

147. SYMPOSIUM: SATURDAY, 12:00–1:20**SHERATON III (LEVEL 4)****WHY CAN'T LEADERS LEAD?**

There has been substantial renewed interest in leadership theory and practice due to solidification of some initially controversial leadership concepts and theories such as transactional, transformational, and charismatic leadership. We will present conceptual and empirical evidence that demonstrates that a consideration of emotions in leadership is now warranted and critical.

Catherine S. Daus, Southern Illinois University–Edwardsville, *Chair*

Ron Humphrey, Virginia Commonwealth University, *Leaders Should Have Both Hearts and Minds*

Herman M. Tse, University of Queensland, Marie T. Dasborough, University of Queensland, Neal M. Ashkanasy,

University of Queensland, *The Role of Emotion in Team-Member Social Exchange*

Robert S. Rubin, DePaul University, Lynn K. Bartels, Southern Illinois University–Edwardsville, William H.

Bommer, Georgia State University, *The Influence of Emotion Recognition on Leadership Emergence*

Loren J. Naidoo, University of Akron, Robert G. Lord, University of Akron, *Emotions and Perceptions of*

Leadership: Cognitive and Emotional Effects on Dynamic Ratings of Charisma

Ronald E. Riggio, Claremont McKenna College, *Discussant*

Submitted by Catherine S. Daus, cdaus@siue.edu

148. PANEL DISCUSSION: SATURDAY, 12:00–1:20**SHERATON IV (LEVEL 4)****STRATEGIES FOR THE ADVANCEMENT OF WOMEN IN THE WORKPLACE**

Research has identified several best-practice strategies for the advancement of women within the workplace. Panel members will discuss these strategies and the extent to which they believe these strategies work. Additional challenges and barriers facing women today will also be discussed.

Christopher Wright, Corporate Survey.com, *Chair*

Nicole R. Bourdeau, University of Tulsa, *Co-Chair*

Barbara L. Shwom, Northwestern University, *Panelist*

Debra Foreman, Foreman and Associates, *Panelist*

Johanna Glode, Johnstone Supply, Inc., *Panelist*

Lee Johns, Strategic Communications, *Panelist*

Angela D. Rowe, University of Tulsa, *Discussant*

Dayna L. Tomlin, University of Tulsa, *Discussant*

Submitted by Christopher Wright, cwright@corporatesurvey.com

149. PRACTITIONER FORUM: SATURDAY, 12:00–1:20**ARKANSAS (LEVEL 2)****ORGANIZATION VALUES:
MAINTAINING CONTINUITY IN THE MIDST OF ORGANIZATION CHANGE**

Few large-scale organization change efforts are successful. Organizations implementing large-scale change are challenged to maintain continuity in the midst of the upheaval/uncertainty inherent in major change. This practitioners' forum will examine how two organizations used their core values to ground, guide, and energize their change efforts.

Michael Blazyck, EVP, CFO, Catholic Healthcare West, *Chair*

Submitted by Ira M. Levin, ilevinconsulting@sbcglobal.net

**SATURDAY
PM**

150. MASTER TUTORIAL: SATURDAY, 12:00–1:20**COLORADO (LEVEL 2)**

***ONE CE CREDIT AVAILABLE FOR ATTENDING!
REGISTER AT THE SESSION***

**CONCEPTUALIZATION AND MEASUREMENT OF ORGANIZATIONAL CLIMATE:
SAFETY CLIMATE AS EXEMPLAR**

Research on organizational climate and culture is characterized by conceptual ambiguity, evident in the fact that many authors fail to discriminate between them. The purpose of this tutorial is to increase conceptual clarity for the participants by focusing on unique attributes of the climate construct, including methodological and measurement implications.

Dov M. Zohar, Technion Institute of Technology Israel/Institute for Work & Health, *Presenter*

Submitted by Dov M. Zohar, dzohar@tx.technion.ac.il

151. SYMPOSIUM: SATURDAY, 12:00–1:20**MICHIGAN B (LEVEL 2)**

IMPLEMENTING INNOVATIONS IN COMPUTERIZED TESTING

These presentations describe overcoming implementation issues for a sample of four diverse, cutting-edge assessments created to solve a variety of organizational customers. Covering a broad range of topics, these presentations should be of interest to practitioners and researchers who are creating innovative assessments in many different contexts.

