOP ORGANIZATIONAL FRONTIERS SERIES: UPCOMING VOLUMES

This symposium will first summarize the goals of the SIOP Organizational Frontiers Series. Presentations will then be given describing five upcoming Frontiers volumes: *Discrimination in the Workplace: Psychological and Organizational Perspectives*; *The Dark Side of Organizational Behavior*; *The Psychology of Entrepreneurship*; *Perspectives on Person–Organizational Fit*; and *The Psychology of Conflict and Conflict Management in Organizations*.

Robert D. Pritchard, University of Central Florida, *Chair*

Robert L. Dipboye, Rice University, Adrienne J. Colella, Texas A&M University, *Discrimination in the Work Place: Psychological and Organizational Perspectives*

Ricky W. Griffin, Texas A&M University, Anne M. O'Leary-Kelly, University of Arkansas, *The Dark Side Of Organizational Behavior*

J. Robert Baum, University of Maryland, Michael Frese, University of Giessen, Robert A. Baron, Rensselaer Polytechnic Institute, *The Psychology Of Entrepreneurship*

Cheri Ostroff, Columbia University, Timothy A. Judge, University of Florida, *Perspectives on Person–Organizational Fit*

Carsten K. W. De Dreu, University of Amsterdam, Michele J. Gelfand, University of Maryland, *The Psychology of Conflict and Conflict Management in Organizations*

Submitted by Robert D. Pritchard, RDPritchard@compuserve.com

52. SPECIAL EVENT: FRIDAY, 1:30–2:50**CHICAGO VI (LEVEL 4)****BUSINESS LEADERS' INSIGHTS INTO I-O PSYCHOLOGY'S IMAGE, VISIBILITY, AND IDENTITY**

A panel of prominent HR and business leaders will discuss how they use and perceive I-O psychologists and how they distinguish us from related professions. The panel will answer questions to help us better understand our identity and generate suggestions for improving our visibility and branding our profession.

Robert R. Sinclair, Portland State University, *Chair*

Lise M. Saari, IBM, *Moderator*

Jeffrey A. Jolton, Genesee Survey Services, Inc., *Moderator*

Submitted by Robert R. Sinclair, sinclair@pdx.edu

53. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**CHICAGO VII (LEVEL 4)****APPLICATIONS OF COMPETENCY MODELING: OVERCOMING BARRIERS TO IMPLEMENTATION**

As competency models continue to spread, I-O practitioners are encountering new obstacles and new opportunities. The purpose of this forum is to describe how competency models are being developed and applied within different types of organizations, share lessons learned, discuss barriers to implementation, and explore innovative ideas.

Mark A. Morris, JCPenney, *Chair*

Patrick R. Powaser, Oxy Inc., *Efficiently Managing Leadership Competencies in a Decentralized Organization*

Robert C. Hausmann, Teachers College, Columbia University, *Using Competencies to Manage and Plan a Sailor's Professional Development*

Lauren Manning Salomon, MD Anderson Cancer Center, *Technology and Competency Modeling in a Healthcare Institution*

Mark A. Morris, JCPenney, Steven M. Johnson, JCPenney, *Developing Competency Models for Performance Measurement: Methods and Lessons*

Jo Ann Johnson McMillan, Bigby, Havis & Associates, *Bringing Competency Models to Life in Leadership Development Programs*

Submitted by Mark A. Morris, mamorris@jcpenny.com

54. SPECIAL EVENT: FRIDAY, 1:30–2:20**CHICAGO X (LEVEL 4)****DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD: THE ORGANIZATIONAL CITIZENSHIP CONSTRUCT: WHERE IT CAME FROM, WHAT'S ITS FUTURE**

This presentation will summarize the major findings in my research career, especially in the areas of motivation and productivity. I will discuss the lessons learned about doing research based on both successes and failures. Finally, I will talk about what I see as important for research in the future.

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Chair*

Walter C. Borman, Personnel Decisions Research Institutes, *Presenter*

Submitted by Elaine D. Pulakos, elaine.pulakos@pdri.com

55. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON I (LEVEL 4)****ACHIEVING WORK/LIFE BALANCE AND ORGANIZATIONAL EFFECTIVENESS WITH ALTERNATIVE WORK ARRANGEMENTS**

We look at impacts of alternate work arrangements, such as compressed workweeks and telecommuting. Satisfaction rises, particularly for work/life balance, and there are also hopeful signs for organizational effectiveness. Women benefit more than men do, especially if children are at home. Reflection explores how far industry has come.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*

Diane L. Daum, Personnel Research Associates, Scott A. Young, Personnel Research Associates, Inc., Karen M. Barbera, Personnel Research Associates, *The Impact of Work Hours on Employee Satisfaction: An Investigation of Key Moderators*

Allen I. Kraut, Baruch College/Kraut Associates, Carolyn Rice, Visteon Corporation, Kira L. Barden, Baruch College, CUNY, *The Impact of Compressed Workweeks on Work/Life Balance and a Lot More*

Nancy DeLay, Eli Lilly & Company, Mark LoVerde, Personnel Research Associates, Inc., Roya Ayman, Illinois Institute of Technology, *Impact of Telecommuting on Work–Family Conflict*

Simcha Ronen, Tel Aviv University, *How Far We Have Come in a Quarter Century, and an Outlook for the Future*

Douglas T. Hall, Boston University, *Discussant*

Submitted by Allen I. Kraut, allenkraut@aol.com

56. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON II (LEVEL 4)****MAKING CONDITIONAL REASONING TESTS WORK: REPORTS FROM THE FRONTIER**

An increasing number of researchers are using conditional reasoning methodology to assess personality constructs. This symposium documents the development of new conditional reasoning tests that measure mainstream personality constructs. Because the methodology is both innovative and unique, the presentations offer insights and recommendations that can only be gained through experience.

Sigrid B. Gustafson, American Institutes for Research, *Chair*

Michael Ingerick, George Mason University, Jose M. Cortina, George Mason University, Nicole M. Dudley, George Mason University, Dalit Lev-Arey Margalit, George Mason University, Karin A. Orvis, George Mason University, Kathryn L. Baughman, George Mason University, *“Adapting” to a New Measurement Approach: Lessons Learned From Developing a Conditional Reasoning (CR) Measure of Adaptability*

Patrick Gavan O’Shea, American Institutes for Research, Sigrid B. Gustafson, American Institutes for Research, Rick Hense, Capital One, Suzanne R. Hawes, Capital One, Julie Lowe, Capital One, *The Conditional Reasoning Item Development Process: Pitfalls, Successes, and Lessons Learned*

Gerald F. Goodwin, U.S. Army Research Institute, Patrick Gavan O’Shea, American Institutes for Research, James E. Driskell, Florida Maxima Corporation, Eduardo Salas, University of Central Florida, Sharon D. Ardison, U.S. Army Research Institute, *What Makes a Good Team Player? Development of a Conditional Reasoning Measure of Team Orientation*

James M. LeBreton, Wayne State University, Michael D. McIntyre, University of Tennessee, *Conditional Reasoning: Strategies and Suggestions for Item Development and Validation*

Lawrence R. James, University of Tennessee, *Discussant*

Submitted by Sigrid B. Gustafson, sgustafson@air.org

57. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**SHERATON IV (LEVEL 4)****UNPROCTORED INTERNET TESTING: ISSUES AND OPPORTUNITIES**

Benefits of unproctored Internet testing are counterbalanced by threats to the candidate experience and assessment integrity. We present research addressing practical issues of environment-linked reactions and demographic differences and the impact of cheating, and conclude with a discussion of potential solutions to challenges resulting from this expanding form of testing.

Evan F. Sinar, Development Dimensions International, *Chair*

Jennifer P. Bott, University of Akron, Corrie E. Pogson, University of Akron, Amie D. Lawrence, Select International, Inc., Matthew S. O'Connell, Select International, Inc., *An Investigation of the Effects of Cheating on Unproctored Web-Based Testing: A Comparison of Performance on Cognitive Ability, Situational Judgment and Personality Tests*

Evan F. Sinar, Development Dimensions International, Douglas H. Reynolds, Development Dimensions International, *Exploring the Impact of Unstandardized Internet Testing Environments*

Sarah S. Fallaw, Qwiz, Inc., Garnett S. Stokes, University of Georgia, *Reactions to Online Selection Systems: Examining Differences by Location*

Douglas H. Reynolds, Development Dimensions International, Evan F. Sinar, Development Dimensions International, *Using Test Information to Tailor the Interview Process: Promises and Pitfalls*

Submitted by Evan F. Sinar, evan.sinar@ddiworld.com

FRIDAY PM

58. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON V (LEVEL 4)**

**THE AGING WORKFORCE:
ADVANCEMENTS IN TRAINING, DEVELOPMENT, AND LIFELONG LEARNING**

This symposium examines continuous learning and how career self-management, use of developmental assessment centers, and stereotype threat impact training of our aging workforce. Thus, each paper contributes to our understanding of how to facilitate the development of a career-resilient, aging workforce in an increasingly technological and competitive marketplace.

Barbara A. Fritzsche, University of Central Florida, *Chair*

Renee Eileen DeRouin, University of Central Florida, *Co-Chair*

Harvey L. Sterns, University of Akron, Greta Lax, University of Akron, *Issues in Career Self-Management and Training*

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Developmental Assessment Centers as Training Tools for the Aging Workforce*

Kathleen A. Lamancusa, The University of Akron, Mano Ramakrishnan, University of Akron, Dennis Doverspike, University of Akron, Casey Parry, University of Akron, *Career-Related Continuous Learning in the Professional Speaking Industry*

Renee Eileen DeRouin, University of Central Florida, Barbara A. Fritzsche, University of Central Florida, Eduardo Salas, University of Central Florida, *Age, Stereotype Threat, and Training Performance*

Paul W. Thayer, North Carolina State University, *Discussant*

Submitted by Barbara A. Fritzsche, bfritzsc@mail.ucf.edu

59. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**ARKANSAS (LEVEL 2)****HR OUTSOURCING: THE ROLE OF I-O PSYCHOLOGISTS**

This session combines data and personal experiences to describe the evolving role of I-O psychologists in the contemporary trend to outsource the human resources function in organizations. Audience members are strongly encouraged to share their own outsourcing experiences.

Seymour Adler, Aon Consulting, *Chair*

Seymour Adler, Aon Consulting, *HR Outsourcing: Trends and Patterns*

Fred A. Mael, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, *Outsourcing of Human Resources Services*

Jerard F. Kehoe, Selection & Assessment Consulting, *HR Outsourcing: One Practitioner's Experience*

Don M. Moretti, Motorola, *HRO at Motorola: What We Weren't Taught in I-O Graduate School*

Submitted by Seymour Adler, Seymour_Adler@Aoncons.com

60. SYMPOSIUM: FRIDAY, 1:30–2:50**MICHIGAN A (LEVEL 2)**

**MAKING A GOOD IMPRESSION:
ANTECEDENTS AND CONSEQUENCES OF IMPRESSION MANAGEMENT**

These papers examine impression management (IM) use in organizational contexts. The goals of these studies are to better understand why IM tactics are used, who is most likely to use them, and how and why targets of IM are affected by their use.

Lynn A. McFarland, George Mason University, *Chair*

Chad H. Van Iddekinge, HumRRO, Lynn A. McFarland, George Mason University, Deirdre E. Lozzi, George Mason University, Patrick H. Raymark, Clemson University, *Effects of Faking Instructions and Personality on Candidate Impression Management*

Helga Peeters, Ghent University, Filip Lievens, Ghent University, *Verbal and Nonverbal Impression Management in Behavioral and Situational Interviews*

Daniel J. Watola, Michigan State University, Ann Marie Ryan, Michigan State University, *Individual Differences in Interviewer Susceptibility to Applicant Impression Management*

James H. Dulebohn, Michigan State University, Lynn M. Shore, University of California–Irvine, Mark Kunze, Georgia State University, Debra Dookeran, Georgia State University, *The Differential Impact of OCBs and Influence Tactics Over Time*

Gerald R. Ferris, Florida State University, *Discussant*

Submitted by Lynn A. McFarland, lmcfarla@gmu.edu

61. SYMPOSIUM: FRIDAY, 1:30–2:50**HURON (LEVEL 2)****TRANSPORTING VALIDITY EVIDENCE: WHO, WHAT, WHEN, AND HOW**

This symposium will focus on methodological issues faced when transporting validity in real-world settings. Issues related to establishing job similarity at both the task level and the competency level will be discussed, as well as establishing job similarity in terms of personal characteristics at the job and organizational levels.