Alan D. Mead, AICPA, *Chair*

David B. Schmidt, Aon Consulting, Neil Schulman, Aon Consulting, *An Innovative Method for Perceptual Speed Testing on the Web*

David B. Schmidt, Aon Consulting, Matthew R. Smith, Aon Consulting, Daniel P. Russell, Aon Consulting, *Methods for Enhancing Measurement in High-Fidelity Technology Assessments*

Alan D. Mead, AICPA, Peter D. Brittingham, AICPA, Krista Breithaupt, AICPA, Ahava Goldman, AICPA, *Automated Scoring for High-Fidelity Accounting Simulations*

Krista D. Mattern, University of Illinois at Urbana–Champaign, Fritz Drasgow, University of Illinois at Urbana–Champaign, *Incorporating Innovative Items into a Licensing Exam: An Analysis of Psychometric Properties of Simulations*

Siang Chee Chuah, University of Illinois, Fritz Drasgow, University of Illinois at Urbana–Champaign, *Thwarting Cheaters on Computerized Tests*

Fritz Drasgow, University of Illinois at Urbana–Champaign, *Discussant*

Submitted by Alan D. Mead, cubrewer@yahoo.com

152. PRACTITIONER FORUM: SATURDAY, 12:00–1:20**SUPERIOR A (LEVEL 2)**

EMPLOYEE SOCIALIZATION AND ONBOARDING: APPLIED RESEARCH AND PRACTICE

We present the results of applied research and company practices related to employee onboarding within three large companies. The research presentations will examine the “honeymoon effect” in early employment and the effects of supervisor continuity on employee satisfaction. Best practices from two newly implemented socialization programs will also be presented.

David Futrell, Eli Lilly & Company, *Chair*

Nancy DeLay, Eli Lilly & Company, *Impact of Supervisor Continuity on Organizational Socialization/Onboarding*

Mathian (Mat) Osicki, IBM Corporation, *Have You Drank the “Big Blue” Kool-Aid Yet?: Assimilating and Listening to New IBMers*

Sandra R. Fiaschetti, DaimlerChrysler, *Onboarding at DaimlerChrysler: What New Recruits Want and How We're Changing*

David Futrell, Eli Lilly & Company, *How Long Does the Honeymoon Last? (Not as Long as You Think)*

Submitted by David Futrell, Dfutrell@Lilly.com

153. MASTER TUTORIAL: SATURDAY, 12:00–1:20

MAYFAIR (LEVEL 3)

ONE CE CREDIT AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

SUBCONSCIOUS PRIMING: A NEW APPROACH TO GOAL-SETTING RESEARCH

Goal-setting theory postulates that goals are direct regulators of behavior. The emphasis is on conscious choice and control of behavior. Recent research in psychology suggests that goals can be activated outside of conscious control with the same effect on behavior. We critically discuss research on subconscious goal activation.

Alex Stajkovic, University of Wisconsin–Madison, *Presenter*

Edwin A. Locke, University of Maryland, *Presenter*

Submitted by Alex Stajkovic, astajkovic@bus.wisc.edu

154. SPECIAL EVENT: SATURDAY, 12:30–2:20

CHICAGO VII (LEVEL 4)

USING STRUCTURED EMPLOYMENT INTERVIEWS TO PREDICT MULTIPLE DIMENSIONS OF PERFORMANCE

Using original data from field studies, actual interviews, and meta-analytic techniques, these studies investigate how structured interviews may be used to predict multiple dimensions of the performance domain. Implications for both researchers and practitioners will be provided.

Chad H. Van Iddekinge, HumRRO, *Chair*

Richard Posthuma, University of Texas–El Paso, *Co-Chair*

James M. Conway, Central Connecticut State University, *Interview Dimensions: Validity for Predicting Performance Dimensions: A Construct-Level Analysis*

Allen I. Huffcutt, Bradley University, Chad H. Van Iddekinge, HumRRO, *A Closer Look at Differences in Interviewer Validity and Reliability*

Christopher E. Sager, HumRRO, Jennifer L. Burnfield, Bowling Green State University, Tonia S. Heffner, U.S. Army Research Institute, Christina Sue-Chan, City University of Hong Kong, *IQ and Emotional Intelligence: Mediating the Validity of Situational Interviews*

Gary P. Latham, University of Toronto, Richard Posthuma, University of Texas–El Paso, *Structured Interviews and Multiple Dimensions of Performance*

Michael A. Campion, Purdue University, *Discussant*

Martina J. Curtis, Texas Department of Transportation, *Discussant*

Philip L. Roth, Clemson University, *Discussant*

Submitted by Richard Posthuma, rposthuma@utep.edu

SATURDAY PM

155. PRACTITIONER FORUM: SATURDAY, 12:30–1:20**CHICAGO X (LEVEL 4)****GROWING YOUR CAREER: THE RANGE OF CAREERS FOR I-O GRADUATES**

This forum is for those interested in learning about the widespread opportunities with an I-O degree. Four current practitioners will describe their vastly different jobs, yet all came from a similar educational background. The intention is to encourage people to look broadly for employment, thinking outside the traditional I-O box.

Jason Lebsack, The Nebraska Medical Center, *Chair*

Lindsay A. Bousman, University of Nebraska–Omaha/Microsoft Corporation, *Co-Chair*

Mamiko Fujita, REDAC, Inc., *Discussant*

Valerie Keller, Self Employed, *Discussant*

Submitted by Jason Lebsack, jlebsack@nebraskamed.org

156. SYMPOSIUM: SATURDAY, 12:30–1:50**SHERATON II (LEVEL 4)****DEVELOPMENTAL WORK EXPERIENCES AND STRETCH ASSIGNMENTS:
PATHWAYS FOR GROWING LEADERS**

Developmental work experiences have become increasingly recognized as powerful means of growing leader attributes. Empirical research has begun to focus on the influence and moderators of DWEs on leadership criteria. This symposium presents field studies with middle- and upper-level leaders on developmental work experiences, leader attributes, and leadership outcomes.

Stephen J. Zaccaro, George Mason University, *Chair*

Cary F. Kemp, George Mason University, *Co-Chair*

Deanna Banks, HumanR, Stephen J. Zaccaro, George Mason University, *Developmental Work Experiences and Stretch Assignments: Providing Pathways for Growing Today's Leaders*

Paul E. Tesluk, University of Maryland, Paul T. Van Katwyk, Personnel Decisions International, Lisa Dragoni, University of Maryland, *Work Experiences and Developmental Outcomes in Middle Managers and Executives*

Lisa Dragoni, University of Maryland, Paul E. Tesluk, University of Maryland, Joyce E. A. Russell, University of Maryland, *Mentoring in Contemporary Organizations: The Role of Job-Based and Individual Factors in Career Mentoring*

Kerry A. Bunker, Center for Creative Leadership, *Developing Executives for Extraordinary Times: The Paradoxical Demands of Authentic Leadership*

Ellen Van Velsor, Center for Creative Leadership, *Discussant*

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

157. SYMPOSIUM: SATURDAY, 12:30–1:20**OHIO (LEVEL 2)****DISCRIMINATION IN PERSONNEL ASSESSMENT: WHAT'S TO BE DONE?**

Labor market diversity has shifted the focus of personnel assessment research from compliance with antidiscrimination laws toward proactive attempts to reduce the systematic error effects of social identity in assessment. The papers in this symposium examine research, theory, and practice designed to understand and reduce job-irrelevant employment discrimination.