S. Morton McPhail, Jeanneret & Associates, Inc., *Chair*

Julie Anne Caplinger, Jeanneret & Associates, Inc., *Effects of Task Specificity and Methodology on Transporting Validity Evidence*

Jared D. Lock, Hogan Assessment Systems, Nicole R. Bourdeau, University of Tulsa, *Same Job—Different Values: Comparing Similar Jobs Across Organizations*

John R. Leonard, Valero Energy Corporation, *Preemployment Personality Assessment: Making Use of Data From Multiple Validation Strategies*

Ann M. Quigley, Transportation Security Administration, Ryan A. Ross, Hogan Assessment Systems, *Staffing High-Volume Positions Under Tight Time Constraints*

Nancy T. Tippins, Personnel Research Associates, Inc., *Discussant*

Submitted by Julie Anne Caplinger, JulieC@jeanneret.com

62. PRACTITIONER FORUM: FRIDAY, 1:30–2:50

ONTARIO (LEVEL 2)

IMPLEMENTING HIGH-POTENTIAL DEVELOPMENT PROCESSES: A FRONT-LINE PERSPECTIVE

High-potential identification, assessment, and development has become a hot topic for many businesses. The purpose of this forum is to provide best practices in this area, using a large financial services company as a case study. External and internal stakeholders will discuss key innovations and lessons learned.

Lorrina J. Eastman, Bank of America, *Chair*

P. Gail Wise, Right Management Consultants, Amy Montagliani, Right Management Consultants, *Identifying High Potentials and Building Executive “Ownership” of the Process*

Brian L. Fishel, Bank of America, Thomas L. Killen, Bank of America, *Innovations and Key Lessons From a High-Potential Development Process: A View From the Inside*

Shane Douthitt, Bank of America, *Internally Customizing a High-Potential Development Process: Innovations and Challenges*

Matthew T. Richburg, *Customizing an Innovative High-Potential Development System: A View From the Outside*

Submitted by Amy Montagliani, amy.montagliani@right.com

63. INTERACTIVE POSTERS: FRIDAY, 1:30–2:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: PERSONNEL SELECTION II

63-1 STRUCTURAL EQUATION MODELS OF FAKING ABILITY IN REPEATED MEASURES DESIGNS

Models were compared on data in which a situational judgment test and measures of the Big Five were administered under honest and fake good instructions. A model with latent variables representing the six measures and a latent variable representing faking ability proved to be a useful representation of the data.

Michael Biderman, University of Tennessee–Chattanooga

Nhung T. Nguyen, Lamar University

Submitted by Michael Biderman, Michael-Biderman@utc.edu

63-2 THE IMPACT OF FAKING ON THE BIG-FIVE FACTOR STRUCTURE

The present study examined the effect of faking on the Big Five factor structure. The prevalence of faking was systematically varied and the fit of the Big Five model to the data was assessed. No deterioration in fit was observed, although exploratory analyses suggested a breakdown of the factor structure.

Leifur Geir Hafsteinsson, Virginia Tech

John J. Donovan, Virginia Tech

Submitted by Leifur Geir Hafsteinsson, lgh@vt.edu

63-3 FAKING ON PERSONALITY-BASED MEASURES: SJTs COMPARED TO A TRADITIONAL FORMAT

A situational judgment test (SJT) designed to measure agreeableness and conscientiousness correlated moderately well with NEO-FFI scores and showed more resistance to faking than the NEO-FFI did. These results show that an SJT format might be able to measure personality traits and resist deliberate distortion more successfully than the NEO-FFI.

Amy C. Hooper, University of Minnesota
Hannah L. Jackson, University of Minnesota
Stephan J. Motowidlo, University of Minnesota
Submitted by Amy C. Hooper, dies0018@umn.edu

63-4 IDENTIFYING FAKERS USING A BOGUS-ITEM APPROACH

We developed a test in which bogus items were used to detect fakers. Using a sample of participants in a simulated hiring situation, we validated our faking measure against a social desirability scale and admissions of faking. As hypothesized, the bogus item approach was a construct-valid approach to identifying fakers.

Sarah A. Carroll, University of Calgary
David A. Jones, University of Calgary
Lorne M. Sulsky, University of Calgary
Submitted by Sarah A. Carroll, scarroll@ucalgary.ca

64. POSTER SESSION: FRIDAY, 1:30–2:20**RIVER EXB HALL A (LEVEL 1)****JOB PERFORMANCE****64-1 FLANAGAN AWARD WINNER:
WORKING HARD AND SMART DURING TYPICAL AND MAXIMUM PERFORMANCE**

This laboratory study supports the propositions underlying Sackett et al.'s (1988) acclaimed but notably underresearched distinction between typical and maximum performance: Participants' motivation increased under maximum performance conditions. Motivation correlated higher with typical than with maximum performance, and declarative knowledge and skills correlated higher with maximum than with typical performance.

Ute-Christine Klehe, University of Zurich
Neil R. Anderson, University of Amsterdam
Submitted by Ute-Christine Klehe, ute.klehe00@rotman.utoronto.ca

**64-2 THE JOB CHARACTERISTICS-ORGANIZATIONAL CITIZENSHIP BEHAVIOR
RELATIONSHIP: TESTING COMPETING MODELS**

The link between the job characteristic model and organizational citizenship behavior (OCB) was examined in a sample of employees from four organizations. Four competing theories were examined. The best model was one in which job characteristics were indirectly related to OCB via increased critical psychological states.

Stacey Namm, Temple University
Richard L. Frei, Temple University
Submitted by Stacey Namm, snamm@yahoo.com

64-3 FAIRNESS, LMX, AND JOB PERFORMANCE: A FAIRNESS HEURISTIC APPROACH

Using a sample of healthcare workers, this paper showed employee perceptions of organization, department, and team fairness were related to supervisory ratings of organizational citizenship behaviors and in-role task performance. LMX moderated the relationship between employee perceptions and behavior. Implications for practice and organizational justice theory are discussed.

Jeff Johnson, SHAPE Consulting
Talya N. Bauer, Portland State University
Leslie B. Hammer, Portland State University
Donald M. Truxillo, Portland State University
Submitted by Jeff Johnson, jeff@shapeconsulting.com

64-4 ORGANIZATIONAL ROLES AND PERCEPTIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Two studies were conducted to explore differences in antecedents and perceptions of organizational citizenship behavior (OCB) based on organizational role. The two studies found conflicting results for the influence of organizational role on OCB perceptions. In addition, only items from the Altruism OCB dimension were perceived as representing "extra-role" behavior.

Eddie L. Jerden, University of Tulsa
Sharon L. Wagner, University of San Francisco
Cathy Westberry, Middle Tennessee State University
Submitted by Eddie L. Jerden, eljerden@aol.com

**64-5 DISCRIMINATION AGAINST OVERWEIGHT AND OBESE WORKERS:
A META-ANALYTIC INVESTIGATION**

A meta-analytic assessment of bias against overweight/obese workers was conducted and comparisons were made between these findings and conclusions from a narrative review of the literature (Roehling, 1999). Contrary to conclusions by Roehling (1999), the level of bias was similar to (not greater than) that found for age or gender.

Justin Michael Bethke, University of Minnesota–Duluth
Randall Gordon, University of Minnesota–Duluth
Submitted by Justin Michael Bethke, beth0033@d.umn.edu

64-6 INTRINSIC WORK MOTIVATION AS A DIRECT ANTECEDENT OF CITIZENSHIP PERFORMANCE

This research compares the predictive validity of intrinsically oriented work motivation against the more oft-studied attitudinal constructs of job satisfaction and commitment with respect to citizenship performance. Results indicate that satisfaction and commitment do not meaningfully contribute to the prediction of citizenship performance once intrinsic motivation is accounted for.

Tatana M. Olson, Purdue University
Charlie L. Reeve, Purdue University
Submitted by Tatana M. Olson, tatana@psych.purdue.edu

64-7 FIT WITH MULTIPLE RHYTHMS OF THE WORK ENVIRONMENT

We examine the impact of fit with three work-related rhythms (job variety, coworker hurriedness, work unit results orientation) on satisfaction and stress. Using actual measures of fit, polynomial regression results support a satisfaction-fit relationship for job variety and results orientation. Stress is highest when coworkers are hurried.

Karen J. Jansen, Pennsylvania State University
Amy L. Kristof-Brown, University of Iowa
Purnima Bhaskar, Pennsylvania State University
Submitted by Karen J. Jansen, kjansen@psu.edu

64-8 STRESSFUL EVENTS, AFFECT, AND WORK ATTITUDES: TESTING AFFECTIVE EVENTS THEORY

Affective Events Theory contends that emotional reactions mediate the impact of work events on work attitudes. The present study tested this model in a sample of managers and supervisors by examining the potential for job-related affect to mediate the influence of stressful work events on global and facet job satisfaction.

Philip J. Moberg, University of Akron
Paul F. Rotenberry, University of Akron

Submitted by Paul F. Rotenberry, paulrotenberry@hotmail.com

64-9 UNDERSTANDING ORGANIZATIONAL CITIZENSHIP BEHAVIORS: DO MOTIVES MAKE A DIFFERENCE?

This study tested whether or not OCBs have the same effect on the organization regardless of motives using a sample of hospital employees. Results indicated that all OCBs are similar in their effect on the organization, but neither altruistic nor self-interested motives significantly predict OCBs.

Celia W. Chandler, George Mason University
Lynn A. McFarland, George Mason University

Submitted by Celia W. Chandler, cchandl1@gmu.edu

64-10 SOCIAL CAPITAL AND CULTURAL PREDICTORS OF OCBs AND PERFORMANCE

Using an OCB scale developed through content analysis, we examined social capital and cultural predictors of organizational citizenship behaviors and job performance in a field study involving 181 subordinates and 104 supervisors of a manufacturing company from Ghana and found that culture and social capital predict OCBs and job performance.

Baniyelme Zoogah, The Ohio State University
Submitted by Baniyelme Zoogah, zoogah_1@cob.osu.edu

64-11 INTERPERSONAL SKILLS: WHAT THEY ARE AND HOW TO ACQUIRE THEM

This paper presents a comprehensive taxonomy of interpersonal skills that expands and clarifies current conceptualizations of the topic. Links to important organizational outcomes are provided. Future research directions and conclusions regarding the efficacy of current practices employed in the pursuit of improving interpersonal skills are also presented.

Cameron Klein, University of Central Florida
Renee Eileen DeRouin, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Renee Eileen DeRouin, renee@derouin.com

64-12 ANTECEDENTS AND CONSEQUENCES OF TRUST IN ORGANIZATION AND MANAGER

This field study provides a test for a social exchange model whereby trust in manager and trust in organization are linked to trustworthiness and organizational justice antecedents. The two central dimensions of trust, trust in organization and trust in manager, are tested and confirmed as mediators involved in unique processes.

Dan Chiaburu, Washington Metropolitan Area Transit Authority
Sophia Marinova, University of Maryland
Submitted by Sophia Marinova, smarinov@rhsmith.umd.edu

64-13 THE STABILITY OF CITIZENSHIP AND COUNTERPRODUCTIVE JOB PERFORMANCE

Researchers have written about the performance patterns of individuals trying, to determine whether job performance over time is dynamic or static. This paper examines the stability of task, citizenship, and counterproductive job performance at the individual and team levels in the NBA and NHL over 10 and 20 years.