Susan E. Jackson, Rutgers University, *Chair*

Kathlyn Y. Wilson, Florida International University, *An Exploration of the Underlying Meaning of Job-Performance Ratings*

Dianna L. Stone, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, *Social-Identity-Based Predictions of Performance Ratings and Related Outcomes*

Arjun Bhardwaj, University of Western Ontario, Joerg Dietz, University of Western Ontario, Victoria Esses, University of Western Ontario, *The Role of Prejudice in the Discounting of Immigrant Skills*
 Kathlyn Y. Wilson, Florida International University, Robert G. Jones, Southwest Missouri State University, *Understanding and Reducing Stereotyping Effects in P.A.s: Recommendations From the UK*
 Robert L. Dipboye, Rice University, *Discussant*

Submitted by Robert G. Jones, RobertJones@smsu.edu

158. SYMPOSIUM: SATURDAY, 12:30–1:20

MISSISSIPPI (LEVEL 2)

ATTRACTING AND KEEPING THE BEST AND THE BRIGHTEST

As a result of the changes in the work world the psychological contract, loyalty, and trust are history. How will a viable workforce be recruited and kept to meet the needs of industry and government? The symposium will describe the strategies of Human Resources experts.

Walter Reichman, Sirota Consulting, *Chair*

Craig Ramsay, Intuit, *How Intuit Attracts and Keeps the Best and the Brightest*

Marcia Marsh, Partnership for Public Service, *Creating an Employer-of-Choice Environment in the Federal Government*

Don M. Moretti, Motorola, *The Best and the Brightest: Issues and Answers at Motorola*

Douglas A. Klein, Sirota Consulting, *Discussant*

Submitted by Walter Reichman, walter_reichman@baruch.cuny.edu

159. PRACTITIONER FORUM: SATURDAY, 12:30–1:50

MICHIGAN A (LEVEL 2)

**PRACTICAL IMPLICATIONS OF SELECTION RETESTERS
ON TESTING DEVELOPMENT AND POLICY**

Three papers will be presented that discuss the practical implications of allowing applicants to retake selection tests. Implications of retesters on testing policy and test development will be discussed. Data from one private-sector and two public-sector organizations will be described.

Jill K. Wheeler, Sears, Roebuck & Company, *Chair*

Julia McElreath, U.S. Department of Homeland Security, J. Anthony Bayless, U.S. Department of Homeland Security, Susan M. Reilly, U.S. Department of Homeland Security, Theodore L. Hayes, Transportation Security Administration, *Applicant Retesters: Who Gets a Second Chance?*

Wanda J. Campbell, Edison Electric Institute, *A Pragmatic Evaluation of Retests*

Patricia A. Harris, U.S. Customs Service, Henry Busciglio, U.S. Customs Service, Rebecca Goldenberg, Bureau of Customs and Border Protection, *An Investigation of the Effects of Applicant Retesting on Assessment Effectiveness: A Look at Practical Implications within the Bureau of Customs and Border Protection*

Jill K. Wheeler, Sears, Roebuck & Company, *Discussant*

Submitted by J. Anthony Bayless, anthony.bayless@dhs.gov

**SATURDAY
PM**

160. SPECIAL EVENT: SATURDAY, 12:30–1:20**SUPERIOR B (LEVEL 2)****DISTINGUISHED EARLY CAREER CONTRIBUTIONS AWARD:
MODELING LONGITUDINAL PROCESSES**

This presentation shows how recent advances in latent variable techniques could provide a unified framework for describing and explaining the different aspects of change over time that may occur in longitudinal processes. Examples of substantive research will be discussed.

Neal W. Schmitt, Michigan State University, *Chair*
David Chan, National University of Singapore, *Presenter*

161. ROUNDTABLE: SATURDAY, 12:30–1:20**ERIE (LEVEL 2)****PRACTICAL CONSIDERATIONS REGARDING APPLICANT RESPONSE DISTORTION
ON NONCOGNITIVE SELECTION INSTRUMENTS**

Noncognitive assessment tools offer considerable benefits when included in selection systems but can be susceptible to applicant response distortion. This session offers corporate, academic, and consulting perspectives on addressing response distortion in real-world settings. Company policies, warnings, detection, and feedback are among the issues to be addressed.