Maria Rotundo, University of Toronto

Janelle R. Enns, University of Toronto

Sara L. Mann, Rotman School of Management, University of Toronto

Submitted by Maria Rotundo, rotundo@rotman.utoronto.ca

64-14 AUTONOMY AND CAPABILITY AS PREDICTORS OF ROLE BREADTH AND PERFORMANCE

Job autonomy, general ability, and technical skill were positively related to role breadth in a sample of administrative employees ($N = 132$), accounting for 23% of the variance in role breadth. In addition, role breadth mediated the relationships between job autonomy, general ability, technical skill, and job performance.

Frederick P. Morgeson, Michigan State University

Kelly Delaney-Klinger, Michigan State University

Monica A. Hemingway, Dow Chemical Company

Submitted by Frederick P. Morgeson, morgeson@msu.edu

64-15 A META-ANALYTIC INVESTIGATION INTO THE STRUCTURE OF WORK BEHAVIOR

The current research used meta-analysis to examine whether citizenship and counterproductive behavior are distinct constructs or are actually opposite poles of the same behavioral factor. Results indicated that citizenship and counterproductivity are modestly negatively related, and are, therefore, best characterized as distinct constructs. Moderators of the relationship are also discussed.

Reeshad S. Dalal, Purdue University

Tatana M. Olson, Purdue University

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

64-16 THE COMPONENTS OF CONTEXTUAL PERFORMANCE IN KOREAN WORK ORGANIZATIONS

The purpose of this study was to identify components of contextual performance in Korean work organizations. Seven factors were derived: Organizational Dedication, Helping Others, Job Dedication, Following Organizational Rules, Inspiring Work Atmosphere, Sharing/Proposing Information, and Showing Consideration. Inspiring Work Atmosphere, Sharing/Proposing Information, and Showing Consideration were unique factors in Korea.

Tae-Yong Yoo, Kwangwoon University

Do-Young Kim, Samsung HRD Center

Submitted by Tae-Yong Yoo, tyoo@kw.ac.kr

64-17 INDIVIDUAL DIFFERENCES, PROCEDURAL JUSTICE, AND ROLE DEFINITIONS PREDICTING OCB

We examine how OCB role perceptions mediate the effects of individual differences (reciprocation wariness, empathic concern and perspective taking) on OCB, and moderate the effects of procedural justice perceptions on OCB. Empirical findings from a field study of 220 employee-supervisor dyads show substantial support for the proposed framework.

Dishan Kamdar, National University of Singapore

Daniel McAllister, National University of Singapore

Daniel B. Turban, University of Missouri

Submitted by Dishan Kamdar, dishan@singnet.com.sg

64-18 EASIER TO HELP (THAN VOICE): ROLES, LMX, MOTIVES, AND OCB

Field-study data on 211 employee-supervisor pairs demonstrated high employee-helping OCB when relationship quality, personal motives, or role conceptualization facilitated helping, BUT high-voice OCB only when two facilitating factors were present (a combination of relationship quality, personal motives, or role conceptualization). Overall, helping was higher than voice.

Dishan Kamdar, National University of Singapore
Linn Van Dyne, Michigan State University
Submitted by Dishan Kamdar, dishan@singnet.com.sg

64-19 ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PART- AND FULL-TIME WORK

This study compared full- and part-time employees' organizational citizenship behavior and motives for such behavior. Full-time employees performed more conscientiousness, civic virtue and altruism OCB than part timers. In addition, voluntary part timers exhibited more altruism OCB and were lower in impression management motives than involuntary part timers.

Christopher R. Olwell, Kansas State University
Barbara A. Fritzsche, University of Central Florida
Submitted by Barbara A. Fritzsche, bfritzsc@mail.ucf.edu

64-20 A TRIARCHIC MODEL OF PERFORMANCE: TASK, CONTEXTUAL, AND ADAPTIVE PERFORMANCE

This study expands the performance construct to include three types of performance: task, contextual, and adaptive. It also tests job satisfaction-performance relationships for the three performances. Results revealed that the three constructs were correlated, yet distinct constructs. Task performance was more strongly related to adaptive performance than contextual performance.

Tae Young Han, Excelsior College
Kevin J. Williams, University at Albany, SUNY
Submitted by Tae Young Han, than@nycap.rr.com

64-21 OCB AND SALARY: MODERATING EFFECTS OF RACE, GENDER, AND LEVEL

This study examined the relationship between organizational citizenship behavior (OCB) and salary with employee job level, race, and gender as moderators. Consistent with hypotheses, OCB and core task behavior (CTB) contributed independently to salary. Race and level moderated the OCB-salary relationship, but not the CTB-salary relationship.

Courtney L. Holladay, Rice University
Stefanie K. Halverson, Rice University
Miguel A. Quinones, University of Arizona
Mark H. Strong, Jeanneret & Associates
Julie Anne Caplinger, Jeanneret & Associates, Inc.
Submitted by Courtney L. Holladay, holladay@rice.edu

64-22 THE ANTECEDENTS OF OCB: MOTIVES AS MEDIATORS

The purpose of this study was to investigate whether motives mediate the relationship between certain antecedent variables (affective commitment, procedural justice, other-oriented empathy, and conscientiousness) and dimensions of OCB. Responses from 162 undergraduates provided strong support for the role of motives as mediators across self- and coworker reports of OCB.

Patrick Connell, University of South Florida
Louis A. Penner, Research Center for Group Dynamics, University of Michigan
Submitted by Patrick Connell, pwconnell@aol.com

64-23 THE INTERACTIVE EFFECTS OF CONSCIENTIOUSNESS, INTENSITY, AND CLIMATE ON PERFORMANCE

In the current study, we examine the conscientiousness “work effort” psychological climate interaction on job performance. The sample in the current study consisted of 139 predominantly part-time restaurant employees. Results indicated that conscientiousness predicted performance ratings only when coupled with high levels of effort and positive psychological climate.

Jason Stoner, Florida State University

Wayne A. Hochwarter, Florida State University

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

64-24 INITIATING ACTION: A MOTIVATIONAL MODEL OF PROACTIVE BEHAVIORS

This study extends prior research on proactivity at work by developing and testing a motivational model of proactive behavior that integrates job characteristics, psychological empowerment, and job involvement as motivational antecedents of proactive behavior.

Katie Helland, University of Tennessee–Knoxville

Michael C. Rush, University of Tennessee

Submitted by Katie Helland, khelland@utk.edu

64-25 AN ANALYSIS OF PERFORMANCE-APPRAISAL RATINGS OF OLDER WORKERS

This study examined the relationship between employee age and objective and subjective job performance. Previous research has found mixed results regarding these relationships. This study rectifies previous methodological problems. Results indicate no relationship between age and objective performance. However, findings suggest a relationship between age and some subjective performance dimensions.

Amanda L. Evans, Florida Institute of Technology

Lisa A. Steelman, Florida Institute of Technology/Burke Inc.

Submitted by Amanda L. Evans, amanda_psu@yahoo.com

64-26 MODELING SECOND-LANGUAGE PROFICIENCY CHANGE FOR U.S. SPECIAL OPERATIONS PERSONNEL

Acquiring and sustaining proficiency in a second language (L2) is becoming increasingly important in today's workplace. However, little research has investigated job-related L2 performance. We used multivariate latent growth modeling to examine listening and reading proficiency across five time points for a sample of 969 U.S. Special Operations Forces personnel.

Eric A. Surface, SOFLO/Army Research Institute

Erich C. Dierdorff, DePaul University

Jack Donnelly, Special Operations Forces Language Office, USASOC

Submitted by Eric A. Surface, esurface@bellsouth.net

64-27 OCB, TASK PERFORMANCE, AND RATING FORMAT: INFLUENCES ON PERFORMANCE JUDGMENTS

We examined the extent to which citizenship performance, task performance, and rating format influence overall and task performance ratings. Using a $3 \times 3 \times 2$ between-subjects factorial design, data for 360 participants indicate that including OCBs in performance assessment fails to increase the accuracy of task performance ratings.

David R. Coole, University of South Florida

Walter C. Borman, Personnel Decisions Research Institutes

Submitted by David R. Coole, coole@helios.acomp.usf.edu

**64-28 PERSONALITY MODERATORS OF THE RELATIONSHIP BETWEEN WORKPLACE
INCIVILITY AND CWB**

Self- and peer-report measures were used to examine the ability of personality (narcissism and negative affectivity) to moderate the relationship between workplace incivility and counterproductive workplace behavior (CWB). The results indicated that the relationship between incivility and CWB was stronger for individuals low in narcissism and high in negative affectivity.

Lisa M. Penney, Personnel Decisions Research Institutes

Submitted by Lisa M. Penney, lpenney@luna.cas.usf.edu

65. COMMUNITY OF INTERESTS: FRIDAY, 1:30–2:20 RIVER EXB HALL A (LEVEL 1)

COMMUNITY OF INTERESTS: EMOTIONS

Participants can come and go as they like, and chat with others conducting similar projects.

66. SYMPOSIUM: FRIDAY, 2:00–2:50 SHERATON III (LEVEL 4)

VIRTUAL OFFICE: THE GOOD, BAD, AND UGLY

Popular press touts the benefits of virtual office for both employees (increased morale, work–life balance) and companies (increased productivity, decreased costs), but little empirical research has been done to support these claims. This symposium attempts to systematically identify positive and negative outcomes of virtual work.

Michael D. Coovert, University of South Florida, *Chair*

Liberty J. Munson, Boeing Company, *Expectations Versus Realities of Virtual Office: An Employee Perspective*

Geneva M. Phillips, Boeing Company, *Expectations Versus Realities of Virtual Office: A Manager Perspective*

Maureen A. Scully, Simmons School of Management, Stephanie L. Woerner, Massachusetts Institute of

Technology, *No More Escape to Work: Virtual Work and Life Balance*

Jeffrey M. Stanton, Syracuse University, *Discussant*

Submitted by Liberty J. Munson, Liberty.J.Munson@Boeing.com

67. PANEL DISCUSSION: FRIDAY, 2:00–2:50 MISSOURI (LEVEL 2)

COMPENSATION REFORM: THE I-O PERSPECTIVE

Federal government agencies have been authorized to implement alternative compensation systems, the most common of which replaces the GS step-level pay system with a pay banding. This session will focus on how SIOP can help government managers reform civil service compensation practices while meeting legal and professional standards.

Charles T. Keil, American Institutes for Research, *Chair*

Mary Anne Lahey, American Institutes for Research, *Panelist*

Robert F. Calderon, Caliber Associates, Inc., *Panelist*

Michael C. Heil, Caliber Associates, Inc., *Panelist*

David W. Dorsey, Personnel Decisions Research Institutes, *Panelist*

Michael J. Keeney, American Institutes for Research, *Panelist*

Submitted by Robert F. Calderon, calderor@calib.com

68. ROUNDTABLE: FRIDAY, 2:00–2:50**ERIE (LEVEL 2)****INTEGRATION OF SCIENCE AND PRACTICE IN INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY**

The objective of the proposed roundtable is to engage interested parties in a critical review of the historical and recent literature, with the aims of identifying and analyzing those studies that best exemplify the integration of rigorous science with powerfully effective practice, and subsequently conducting further work in that vein.

Ira T. Kaplan, Hofstra University, *Host*

Submitted by Ira T. Kaplan, ira.kaplan@hofstra.edu

COFFEE BREAK: FRIDAY, 3:00–3:30**MULTIPLE LOCATIONS****69. SYMPOSIUM: FRIDAY, 3:30–5:20****CHICAGO VI (LEVEL 4)****NEW DEVELOPMENTS IN SJTs: SCORING, COACHING, AND INCREMENTAL VALIDITY**

Four new research studies of Situational Judgment Tests in employment and in educational admissions settings in the U.S. and overseas are presented. The focus is on key operational issues, including incremental validity over cognitive and personality measures, susceptibility to coaching interventions, and the relative value of alternative scoring systems.

Paul R. Sackett, University of Minnesota, *Chair*

Michael J. Cullen, University of Minnesota, Paul R. Sackett, University of Minnesota, *Threats to the Operational Use of Situational Judgment Tests*

Filip Lievens, Ghent University, Tine Buyse, Ghent University, *Validity of Situational Judgment Tests in a Student Admission Context*

Michael A. McDaniel, Virginia Commonwealth University, Amy Powell Yost, Capital One, Mark H. Ludwick, Capital One, Rick Hense, Capital One, Nathan S. Hartman, Virginia Commonwealth University, *Incremental Validity of a Situational Judgment Test*

W. Benjamin Porr, Consortium Research Fellow's Program, Robert E. Ployhart, George Mason University, *The Validity of Empirically and Construct-Oriented Situational Judgment Tests*

Stephan J. Motowidlo, University of Minnesota, *Discussant*

Submitted by Paul R. Sackett, psackett@tc.umn.edu

70. PANEL DISCUSSION: FRIDAY, 3:30–5:20**CHICAGO VII (LEVEL 4)****THE VALUES OF INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY: WHO ARE WE?**

Nowhere in our literature does there appear an explicit statement of the values of I-O psychology. Do we not have any? Does our commitment to the scientific approach mean we are truly “neutral” regarding values-laden issues? Or do we implicitly mirror the corporate values of the organizations we serve?

Joel M. Lefkowitz, Baruch College, CUNY, *Chair*

Jerald Greenberg, The Ohio State University, *Panelist*

P. Richard Jeanneret, Jeanneret & Associates, Inc., *Panelist*

Rodney L. Lowman, Alliant International University, *Panelist*

William H. Macey, Personnel Research Associates, *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Submitted by Joel M. Lefkowitz, Joel_Lefkowitz@baruch.cuny.edu

71. SYMPOSIUM: FRIDAY, 3:30–5:20**CHICAGO X (LEVEL 4)****UNDERSTANDING THE CONSEQUENCES OF APPLICANT REACTIONS**

This symposium addresses the consequences of applicant reactions. Five papers are presented investigating the effects of applicant reactions on individually and organizationally relevant outcomes. Each paper furthers our understanding of the impact of applicant reactions, and raises practical issues regarding organizational recruitment and selection practices.

Michael Ingerick, George Mason University, *Chair*

Jose M. Cortina, George Mason University, *Co-Chair*

Jennifer A. Sommers, Portland State University, Talya N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Michael A. Campion, Purdue University, *Applicant Reactions to Online Screening*

Timothy P. McGonigle, Caliber Associates, Lesley A. Perkins, Caliber Associates, Jennifer L. Harvey, Caliber Associates, Lori A. Sideman, Pennsylvania State University, *The Relationship Between Applicant Reactions and Outcomes: A Meta-Analysis*

Holly Lam, Purdue University, Charlie L. Reeve, Purdue University, *A Closer Look at the Relation Between Test Perceptions, Test-Taking Motivation, and Ability-Test Performance: Do Nonability Factors Really Matter?*

Ute-Christine Klehe, University of Zurich, Neil R. Anderson, University of Amsterdam, *The Typical–Maximum Performance Scale (TMPS): Assessing Perceptions of Typical and Maximum Performance Situations*

Michael Ingerick, George Mason University, Lynn A. McFarland, George Mason University, Nicholas L.

Vasilopoulos, George Washington University, Jeffrey M. Cucina, George Washington University, *Modeling the Impact of Applicant Reactions on Noncognitive Test Validity: A Person \times Situation Approach*

Neal W. Schmitt, Michigan State University, *Discussant*

Submitted by Michael Ingerick, mingeril@gmu.edu

72. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON I (LEVEL 4)****COMING OF AGE: THE NEW ERA OF WORK–FAMILY RESEARCH**

There has been exponential growth in research on work and family. We take a look at where research has been and where it is heading. The session includes both a substantive and methodological review of the literature as well as two empirical papers and one theoretical paper illustrating new trends.

Lillian T. Eby, University of Georgia, *Chair*

Sarah C. Evans, University of Georgia, *Co-Chair*

Lillian T. Eby, University of Georgia, Wendy J. Casper, University of Tulsa, Angie Lockwood, University of Georgia, Chris R. Bordeaux, University of Tulsa, Andi Brinley, University of Georgia, *A Review and Synthesis of 20 Years of IO/OB Work and Family Research*

Wendy J. Casper, University of Tulsa, Lillian T. Eby, University of Georgia, Angie Lockwood, University of Georgia, Chris R. Bordeaux, University of Tulsa, Andi Brinley, University of Georgia, Dawn D. Burnett, University of Tulsa, Sarah C. Evans, University of Georgia, *Where Have We Been? Reviewing Research Methods in IO and OB Work–Family Research*

Debra A. Major, Old Dominion University, Thomas D. Fletcher, Old Dominion University, Tonya A. Miller, Tyco Fire and Security–ADT, *Understanding the Work–Life Interface: Why Race Matters*

Leslie B. Hammer, Portland State University, Margarita V. Shafiro, Portland State University, John C. Howes, Pacificorp, Ginger C. Hanson, Portland State University, Khatera Sahibzada, Portland State University, *The Relationship Between Values, Personality, and Objective Absenteeism*

Julie Holliday Wayne, Wake Forest University, Joseph G. Grzywacz, Wake Forest School of Medicine, Dawn S. Carlson, Baylor University, Michelle Kacmar, Florida State University, *Work–Family Facilitation: A Theoretical Elaboration of the Construct*

Ellen E. Kossek, Michigan State University, *Discussant*

Submitted by Lillian T. Eby, Leby@uga.edu

73. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON II (LEVEL 4)****INDIVIDUAL DIFFERENCES IN SELF-REGULATORY EFFECTIVENESS: ACTION-STATE ORIENTATION, VOLITIONAL COMPETENCIES, AND PERFORMANCE**

The present symposium focuses on self-regulatory mechanisms that support effective job performance. Presenters discuss the effects of individual differences in the ability to initiate and sustain goal-directed action and to regulate effort, emotions, and attention. The presenters explore relationships between these individual differences and range of work-related criteria and constructs.

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, *Chair*

James M. Diefendorff, Louisiana State University, Erin M. Richard, Louisiana State University, Kajal R. Mehta,

Louisiana State University, *Action-State Orientation and Self-Regulatory Processes During Goal Striving*

Johannes D. Rank, University of South Florida, Paul E. Spector, University of South Florida, Jeanne Carsten, JP

Morgan Chase, *Do Not Hesitate: Action Orientation as a Predictor of Innovative Behavior and Customer Service*

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, Debra Steele-Johnson, Wright State University,

Training for Attention Control: The Role of Action-State Orientation

Alana B. Cober, Transportation Security Administration, Dennis Doverspike, University of Akron, *The Effects of*

Action-State Orientation and Implementation Intentions on a Computer-Based Training Simulation

Piers Steel, University of Calgary, *Self-Regulation, Personality Traits, and Procrastination*

Michael Frese, University of Giessen, *Discussant*

Submitted by Phillip M. Mangos, phillip.mangos@navy.mil

FRIDAY PM**74. SYMPOSIUM: FRIDAY, 3:30–5:20****SHERATON III (LEVEL 4)****AN EXPLORATION OF THE DYNAMICS OF ADAPTIVE LEADERSHIP**

Leadership is largely treated as static. Yet, organizations are characterized by complexity, unpredictability, and the need for adaptability. A diverse panel of experts—academic and practitioner—explore emerging perspectives on leadership as dynamic and adaptive. Presentations cover top management to team leadership, ranging across conceptual, qualitative, and cases.

Steve W. J. Kozlowski, Michigan State University, *Chair*

Steve W. J. Kozlowski, Michigan State University, Daniel J. Watola, Michigan State University, Jaclyn M.

Nowakowski, Michigan State University, Brian H. Kim, Michigan State University, Isabel Cristina Botero,

Michigan State University, *A Functional Theory of Dynamic and Adaptive Leadership*

Cynthia D. McCauley, Center for Creative Leadership, *Leading Together: An Approach to Complex*

Organizational Challenges

Amy C. Edmonson, Harvard Business School, Stacy E. McManus, Harvard Business School, *Organizing to Learn:*

Leadership that Increases Adaptive Capacity

Katherine J. Klein, University of Maryland, Andrew P. Knight, University of Maryland, Jonathan C. Ziegert,

University of Maryland, Yan Xiao, University of Maryland School of Medicine, *A Qualitative Study of*

Dynamic Leadership in an Extreme Setting

Gerald F. Goodwin, U.S. Army Research Institute, Stanley M. Halpin, U.S. Army Research Institute, *Interactional*

Leader Development Processes in the U.S. Army

Submitted by Steve W. J. Kozlowski, stevekoz@msu.edu

75. PANEL DISCUSSION: FRIDAY, 3:30–5:20**SHERATON IV (LEVEL 4)****EMOTIONAL INTELLIGENCE: PRACTICAL QUESTIONS FOR I-O PSYCHOLOGISTS**

Emotional intelligence (EI) has been postulated as an important predictor of performance by some and as nothing more than a renaming of existing constructs by others. This panel discussion brings together a series of experts, with varying opinions, who will respond to multiple questions relevant to the construct of EI.

Chockalingam Viswesvaran, Florida International University, *Chair*

David L. Van Rooy, Florida International University, *Co-Chair*

Richard E. Boyatzis, Case Western Reserve University, *Panelist*

David R. Caruso, Work-Life Strategies, *Panelist*

Cary Cherniss, Rutgers University, *Panelist*

Frank J. Landy, SHL, *Panelist*

Gerry Matthews, University of Cincinnati, *Panelist*

Submitted by David L. Van Rooy, dvanro01@fiu.edu

76. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON V (LEVEL 4)****CURRENT PERSON-BASED AND MESSAGE-BASED APPROACHES TO UNDERSTANDING RECRUITMENT**

This symposium examines person-based and message-based explanations for recruitment outcomes. In particular, the role of message content and message delivery mechanism are juxtaposed with individual differences as predictors of fit perceptions, attraction, job pursuit behavior, and message framing and interpretation using samples drawn from three countries.

Brian R. Dineen, University of Kentucky, *Chair*

Jerel E. Slaughter, University of Arizona, Gary J. Greguras, Singapore Management University, Elizabeth Sellers,

Louisiana State University, *Organization Personality Perceptions: Issues of and Beyond Person–Organization Fit*

Brian R. Dineen, University of Kentucky, Raymond A. Noe, The Ohio State University, *Half Empty or Half Full: The Effects of Individual Difference Variables on Interpretations of P–E Fit Feedback Information*

Greet Van Hoyer, Ghent University, Filip Lievens, Ghent University, *Valence and Order Effects of Word-of-Mouth Communication on Organizational Attractiveness*

Ian O. Williamson, University of Maryland, David P. Lepak, University of Maryland, James King, Samford

University, Archana Sarma, 3i Corporation, *The Influence of Company Recruitment Web Site Attributes on Organizational Attractiveness*

Richard Posthuma, University of Texas–El Paso, Santiago Ibarreche, University of Texas–El Paso, Troy V.

Mumford, Utah State University, Manuel Quinones, University of Texas–El Paso, *Employee Job Pursuit Intentions: Help-Wanted Advertisements in Mexico*

Daniel M. Cable, University of North Carolina, *Discussant*

Submitted by Brian R. Dineen, brian.dineen@uky.edu

77. SYMPOSIUM: FRIDAY, 3:30–5:20**ARKANSAS (LEVEL 2)****LEADERSHIP ASSESSMENT AND DEVELOPMENT IN CHINESE ORGANIZATIONS**

China provides a unique testing ground for the cross-cultural generalization of leadership assessment and development theories and methodologies developed in the West. The four papers in this symposium, based on data from China, provide evidence for generalizability of Western theories as well as findings specific to the Chinese context.