John D. Morrison, A&M Psychometrics LLC, *Host*
Robert F. Goldsmith, Robert Goldsmith & Associates, *Co-Host*
Theodore L. Hayes, Transportation Security Administration, *Co-Host*
Sean Robson, Radford University, *Co-Host*
John A. Weiner, Psychological Services, Inc., *Co-Host*

Submitted by John D. Morrison, jmorrison@ppicentral.com

162. SYMPOSIUM: SATURDAY, 12:30–1:20**ONTARIO (LEVEL 2)****JOB SEARCH: TACTICS, PROCESSES, AND OUTCOMES**

Researchers are rapidly moving to include self-regulatory and motivational constructs as predictors of how people search for new jobs. The studies in this symposium build on this foundation by investigating personality traits and motivational processes as antecedents of job-search tactics, search intensity, and job-search success.

John D. Kammeyer-Mueller, University of Florida, *Chair*
Dana L. Haggard, University of Missouri–Columbia, Daniel B. Turban, University of Missouri, Cynthia Kay Stevens, University of Maryland, *Effects of Extraversion and Conscientiousness on Job-Search Tactics and Outcomes*
Stephane Cote, University of Toronto, Alan M. Saks, University of Toronto, Jelena Zikic, University of Toronto, *An Examination of the Motivational-Self-Regulatory Model of Job Search*
Connie R. Wanberg, University of Minnesota, Zhaoli Song, University of Minnesota, Theresa M. Glomb, University of Minnesota, Sarah Sorenson, University of Minnesota, *Job-Search Persistence: A Time Series Investigation*
Edwin A. J. Van Hooft, Free University Amsterdam, Marise Born, Erasmus University–Rotterdam, Toon W. Taris, Nijmegen University, Henk van der Flier, Free University–Amsterdam, Roland W. Blonk, TNO Work and Employment, *Bridging the Gap Between Intentions and Behavior: Implementation Intentions, Action Control, and Procrastination*
Ruth Kanfer, Georgia Institute of Technology, *Discussant*
Submitted by John D. Kammeyer-Mueller, kammeyjd@ufl.edu

163. INTERACTIVE POSTERS: SATURDAY, 12:30–1:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: GROUPS, TEAMS****163-1 WORKING IN INTERDISCIPLINARY RESEARCH TEAMS: WHY HETEROGENEITY MATTERS**

In an exploratory study of seven interdisciplinary research teams, the effects of functional heterogeneity were analyzed by means of quantitative and qualitative methods. Whereas high heterogeneity was found to impair team performance, qualitative analyses revealed reasons for this negative relation. Furthermore, strategies and behaviors facilitating interdisciplinary teamwork were identified.

Petra S. Bayerl, Justus-Liebig University of Giessen
Brigitte Steinheider, University of Oklahoma–Tulsa
Submitted by Brigitte Steinheider, bsteinheider@ou.edu

163-2 EFFECTS OF IDENTITY SALIENCE ON THE COHESION OF DIVERSE GROUPS

Based on assumptions of social identity theory (Tajfel & Turner, 1986) and self-categorization theory (Turner, 1985) increased identity salience at the superordinate/subordinate group level was expected to influence perceptions of similarities among demographically diverse group members, group cohesion, and group performance. The results provided partial support for the anticipated relationships.

Michael Glenn Anderson, University of Tulsa
Helen C. Harton, University of Northern Iowa
Submitted by Michael Glenn Anderson, andymga@hotmail.com

163-3 TEAM COMPOSITION AND TEAM PERFORMANCE: THE ROLE OF PERSONALITY

This study examined the relationships among the five-factor model of personality in the aggregate, team processes, and team performance. Results found that team personality was significantly related to team processes and these processes in turn were significantly related to team performance.

Beng-Chong Lim, Ministry of Defense Singapore
Katherine J. Klein, University of Maryland
Submitted by Beng-Chong Lim, lim_b_c@yahoo.com

163-4 IS THERE A “BIG FIVE” IN TEAMWORK?

This paper argues that it is possible to condense what we know about teamwork into five key components, which we put forth as the “Big Five” in teamwork. Further, we examine how these factors will vary in their importance over the life of the team and team task.