Kaiguang Liang, C&D Management Consulting Co., *Chair*

William H. Mobley, China Europe International Business School, *Co-Chair*

Kaiguang Liang, C&D Management Consulting Co., Zhi-Ling Li, C & D Management Consulting, *Leadership Assessment in Chinese Organizations: Some Unique Challenges*

Xiaoxuan Li, Institute of Policy & Management, Kan Shi, Chinese Academy of Sciences, Chaoping Li, Renmin University of China, *Leadership Evaluation in Chinese Research Organizations*

Jianmin Sun, Renmin University of China, *Competency Model of Chinese Business Managers in IT Industry*

Zhixue Zhang, Peking University, *Exploring Business Elites' Ideology: Impacts of Chinese Traditions and Western Theories on Chinese Enterprise Leadership and Management*

Donald D. Davis, Old Dominion University, *Discussant*

Submitted by Kaiguang Liang, carl.liang@cndgroup.com

FRIDAY PM

78. SYMPOSIUM: FRIDAY, 3:30–5:20**COLORADO (LEVEL 2)****MANAGING DIVERSITY IN TURBULENT TIMES: A “SWOT” ANALYSIS**

This symposium incorporates both academic and practical perspectives to present a “SWOT” analysis of four approaches to diversity management in the present business context. The goal is to provoke dialogue and discussion between panelists and audience and to collectively arrive at an agenda for future research and practice.

Aparna Joshi, University of Illinois at Urbana–Champaign, *Chair*

Hui Liao, Rutgers University, *Co-Chair*

Katerina Bezrukova, Rutgers University–Camden, Karen Jehn, Leiden University, *The Effects of Diversity Training Programs*

Katherine W. Phillips, Northwestern University, Nancy P. Rothbard, University of Pennsylvania–Wharton School, Tracy Dumas, George Washington University, *It's Not That I Don't Like You: How Status Drives Preferences for Segmentation and Social Integration in Diverse Environments*

Aparna Joshi, University of Illinois at Urbana–Champaign, Hui Liao, Rutgers University, Susan E. Jackson, Rutgers University, *A Cross-Level Investigation of the Effects of Workplace Diversity on Employee Performance and Rewards*

Candi Castlebury-Singleton, Sun Microsystems, *Global Perspectives on Managing Diversity*

Susan E. Jackson, Rutgers University, *Discussant*

Submitted by Aparna Joshi, aparnajo@uiuc.edu

79. PRACTITIONER FORUM: FRIDAY, 3:30–5:20**MISSOURI (LEVEL 2)****ORGANIZATIONAL CULTURE SURVEYS: MOVING FROM DIAGNOSIS TO ACTION**

Research has demonstrated a clear empirical link between behavior-based organizational culture surveys and organizational effectiveness. However, translating diagnostic information from culture surveys into sustained organizational change is a difficult process. In this practitioner forum, four industry experts describe the strategies they have used in moving from diagnosis to cultural transformation.

Daniel R. Denison, International Institute for Management Development, *Chair*

Ed Sketch, Denison Consulting, *Moving the Needle: An Effective Strategy for Translating Survey Results Into Organizational Change*

Scott L. Nier, Defense Logistics Agency, *Leveraging Corporate Culture to Improve Organizational Performance in a Federal Governmental Agency*

John Greenwade, TI Group Automotive, David Koller, Maritz, Inc., *Organizational Examples of Strategies to Implement a Cultural Change Process That Impacts the Bottom Line*

Submitted by Jay Janovics, jjanovics@denisonculture.com

80. ROUNDTABLE: FRIDAY, 3:30–5:20

ERIE (LEVEL 2)

EXAMINING WORK/LIFE RESEARCH LITERATURE IN COMPARISON TO REAL-LIFE EXPERIENCES

Three academicians and three practitioners will discuss the literature on work/life issues and how their personal experiences compare. Topics discussed include how career progression is impacted by work/life choices, the types of support needed to manage work/life, personal strategies for success, and suggestions for future research.

Michele L. Ehler, Dow Chemical Company, *Host*

David P. Costanza, George Washington University, *Co-Host*

Michele E. A. Jayne, Ford Motor Company, *Co-Host*

Michelle A. Marks, George Mason University, *Co-Host*

Steffanie L. Wilk, University of Pennsylvania, *Co-Host*

Kimberly A. Smith-Jentsch, University of Central Florida, *Co-Host*

Submitted by Michele L. Ehler, Mehler@dow.com

81. SYMPOSIUM: FRIDAY, 3:30–5:20

HURON (LEVEL 2)

INDIVIDUAL DIFFERENCES IN DIVERSITY INITIATIVES

This symposium addresses the role of individual differences (race/ethnicity, cultural competence, discrimination perceptions) in diversity initiatives. The four papers reach the same conclusion: A systematic evaluation of individual differences is needed in order to design diversity interventions tailored to participants' needs. Ignoring individual differences results in ineffective initiatives and backlash.

Carol T. Kulik, University of Melbourne, *Chair*

Elissa L. Perry, Teachers College, Columbia University, Carol T. Kulik, University of Melbourne, *Sexual Harassment Awareness Training: A Systematic Review*

Carol T. Kulik, University of Melbourne, Molly Pepper, Arizona State University, Loriann Roberson, Arizona State University, *The Rich Get Richer: Antecedents and Consequences of Voluntary Diversity Training*

Yunhyung Chung, Rutgers University, Stanley M. Gully, Rutgers University, *The Influence of Previous Discrimination Experiences and Dyadic Dissimilarity on Trainees' Pretraining Expectations and Diversity Attitudes*

Jaye Smith, Pepperdine University, *An Exploration of Aha! Moments Experienced by Students in Diversity Education*

Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitted by Carol T. Kulik, ckulik@unimelb.edu.au

82. PRACTITIONER FORUM: FRIDAY, 3:30–5:20**ONTARIO (LEVEL 2)****CHALLENGES IN STRATEGIC EVALUATION**

Presenters share practical strategies and methodologies to address challenges encountered in conducting strategic evaluations. These include conducting evaluations of diverse HR programs, evaluating large-scale strategic change, tracing impacts through multiple levels of analysis, using the Success Case Method, and making causal attributions about outcomes far down the causal chain.

E. Jane Davidson, Western Michigan University, *Chair*

John C. Scott, Applied Psychological Techniques, Nambury S. Raju, Illinois Institute of Technology, Jack E.

Edwards, U.S. General Accounting Office, *The Challenge of Evaluating Diverse Human Resources Programs*
Jennifer W. Martineau, Center for Creative Leadership, *Challenges in Linking Leadership Development to Organizational Impact*

Michelle L. Biro, Whirlpool Corporation, Mahesh V. Subramony, University of Wisconsin–Oshkosh, *Evaluating Strategic Change in a Global Technology Organization*

Robert O. Brinkerhoff, Western Michigan University, *The Success Case Method: A Fast, Credible, and Efficient Way to Measure Impact of Training and Use Results to Build Organizational Performance and Learning Capability*

E. Jane Davidson, Western Michigan University, *Challenges With Linking Organizational Learning to the Bottom Line: A Practical Approach to Causation*

Submitted by E. Jane Davidson, Jane.Davidson@wmich.edu

83. PRACTITIONER FORUM: FRIDAY, 3:30–4:20**MAYFAIR (LEVEL 3)****ADDRESSING COMMON QUESTIONS AND CHALLENGES FOR THE SURVEY PRACTITIONER**

This practitioner forum will address important real-world issues relevant to survey practitioners and their clients. Through the use of actual survey studies, the papers will answer common survey questions and offer practical recommendations to assist the survey specialist in delivering higher quality results.

Jaci Jarrett Masztal, Burke, Inc., *Chair*

Allan Fromen, IBM, *Co-Chair*

Allan Fromen, IBM, Ed Mosher, IBM, *The Effects of Reminders on Participation Rates: A Case Study*

Jaci Jarrett Masztal, Burke, Inc., Lisa A. Steelman, Florida Institute of Technology/Burke Inc., *Evaluating Response Rate, Demographics, and Rating Favorability*

Daniel V. Lezotte, Illinois Institute of Technology, Pamela Pollak, Illinois Institute of Technology, *An Empirical Evaluation of Minimum Group Size for Reporting Employee Survey Results*

David C. Morris, Sempra Energy, Jamie Madigan, Sempra Energy, Steven D. Ashworth, Sempra Energy, *Measuring Customer Service: Point-of-Service Versus Annual Administration of Customer Satisfaction Surveys*

Nambury S. Raju, Illinois Institute of Technology, *Discussant*

Submitted by Jaci Jarrett Masztal, jmasztal@burke.com

INTERACTIVE POSTERS: LEADERSHIP**84-1 TRAINING TRANSFORMATIONAL LEADERSHIP:
A FIELD EXPERIMENT IN THE NONPROFIT SECTOR**

The effects of training on transformational leadership behaviors, leader effectiveness, and follower satisfaction at three times of analysis were examined. Leaders perceived themselves as more transformational in the short term. Followers perceived leaders as more transformational and effective in the long term. Moderators of training effectiveness were examined. Results indicated some moderation.

Joseph R. Dettmann, Central Michigan University
Submitted by Joseph R. Dettmann, joed215@hotmail.com

**84-2 IMPRESSION MANAGEMENT AND TRANSFORMATIONAL LEADERS:
NEW PERSPECTIVES ON TACTIC USE**

This study provides an analysis of transformational leaders and the specific impression management tactics they use. Through data collected from 165 undergraduate business students, we found the impression management techniques of exemplification and inspirational appeals are positively related to components of transformational leadership. Theoretical and managerial implications are also discussed.

John Bingham, Texas A&M University
Submitted by John Bingham, johnbingham@tamu.edu

84-3 MULTIPLE INTELLIGENCES OF TRANSFORMATIONAL LEADERS: AN EMPIRICAL EXAMINATION

The purpose of this study was to examine the relationship between three types of intelligence (cognitive, emotional, and social intelligence) and the three dimensions of transformational leadership (intellectual stimulation, charisma, and individualized consideration). Results indicated that the three intelligences were differentially related to the components of transformational leadership.

Brian J. Hoffman, University of Tennessee
Michael C. Rush, University of Tennessee
Elizabeth M. Smith, University of Tennessee
Submitted by Brian J. Hoffman, BrnHff9@aol.com

**84-4 TRANSFORMATIONAL LEADERSHIP, JOB CHARACTERISTICS, AND
ORGANIZATIONAL CITIZENSHIP PERFORMANCE**

In two field studies, we link transformational leadership behaviors to employees' perceptions of job characteristics and to citizenship performance. We find that followers of transformational leaders engage in more citizenship behaviors toward their organizations, teams, and customers. Furthermore, employees' perceptions of their jobs mediate the transformational leadership–organizational citizenship relationship.

Radostina Purvanova, University of Minnesota
Jessica Dziewiczynski, Pennsylvania State University
Joyce E. Bono, University of Minnesota
Submitted by Radostina Purvanova, purva002@umn.edu

85. POSTER SESSION: FRIDAY, 3:30–4:20**RIVER EXB HALL A (LEVEL 1)****JOB ATTITUDES****85-1 POLITICS AND ORGANIZATIONAL SUPPORT PERCEPTIONS:
DIMENSIONALITY AND DISCRIMINANT VALIDITY**

This study found that politics and organizational support perceptions are best conceptualized as separate constructs via two sources of evidence. First, model comparisons revealed statistically significantly worse fit when politics and support were constrained to be perfectly negatively related. Second, politics and support demonstrated differential relationships with organization-related criteria.

Russell E. Johnson, University of Akron
Submitted by Russell E. Johnson, rej1@uakron.edu

85-2 EMPLOYERS AND PSYCHOLOGICAL CONTRACTS IN SMALL BUSINESS

This research examined psychological contracts, or perceptions of mutual obligations in a work relationship, from the perspective of the small business owner. Ninety-six business owners were surveyed. Results indicated that perceptions of psychological contract breach and violation were negatively associated with work relationship quality.

Karen L. Harris, Western Illinois University
Laura Bandoli, Western Illinois University
Submitted by Karen L. Harris, K-Harris@wiu.edu

**85-3 SELF-ESTEEM MODERATES RELATIONSHIPS BETWEEN ABUSIVE SUPERVISION
AND WORKPLACE DEVIANCE**

We examined the relationships of abusive supervision to workplace deviance, and self-esteem as a moderator of these. Abusive supervision was positively, and self-esteem was negatively, correlated with deviance. High self-esteem workers were more reactive to abusive supervision and engaged in nearly as much deviance under abusive supervision.

Nancy Schaubhut, CPP, Inc.
Gary A. Adams, University of Wisconsin–Oshkosh
Steve M. Jex, Bowling Green State University
Simon Moon, University of Wisconsin–Oshkosh
Submitted by Gary A. Adams, Adamsg@uwosh.edu

**85-4 A NEW INTERACTIONAL JUSTICE MEASURE: CLARIFYING INTERPERSONAL
AND INTERACTIONAL JUSTICE**

Confusion exists regarding interpersonal and interactional justice. We propose a measure of interactional justice and investigate the distinction between, and the predictive validity of, interactional and interpersonal justice. Both measures assess the same construct and our measure accounts for more variance in satisfaction and affective commitment than the accepted measure.

Sylvia G. Roch, University at Albany, SUNY
Linda R. Shanock, University at Albany, SUNY
Submitted by Sylvia G. Roch, roch@albany.edu

85-5 PERCEIVED SIMILARITY AND COMPLEMENTARITY AS PREDICTORS OF SUBJECTIVE P-O FIT

This study investigated how individuals perceive P-O fit. Responses from 209 employees indicated that individuals distinguish between perceptions of similarity and complementarity, and both explained unique variance in subjective P-O fit. Subjective fit predicted higher levels of job satisfaction and organizational commitment, and reduced turnover intentions and job search behaviors.

Kelly A. Piasentin, University of Calgary
Derek S. Chapman, University of Calgary
Submitted by Kelly A. Piasentin, kaweir@ucalgary.ca

85-6 PERCEIVED SUPPORT AND PERFORMANCE: RELATIONSHIPS ACROSS LEVELS OF CYNICISM

The authors examined the relationship of perceived support (POS) with in-role performance and citizenship behaviors across levels of organizational cynicism (OC). Results of moderated polynomial regression analyses indicated that the relationship between POS and both indices of performance was best characterized by an inverted-U shape for high OC individuals.

Wayne A. Hochwarter, Florida State University
Lawrence A. Witt, University of New Orleans
Submitted by Lawrence A. Witt, lwitt@uno.edu

85-7 AN INVESTIGATION OF SELF-INSIGHT IN REACTIONS TO INTERVIEW STRUCTURE

This study compared direct and indirect measurement of the relation between applicant reactions and employment interview structure. Weights derived from policy-capturing methodology were compared to self-report weights for the same five predictors theoretically related to applicant reactions. Both idiographic and nomothetic results indicated a weak association between methodological approaches.

Eric M. Dunleavy, University of Houston
James E. Campion, University of Houston
Submitted by Eric M. Dunleavy, edunleavy@hotmail.com

85-8 SATISFACTION EFFECTS ON MOOD STATE, WITHDRAWAL INTENTIONS, AND OCB

Participants role-played a restaurant server experiencing positive or negative job or life satisfaction. Positive satisfaction resulted in more positive mood state, lower withdrawal intentions, and greater OCB than did no satisfaction information and negative satisfaction information. Results suggest satisfaction and mood states are causally interrelated and have behavioral organizational implications.

Elizabeth L. Shoenfelt, Western Kentucky University
Lynne Battista, Western Kentucky University
Submitted by Elizabeth L. Shoenfelt, betsy.shoenfelt@wku.edu

85-9 DEVELOPMENT OF A MEASURE OF CULTURAL MISTRUST

Cultural mistrust is the belief that certain societal institutions may be biased or unfair towards its members due to group identity such as race. In this paper, we present evidence of the psychometric properties of the scale along with evidence of its convergent and divergent validity with other scales.

Seth Hayes, University of Maryland
David M. Mayer, University of Maryland
Archie L. Bates, University of Maryland
Michele J. Gelfand, University of Maryland
Submitted by Archie L. Bates, abates@psyc.umd.edu

85-10 MANAGERS' RESPONSES TO BRIBERY IN ORGANIZATIONS

This study investigated how managers' attitudes, subjective norms and attributions affect the way managers deal with employee bribery in organizations. Hierarchical regression analyses ($n = 354$) indicated that attitudes and external attributions significantly predicted managers' intentions to discipline bribed employees. Implications for the eradication of bribery in organizations are discussed.

Guillermo Wated, Florida International University
 Juan I. Sanchez, Florida International University
 Submitted by Guillermo Wated, gwated@aol.com

85-11 EXPLAINING TURNOVER INTENTIONS WITH ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION

In the organizational world, Social Identity Theory states that a strong organizational identification is associated with low turnover intentions. We propose a mediation model of identification influencing job satisfaction, which in turn influences turnover intentions. Our model was supported in four samples.

Rolf Van Dick, Aston University
 Oliver Christ, Philipps University
 Jost Stellmacher, Philipps University
 Ulrich Wagner, Philipps University
 Oliver Ahlswede, Philipps University
 Cornelia Grubba, Philipps University
 Martin Hauptmeier, Philipps University
 Corinna Hoehfeld, Philipps University
 Kai Moltzen, Philipps University
 Submitted by Rolf Van Dick, r.vandick@aston.ac.uk

85-12 PREPARING FOR WAR: AN INVESTIGATION OF SOLDIERS' COMBAT READINESS PERCEPTIONS

Recent global events have accentuated the need for U.S. military personnel to remain prepared for combat at all times. This longitudinal study examined perceptions of and factors influencing combat readiness among U.S. Army soldiers. Results revealed that combat readiness perceptions changed over time. Role clarity and information dissemination predicted perceptions.

Brian C. Holtz, George Mason University
 Crystal Michele Harold, George Mason University
 Paul D. Bliese, Walter Reed Army Institute of Research
 Submitted by Brian C. Holtz, bholtz@gmu.edu

85-13 INTERACTION OF POSITIVE AFFECTIVITY AND JOB ATTITUDES DURING ORGANIZATIONAL CHANGE

This study investigated the proposed interaction of job satisfaction with positive affectivity and job insecurity with positive affectivity in predicting two employee outcomes during organizational change, acceptance of change, and absenteeism during organizational transition. The hypotheses were supported for job satisfaction, but only partially supported for job insecurity.

Janelle A. Gilbert, California State University–San Bernardino
 Submitted by Janelle A. Gilbert, Janelle@CSUSB.edu

85-14 **DOES NEGATIVE AFFECTIVITY MODERATE THE JOB CHARACTERISTICS–
JOB SATISFACTION RELATIONSHIP?**

Job characteristics are among the most frequently studied antecedents of job satisfaction. The current study examines the moderating role of negative affectivity on the relationship between nonperceptually measured job characteristics and job satisfaction. NA was found to moderate the relationship between autonomy, independence, and recognition with job satisfaction, respectively.

Christiane Spitzmueller, University of Houston

Steve M. Jex, Bowling Green State University

Kristina Renee Miller, University of Houston

Submitted by Christiane Spitzmueller, christiane.spitzmueller@mail.uh.edu

85-15 **AN EXAMINATION OF THREE-COMPONENT CONCEPTUALIZATION OF
COMMITMENT TO CHANGE**

This study further examined the application of three-component conceptualization of commitment in the context of commitment to organizational change. Data from 129 executives was used to examine the relationship of select antecedents and outcomes of commitment to change. Results provided further evidence for the validity of commitment-to-change scales.

Jaydeep Bihari Lal, Xavier Labour Relations Institute (XLRI), India

E. S. Srinivas, Xavier Labour Relations Institute (XLRI), India

Submitted by John P. Meyer, meyer@uwo.ca

85-16 **PREDICTING FOOD SAFETY AND SECURITY BEHAVIORS IN TURKEY-PROCESSING WORKERS**

This study examines the effectiveness of the theory of planned behavior (TPB) to predict food safety behaviors of 140 turkey-processing employees. Results show that the TPB is a good predictor of food safety behavior and suggests the TPB may be useful in understanding other types of safety and security behaviors.

Gary S. Nickell, Minnesota State University–Moorhead

Verlin B. Hinsz, North Dakota State University

Submitted by Gary S. Nickell, nickellg@mnstate.edu

85-17 **STUDENTS' AND PARENTS' ATTITUDES TOWARD UNIONS**

Undergraduates and their parents were surveyed to assess attitudes toward unions. Students provided their perceptions of their parents' attitudes along with their own. A small sample of parents participated and provided their attitudes. Correlations and regression approaches indicate that parental attitudes were not good predictors of student attitudes toward unions.

Craig V. King, POPULUS

Richard J. Fogg, Kansas State University

Kayo Sady, Boise State University

Submitted by Craig V. King, CVKing@populus.com

85-18 **THE PERCEIVED EXCHANGE QUALITY SCALES (PEQS): AN INITIAL VALIDATION STUDY**

The study provided validity evidence for new measures of reciprocity in leader–subordinate interactions. Reliability analyses, factor analyses, and regression analyses provided support for the validity of the new scales. Correlations with an LMX measure, justice measures, and an existing measure of reciprocity also supported the construct validity of the scales.

Daniel L. LeBreton, University of Tennessee–Chattanooga

Submitted by Daniel L. LeBreton, dan-lebreton@utc.edu

85-19 **BORED AND UNDEREMPLOYED: ANTECEDENTS AND CONSEQUENCES OF UNDEREMPLOYMENT AMONG FIREFIGHTERS**

We examined antecedents and consequences of underemployment among firefighters. As predicted, underemployment was positively related to boredom proneness and organizational constraints, and negatively related to adjustment, ambition, and prudence. Underemployment was also found to predict job satisfaction, workload dissatisfaction, and job-related affective well-being, but not job performance.

John D. Watt, University of Central Arkansas
Deidra J. Schleicher, Purdue University
Clive Fullagar, Kansas State University
Submitted by John D. Watt, johnwatt@uca.edu

85-20 **THE STRENGTH OF JOB SATISFACTION ATTITUDES**

We extend previous research on affective-cognitive consistency (ACC; an index of attitude strength) by (a) examining whether ACC moderates relationships between job satisfaction (JS) and outcomes other than performance and (b) comparing ACC with other conceptualizations of attitude strength. Results support the hypothesized role of ACC and other strength measures.

Deidra J. Schleicher, Purdue University
John D. Watt, University of Central Arkansas
Gary J. Greguras, Singapore Management University
Wendy J. Casper, University of Tulsa
Submitted by Deidra J. Schleicher, deidra@krannert.purdue.edu

85-21 **DISENTANGLING CONTRIBUTIONS OF PROCESS ELEMENTS TO THE FAIR-PROCESS EFFECT**

This research indicates that procedural, interpersonal, and informational justice each contribute unique variance to the fair process effect. Procedural justice tended to have the greatest impact on fairness judgments; however, low fairness on any one of the three elements resulted in decreased fairness perceptions.

Andrea L. Sinclair, HumRRO
Neil M. A. Hauenstein, Virginia Tech
Submitted by Andrea L. Sinclair, asinclair@vt.edu

85-22 **INCREMENTAL VALIDITY OF PERSON-ORGANIZATION AND PERSON-GROUP FIT ON WORK ATTITUDES**

The study investigated predictive validities of person-organization and person-group fit with work attitudes, including satisfaction, commitment, and withdrawal behaviors. Questionnaires were completed by 215 main participants, 335 coworkers, and 148 supervisors. Hypotheses regarding objective values fit were weakly supported, while subjective fit hypotheses were supported at a moderately strong level.