Dana E. Sims, University of Central Florida
Eduardo Salas, University of Central Florida
C. Shawn Burke, University of Central Florida
Submitted by Dana E. Sims, Abbey386@aol.com

SATURDAY PM

164. POSTER SESSION: SATURDAY, 12:30–1:20**RIVER EXB HALL A (LEVEL 1)****SURVEYS, CLIMATE, CULTURE****164-1 PROCEDURAL JUSTICE AS MODERATOR OF PSYCHOLOGICAL CONTRACT BREACH EFFECTS**

A three-wave longitudinal study of 314 short-term employees was conducted to test Morrison and Robinson's (1997) suggestions that justice perceptions moderate psychological contract breach effects. Using procedures recommended by Edwards (1991, 1996), we found that relations between psychological contract components and outcomes differed depending on justice perceptions.

Greg Irving, Wilfrid Laurier University
Samantha D. Montes, University of Waterloo
D. Ramona Bobocel, University of Waterloo
Submitted by Greg Irving, girving@wlu.ca

164-2 DEVELOPMENT AND VALIDATION OF A TEAM ORIENTATION BIOGRAPHICAL INVENTORY

As teams become an increasingly important component of organizations (Ancona, 1990), it is necessary to understand workers' attitudes toward teams and the impact those attitudes have on other outcomes. The current research develops and validates a biographical data instrument to assess attitudes toward working in teams.

Stefanie K. Halverson, Rice University
Robert L. Dipboye, Rice University
Pamela A. Kennedy, P. Kennedy and Associates
Matt Gallagher, Rice University
Submitted by Stefanie K. Halverson, skh@rice.edu

164-3 INTERACTIVE EFFECTS OF POLITICS AND JUSTICE ON INDIVIDUAL JOB OUTCOMES

In this paper, we investigated the interactive effects of politics, distributive justice, and procedural justice on intentions to turnover and job satisfaction. Six hypotheses of the 3-way interactions were tested in an organizational sample of 311 employees. We found support for five of the study's hypotheses.

Kenneth J. Harris, Florida State University
Martha C. Andrews, University of North Carolina–Wilmington
K. Michele Kacmar, Florida State University
Submitted by Kenneth J. Harris, kennyjharris@hotmail.com

164-4 COLLECTIVE CLIMATE: ANOTHER LOOK AT THE VALIDITY OF THE CONSTRUCT

Collective climate has been criticized for its method-driven approach and the inability of researchers to map collective climates onto meaningful social collectives. Results of this study add to the evidence in support of collective climate and demonstrate that the prudent use of cluster analysis is indeed appropriate in climate research.

Eric Gerber, University of Georgia
Karl W. Kuhnert, University of Georgia
Submitted by Eric Gerber, Egerber@arches.uga.edu

164-5 MEASUREMENT EQUIVALENCE OF A JOB SATISFACTION SURVEY USED WORLDWIDE

This paper tests equivalence of a global job satisfaction survey with Structural Equation Modeling (SEM). Data were collected from 18 countries/areas. Findings indicate that the survey maintains high transportability across countries with cultural similarity. Cultural distance affects the degree of ME cross-culturally. The results support Schwartz's (1999) culture model.

Cong Liu, Illinois State University
Ingwer Borg, University of Giessen
Paul E. Spector, University of South Florida
Submitted by Cong Liu, cliu@ilstu.edu

**164-6 PREDICTING RESISTANCE TO CHANGE:
COMPLEMENTARY ROLES OF PERSONALITY AND CONTEXT**

The study examined antecedents and consequences of employees' behavioral, affective, and cognitive reactions to a particular organizational change. Information from 177 employees demonstrated that both personality and context were significant at predicting employees' attitudes towards the change and, in turn, that these attitudes were significant at predicting several work-related outcomes.

Shaul Oreg, University of Haifa
Submitted by Shaul Oreg, oreg@soc.haifa.ac.il

164-7 FELT ACCOUNTABILITY AND POLITICAL SKILL: THEIR IMPACT ON JOB PERFORMANCE

We examined the interactive relationship of felt accountability and political skill on performance for survivors of a corporate layoff. Results suggested accountability led to higher performance when coupled with high levels of political skill and led to lower performance when accountability was coupled with low levels of political skill.