Michelle Verquer, DePelchin Children's Center
Submitted by Michelle Verquer, mlverq@aol.com

85-23 **COMMITMENT AND TURNOVER INTENTION: SUBGROUP ANALYSES USING LATENT GROWTH MODELING**

Using subgroup analyses based on Latent Growth Modeling (LGM), we examined (a) the type of change which happens among commitment components when one of them increases or decreases and (b) the type of change which is observed in intentions to quit when a commitment component increases or decreases over time.

Kathleen Bentein, University of Quebec at Montreal
Robert J. Vandenberg, University of Georgia
Christian Vandenberghe, HEC Montreal
Florence Stinglhamber, Maastricht University
Submitted by Christian Vandenberghe, christian.vandenberghe@hec.ca

85-24 THE EFFECTS OF JUSTICE AND SUPPORT ON JOB BURNOUT

We propose a model of the effects of distributive and procedural justice on perceived organizational and supervisor support leading to job burnout and withdrawal cognitions. Findings generally supported the model linkages. Notably, distributive justice was only related to PSS while procedural justice was only related to POS. Implications are discussed.

Nathanael S. Campbell, Mississippi State University
Rodger W. Griffeth, University of New Orleans
Carl P. Maertz, Jr., Saint Louis University
Submitted by Nathanael S. Campbell, nc4@cobilan.msstate.edu

85-25 A REEXAMINATION OF THE UTILITY OF THE ORGANIZATIONAL COMMITMENT CONSTRUCT

The validity of the three-factor model of organizational commitment is assessed using CFAs and dominance analysis. Normative and affective commitment are found to load onto a single factor and continuance commitment represents low incremental validity. A path model with commitment as a mediator is developed and validated in independent samples.

Bradley James Brummel, University of Illinois at Urbana–Champaign
Marcus Crede, University of Illinois at Urbana–Champaign
Jeffrey Bagraim, University of Cape Town
Submitted by Bradley James Brummel, brummel@uiuc.edu

85-26 DISPLAY RULES AND EMOTIONAL LABOR: THE MODERATING ROLE OF COMMITMENT

This study examined the moderating role of commitment on the effects of emotional display rule perceptions on emotion regulation strategies and customer service performance. Results revealed that the relationships between display rule perceptions and surface acting, deep acting, and customer service performance were stronger when display rule commitment was high.

Robin H. Gosserand, IBM/Louisiana State University–Shreveport
James M. Diefendorff, Louisiana State University
Submitted by Robin H. Gosserand, rgosserand@yahoo.com

85-27 THE INFLUENCE OF GENDER ON RESPONSES TO SEXUAL HARASSMENT COMPLAINTS

Researchers examined differences in reactions to male and female sexual harassment complainants. Male sexual harassment complainants are believed less and punished more than female complainants. Exploratory analyses revealed that even when believed over the women they accuse, male complainants may actually be punished more severely than those they accuse.

Kenneth E. Podratz, Rice University
Michelle (Mikki) Hebl, Rice University
Submitted by Kenneth E. Podratz, podratz@rice.edu

85-28 THE ROLE OF ETHICAL IDEOLOGY IN WORKPLACE DEVIANCE

The relationship between ethical ideology and workplace deviance was examined by surveying 84 employed MBA students. Results indicated that employees lower in idealism were more likely to commit interpersonal deviance while employees higher in idealism were more likely to perform organizational deviance when they were also higher in relativism.

Chris A. Henle, University of North Carolina–Charlotte
 Robert A. Giacalone, University of North Carolina–Charlotte
 Carole L. Jurkiewicz, Louisiana State University
 Submitted by Chris A. Henle, cahenle@email.uncc.edu

86. COMMUNITY OF INTERESTS: FRIDAY, 3:30–4:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: MULTILEVEL METHODS**

Participants can come and go as they like, and chat with others conducting similar projects.

87. PRACTITIONER FORUM: FRIDAY, 4:30–5:20**MAYFAIR (LEVEL 3)****UNDERSTANDING RETENTION ISSUES IN A DIVERSE WORKFORCE**

Organizations are now focusing special attention on the retention of high-turnover groups in order to attract and maintain a qualified, diverse workforce. The purpose of this forum is to describe issues faced by practitioners related to the retention of diverse workers, and outline specific methods to address these issues.

Mark A. Morris, JCPenney, *Chair*
 Brian J. O'Leary, University of Tennessee–Chattanooga, Bart L. Weathington, University of Tennessee–Chattanooga, *Diversity Is! Welcome to the Real World of Work in the U.S.*
 Erica R. Klein, Hennepin County Human Resources, *Retention and Diversity*
 Mark A. Morris, JCPenney, Steven M. Johnson, JCPenney, *Exit Interviews and Diversity Scorecards*
 Submitted by Mark A. Morris, mamorris@jcpenny.com

88. INTERACTIVE POSTERS: FRIDAY, 4:30–5:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: JOB PERFORMANCE****88-1 ACCORDING TO WHOM? REVISITING OCB'S CATEGORIZATION, APPRAISAL, AND REWARD**

This research examines (a) whether supervisors and employees perceive behavioral items typically used to measure OCB to be extra-role and (b) the relationship between these behaviors and performance appraisals. Despite the small number of OCB-type behaviors actually identified as OCB, employees do engage in OCB and are rewarded for doing so.

Charlotte M. Karam, University of Windsor
 Submitted by Charlotte M. Karam, ckaram@cogeco.com

88-2 CONSIDERING OCB IN PERFORMANCE EVALUATIONS: WHO THINKS IT'S FAIR?

This study explored the relationship between organizational citizenship behavior (OCB) and distributive justice perceptions and considered the influence of employee race and gender on this relationship. We found a threshold for the perceived fairness of using OCB in evaluations and differences in these perceptions dependent upon employee gender and race.

Courtney L. Holladay, Rice University
 Stefanie K. Halverson, Rice University
 Miguel A. Quinones, University of Arizona
 Submitted by Courtney L. Holladay, holladay@rice.edu

88-3 ORGANIZATIONAL CITIZENSHIP AND WORKPLACE DEVIANT BEHAVIOR: ARE THEY DISTINCT?

The present paper examined the empirical separability of survey items measuring Workplace Deviant (WDB) and Organizational Citizenship Behavior (OCB) using confirmatory factor analytic techniques. Results indicated the two constructs were empirically separable, and that they should be further separated into their respective targets, interpersonal (WDBI, OCBI) and organizational (WDBO, OCBO).

Patrick D. Dunlop, University of Western Australia
 Kibeom Lee, University of Calgary
 Submitted by Patrick D. Dunlop, patrick@psy.uwa.edu.au

**88-4 CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIOR:
SINGLE CONTINUUM OR DISTINCT CONSTRUCTS?**

Reliable and established measures of Organizational Citizenship Behaviors (OCB), Counterproductive Workplace Behaviors (CWB), and Big Five Personality were administered. OCB and CWB were moderately negatively correlated and had different personality correlates. This lends support to OCB and CWB representing two distinct constructs instead of opposite poles of a single continuum.

Shelly A. Wiemann, University of Minnesota
 Christopher M. Berry, University of Minnesota
 Roxanne M. Laczko, Best Buy
 Paul R. Sackett, University of Minnesota
 Submitted by Shelly A. Wiemann, s_wiemann@hotmail.com

89. POSTER SESSION: FRIDAY, 4:30–5:20**RIVER EXB HALL A (LEVEL 1)****PERSONALITY****89-1 HIGHER-ORDER DIMENSIONS OF PERSONALITY TRAITS AND VOCATIONAL INTERESTS**

Results from meta-analyses and multidimensional scaling revealed that three dimensions explain relationships among the Big Five personality traits and Big Six interests. Attributes from both domains jointly influence two fundamental motives, sociability and personal growth, and do so through three distinct types of motivational constructs.

Michael K. Mount, University of Iowa
 Murray R. Barrick, University of Iowa
 Steven E. Scullen, North Carolina State University
 James Rounds, University of Illinois
 Submitted by Michael K. Mount, Michael-Mount@uiowa.edu

89-2 **IMPACT OF SITUATION STRENGTH ON EMOTIONAL STABILITY–
WORK OUTCOMES RELATIONSHIPS**

We examined the extent to which situation strength measured by r_{wgj} regarding perceptions of work-unit politics moderated relationships between emotional stability and two work outcomes—withdrawal behavior and job performance. Analyses of data from two samples revealed that emotional stability was related to these outcomes in weak situations.

Lawrence A. Witt, University of New Orleans
K. Michele Kacmar, Florida State University
Lisa A. Burke, Louisiana State University–Shreveport
Kenneth J. Harris, Florida State University
Submitted by Lawrence A. Witt, lwitt@uno.edu

89-3 **A CLOSER LOOK AT SOCIAL COMPARISON ORIENTATION**

We examined the relationship between the two factors of social comparison orientation and the facets of the Big Five factors. Opinion correlated with each of the Big Five; however Ability did not with two of the Big Five, and only one of the facets of the remaining Big Five.

Tasha Leigh Eurich, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by Tasha Leigh Eurich, teurich@lamar.colostate.edu

89-4 **MODERATOR EFFECTS OF JOB COMPLEXITY ON THE BIG FIVE VALIDITY**

This paper examines the moderator effects of job complexity on the criterion validity of the Big Five personality dimensions. The results showed that job complexity moderates negatively the validity of Conscientiousness, Emotional Stability, and Agreeableness so that higher job complexity produced lower validity coefficients.

Jesus F. Salgado, Universidad de Santiago de Compostela
Submitted by Jesus F. Salgado, psjesal@usc.es

89-5 **EXPLORING THE DARK DAYS OF PERSONALITY TESTING IN INDUSTRY**

Past commentators argue that the decline in the use of personality testing in industry in the 1960s through 1980s was due to criticisms from Bob Guion and Walter Mischel. We discuss cultural and legal explanations, and argue that examining these topics is important for understanding the practice of applied psychology.

Michael A. Lodato, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Julie A. Fuller, PepsiCo
Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

89-6 **RELATIONSHIPS BETWEEN BACKGROUND INVESTIGATION DIMENSIONS,
THE CPI AND MMPI-2 SCALES**

Background investigations are often used as screening tools in law enforcement agencies. Ratings of personal characteristics based on background investigation data may be viewed as a method measuring personality dimensions. This paper examines relationships between several CPI and MMPI-2 scales and ratings of personal characteristics obtained from background investigation data.

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Krisztina Juhasz, NYS Office of Court Administration
Kevin C. L. Ruminson, California State University–Office of the Chancellor
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89-7 PROACTIVE PERSONALITY, WORK–FAMILY CONFLICT, AND LIFE SATISFACTION

We examined proactive personality and how this trait can interact with work–family conflict such that the relationship between WFC and life satisfaction is weaker for those with higher proactive personality. This was found to be true for three different measures of WFC.

Brad A. Lenz, University of Wisconsin–Oshkosh
Gina A. Lippold-Ruby, University of Wisconsin–Oshkosh
Gary A. Adams, University of Wisconsin–Oshkosh
Steve M. Jex, Bowling Green State University
Submitted by Brad A. Lenz, lenz@uwosh.edu

89-8 NEGATIVE AFFECTIVITY AS MODERATOR OF THE ACCOUNTABILITY–TENSION RELATIONSHIP

The present research examined the influence of negative affectivity (NA) on the form of the felt accountability–job tension relationship. Results from two studies indicated that the association between felt accountability and job tension would be positive and linear for high NAs and nonlinear (U-shaped) for low NAs.

Wayne A. Hochwarter, Florida State University
Pamela L. Perrewe, Florida State University
Angela Tania Hall, Florida State University
Gerald R. Ferris, Florida State University
Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

89-9 VALIDITY EVIDENCE LINKING POLYCHRONICITY AND PERSONALITY DIMENSIONS TO SALES PERFORMANCE

Hypothesized relationships among polychronicity, Extraversion, Conscientiousness, and supervisor performance ratings were tested in a sample of 174 sales employees. Polychronicity and Extraversion were significantly related to supervisor ratings of customer service and sales performance. Polychronicity provided incremental validity above contributions of Big Five personality dimensions in predicting supervisor performance ratings.

Jeffrey M. Conte, San Diego State University
Jeremy N. Gintoft, San Diego State University
Submitted by Jeffrey M. Conte, jconte@sunstroke.sdsu.edu

89-10 SELF-MONITORING AS A MODERATOR OF PERSONALITY–PERFORMANCE RELATIONSHIPS

This study examines the influence of self-monitoring on the relationship between relevant personality traits and performance. Results revealed that self-monitoring moderated these relationships, such that when self-monitoring was high the relationships between relevant personality traits and performance were attenuated.

Murray R. Barrick, University of Iowa
Laura Parks, University of Iowa
Michael K. Mount, University of Iowa
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89-11 **PREDICTING EMPLOYEES' ROLE DEFINITION BREADTH USING
PERSONALITY AND JOB SATISFACTION**

Employees' subjective assessment of what tasks were required (i.e., their role definitions) were predicted by personality and job satisfaction. Job satisfaction mediated the relationship between personality and role definitions. These findings suggest that work and personal characteristics may explain the nature of employees' internalized role definitions.

Olga L. Clark, Bowling Green State University
Michael J. Zickar, Bowling Green State University
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89-12 **AFFECTIVITY DISPOSITIONS AND WORK-RELATED OUTCOMES: A META-ANALYSIS**

This paper meta-analytically reviews the impact of negative and positive affectivity on a range of work-related outcomes, which were grouped into three categories for discussion: affective reactions, job performance, and work-environment perceptions. It was found that NA and PA, in general, negatively and positively associated with these variables, respectively.

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Jill A. Brown, University of Georgia
Robert J. Vandenberg, University of Georgia
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89-13 **MULTISAMPLE EXAMINATION OF GOAL-ORIENTATION PROFILES USING CLUSTER ANALYSIS**

Individuals were sorted into goal-orientation "profiles" using cluster analysis, and the extent to which the different profiles manifested adaptive and/or maladaptive response patterns across a variety of dispositional, motivational, attitudinal, stress, and behavioral variables was examined. Four profiles emerged across our samples with each manifesting a different response pattern.

Vincent J. Fortunato, University of Southern Mississippi
Andrew M. Goldblatt, University of Southern Mississippi
Sam T. Hunter, University of Oklahoma
Kellie M. Baker, University of Tennessee–Chattanooga
Jeffrey D. Kudisch, University of Maryland
Submitted by Vincent J. Fortunato, v.fortunato@usm.edu

89-14 **GOAL ORIENTATION, STRESS, AND JOB ATTITUDES AMONG CUSTOMER SERVICE PERSONNEL**

We examined relationships between different goal orientations and job stressors, strains, and attitudes. Learning goal orientation related negatively with job strains and positively with attitudes. Conversely, performance approach and performance avoidance goal orientations related positively to stressors and strains. Moreover, each goal orientation predicted unique variance in our dependent variables.

Vincent J. Fortunato, University of Southern Mississippi
Kellie M. Baker, University of Tennessee–Chattanooga
Andrew M. Goldblatt, University of Southern Mississippi
Sam T. Hunter, University of Oklahoma
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89-15 ESTABLISHING: A PERSONALITY PREDICTOR OF CHANGE LEADERSHIP

The Establishing scale of the Performance Perspectives Inventory (Abraham & Morrison, 2002) was designed to assess the tendency for individuals to enjoy or succeed at leading new ventures or large-scale organizational change efforts. The development of the scale is briefly described, and preliminary reliability and validity evidence is presented.

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Dawn D. Burnett, University of Tulsa

Joseph D. Abraham, A&M Psychometrics, LLC

Submitted by Dawn D. Burnett, dawn-burnett@utulsa.edu

**89-16 CAN OPPOSITES ATTRACT? PREDICTING SUBORDINATE OUTCOMES
BASED UPON PERSONALITY HETEROGENEITY**

This study examines whether dissimilarity in the personality dimension of control within supervisor-subordinate dyads is associated with positive subordinate outcomes. Results using polynomial regression and response surface modeling are supportive for satisfaction with supervisor. For OCB and work withdrawal, subordinate or supervisor level of control is important rather than the difference.

Theresa M. Glomb, University of Minnesota

Elizabeth T. Welsh, University of Minnesota

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89-17 EVALUATING ALTERNATIVES TO THE GLM IN APPLIED PERSONALITY ASSESSMENT

Even though previous studies have found evidence of nonlinearity in personality-job performance relationships, these studies have lacked generalizability because the results were based on small samples. This study represents the first large-scale research endeavor to utilize meta-analysis and trend analysis to investigate nonlinear personality-job performance relationships.

Greg A. Barnett, Hogan Assessment Systems

Submitted by Greg A. Barnett, gbarnett@hoganassessments.com

89-18 STATE VERSUS TRAIT GOAL ORIENTATION: IS THERE TRULY A DIFFERENCE?

This study contributes to the literature regarding "state" versus "trait" goal orientation. Examination of differences between dispositional and situational measures taken at two points in time within the context of a performance-oriented task, supports the contention that a difference between the two exists. The implications of the findings are discussed.

Ragan Ward, Colorado State University

D. Apryl Rogers, Colorado State University

Zinta S. Byrne, Colorado State University

Suzanne S. Masterson, University of Cincinnati

Submitted by Zinta S. Byrne, zinta.byrne@colostate.edu

89-19 INDIVIDUAL DIFFERENCES IN LEADERSHIP DERAILMENT

This study examined the impact of a leader's dysfunctional interpersonal tendencies on multirater evaluations. Results indicated that (a) dysfunctional behaviors associated with arrogance, cautiousness, volatility, and skepticism negatively impacted ratings of performance and (b) dysfunctional behaviors showed differential effects across rater groups.

Michael J. Najar, DeCotiisErhard, Inc.

Brent D. Holland, Hogan Assessment Systems

Christina R. Van Landuyt, Hogan Assessment Systems

Submitted by Michael J. Najar, mnajar@decotiiserhard.com

89-20 COACHED FAKING WITH THE CONDITIONAL REASONING TEST FOR AGGRESSION

This study examined the effects of coaching on the fakability of the Conditional Reasoning Test for Aggression (CRT-A). Utilized a 3×2 repeated measures design with control group, fully crossing two levels of instruction (fake good/bad) with three levels of coaching (low/medium/high). Results indicate successful faking at most levels of coaching.

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Submitted by Cheryl D. Barksdale, cbarksd1@utk.edu

89-21 PLAYING FAVORITES IN THE WORKPLACE: PERSONALITY, EMOTIONS, AND BEHAVIORAL OUTCOMES

Building on Weiss & Cropanzano's (1996) Affective Events Theory, this study explored the influence of personality on emotional and behavioral responses to favoritism. The results of the manifest structural modeling on 522 participants suggests that agreeableness directly impacts behavior, whereas, neuroticism's influence on behavior was mediated by emotion.

Judith L. Van Hein, Middle Tennessee State University

Michael B. Hein, Middle Tennessee State University

Kim Phan, Middle Tennessee State University

Submitted by Judith L. Van Hein, jvanhein@mtsu.edu

89-22 PREDICTING SELF-EFFICACY, GOALS, AND TEST PERFORMANCE: THE MOTIVATIONAL TRAIT QUESTIONNAIRE

Criterion-related validities for a new measure of motivational traits were inspected. Achievement-based traits were related to self-efficacy and goals; anxiety-based traits predicted self-efficacy and test performance, with worry showing a positive relationship with test scores. The Motivational Trait Questionnaire showed promise as a disposition-based predictor of motivational processes and performance.

James H. Martin, University of Missouri–Rolla

Submitted by James H. Martin, martinjh@umr.edu

89-23 ACHIEVEMENT TEST SCORES AND PERSONALITY: JOINT PREDICTORS OF ACADEMIC PERFORMANCE

Two successive undergraduate classes (1998 and 1999) completed personality inventories upon entering college ($N = 425$ and $N = 402$, respectively). Personality was used to predict cumulative (2002) grade-point average. With ACT scores controlled, Prudence and Ambition were positively related to GPA, whereas Sociability and Adjustment negatively predicted GPA.

James H. Martin, University of Missouri–Rolla

Robert L. Montgomery, University of Missouri–Rolla

Submitted by James H. Martin, martinjh@umr.edu

89-24 RATER-TARGET PERSONALITY SIMILARITY AND THE RELATIONSHIP TO EVALUATION OUTCOME

This paper examined the link between personality similarities of rater and ratee to evaluation outcome. Professors from 44 classes participated in our study, and 588 students were assessed longitudinally in a semester. The similarity coefficients from personality ratings between the student and the professor were used to predict end-of-semester evaluations.

Sarah Chan, University of Texas at Arlington

Lauri A. Jensen-Campbell, University of Texas at Arlington

Submitted by Sarah Chan, schan@exchange.uta.edu

89-30 **CONSCIENTIOUSNESS AND PERFORMANCE: NEGATIVE RELATIONSHIPS
WITH A CREATIVE GROUP TASK**

The boundaries of the positive conscientiousness–performance relationship are tested using two group tasks. With a high-effort, low time-pressure task, a positive relationship is obtained, but with a creative, high time-pressure task, a negative relationship is obtained. Conscientiousness is similarly related to emergent leadership at the individual level.

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Yu Ha Cheung, University of Missouri
Jennifer R. Trembath, Missouri State Employee Retirement System
Submitted by Christopher Robert, robertc@missouri.edu

89-31 **PREDISPOSITION TOWARD SOCIAL SKILL: A THREE-WAY INTERACTION STUDY**

We found that conscientiousness and agreeableness interact to determine individual differences in social skill. The relationship was stronger among individuals high in agreeableness. We also found that social desirability moderated that interaction. Moderated regression analyses yielded a three-way interaction—conscientiousness × agreeableness × social desirability—on social skill.

John W. Wilson, University of Houston
Lawrence A. Witt, University of New Orleans
Submitted by Lawrence A. Witt, lwitt@uno.edu

89-32 **COGNITIVE AND PERSONALITY CORRELATES OF SELF-RATING ACCURACY**

This study examines relationships between cognitive and personality traits and self-rating accuracy. Self-rating accuracy is measured using both self–other congruence and behavioral criteria. Results indicate that agreeableness is most closely associated with self-peer, self-coworker, and self-supervisor rating congruence, whereas cognitive ability is a moderator of the criterion-related validity of self-ratings.

Jay Janovics, Denison Consulting
Neil D. Christiansen, Central Michigan University
Jacquelyn Renee Steele, Central Michigan University
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90. COMMUNITY OF INTERESTS: FRIDAY, 4:30–5:20

RIVER EXB HALL A (LEVEL 1)

COMMUNITY OF INTERESTS: ORGANIZATIONAL JUSTICE

Participants can come and go as they like, and chat with others conducting similar projects.

91. SPECIAL EVENT: FRIDAY, 5:30–6:30

CHICAGO X (LEVEL 4)

INTERNATIONAL MEMBERS RECEPTION

Open to all international members, those who conduct research on international issues, and who support international-related issues and members.

92. SPECIAL EVENT: FRIDAY, 6:30–7:30

MISSISSIPPI (LEVEL 2)

LGBT RECEPTION

Open to all individuals who are LGBT, who conduct research on LGBT issues, and who support LGBT-related issues and people.

EVENING RECEPTION: FRIDAY, 6:00–8:00

CHICAGO VI/VII (LEVEL 4)

FRIDAY PM