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

164-8 DETECTING MEDICATION ERRORS: IMPORTANT ISSUES AND DIRECTIONS FOR RESEARCH

Over 7 years of laboratory and field research, influential factors have been identified that can contribute to the problem of medication errors. These factors will be listed and discussed, as will future directions for research so that I-O psychology can help to prevent mishaps in medication dispensing.

Kraig L. Schell, Angelo State University
Anthony Grasha, University of Cincinnati
Sean P. Reilley, Morehead State University
Submitted by Kraig L. Schell, kraig.schell@angelo.edu

**164-9 ORGANIZATIONAL CULTURE AND CUSTOMER SATISFACTION:
THE IMPACT OF ORGANIZATIONAL LEVEL**

This study examined the relationships between organizational culture, customer satisfaction, and organizational level. Management and nonmanagement employees' perceptions of organizational culture demonstrated a strong, positive relationship with customer satisfaction ratings. However, nonmanagement's organizational culture perceptions were significantly stronger predictors of customer satisfaction ratings than were management's culture perceptions.

Stephanie A. Haaland, Linfield College
Daniel R. Denison, International Institute for Management Development
Douglas E. Haaland, Development Dimensions International
Submitted by Douglas E. Haaland, doug.haaland@ddiworld.com

164-10 EXAMINING FORMS OF LEGITIMATE POWER FROM AN ATTRIBUTIONAL PERSPECTIVE

We conducted a factorial experiment and found that causality derived from legitimacy of reciprocity and dependence was perceived to be more internal and more controllable than that derived from formal legitimacy and legitimacy of equity. Following good outcomes, these attributions led to higher degrees of positive reactions.

Mahfooz A. Ansari, University of Science–Malaysia
Siew Fong Chaw, University of Science–Malaysia
Rehana Aafaqi, University of Science–Malaysia
Submitted by Mahfooz A. Ansari, mahfooz@usm.my

164-11 ARE REACTIONS TO JUSTICE CROSS-CULTURALLY INVARIANT? A META-ANALYTIC REVIEW

Cultural influences on justice perceptions were examined in this meta-analysis using 35 studies conducted in non-North American cultures. Results indicated that although justice perceptions were related to employee attitudes, the magnitude of the correlations varied across cultures. Moreover, the moderating role of power distance was not supported in this study.

Andrew Li, University of Arizona
Submitted by Andrew Li, andrew@eller.arizona.edu

164-12 RESISTANCE TO CHANGE AS A SOURCE OF LEARNING IN ORGANIZATIONS

This research examines the potential of emergences of resistance to change to function as a source of organizational learning. Data from an exploratory case study of an organization-wide software implementation indicate the need for a functional understanding of resistance to take full advantage of its diagnostic and pragmatic qualities.

Gregor Jost, London School of Economics
Submitted by Gregor Jost, g.jost@lse.ac.uk

164-13 EFFECT OF PROACTIVE CLIMATE: WHEN STAFF COMPENSATES MANAGERS' WEAKNESS

This study explores the interactive effect of proactive climate and managers' entrepreneurial attributes on center performance in 35 cost centers using multiple sources of data. We hypothesized that climate should enhance managers' effect. Moderated regression analyses revealed significant interactions. However, results indicated that the proactive climate played a compensatory role.

Doris Fay, Aston University
Harald Luehrmann, Accenture
Submitted by Doris Fay, d.fay@aston.ac.uk

164-14 P-O FIT AND WORK ATTITUDES: EXAMINING MULTIPLE-VALUE DIMENSIONS

Using a large public-sector sample, this study investigated the relationship between P-O Fit and work attitudes on several different value dimensions. Results suggest that fit is related to positive work attitudes (measured directly/indirectly) and that affect-related values are stronger predictors of attitudes. Surprisingly, fit was negatively related to tenure.

Christelle C. LaPolice, Personnel Decisions Research Institutes
J. Patrick Sharpe, U.S. Office of Personnel Management
Submitted by Christelle C. LaPolice, christelle.lapolice@pdri.com

164-15 THE INFLUENCE OF PROJECT TEAM CULTURE ON PROJECT SUCCESS

We explored the influence of project culture on project success criteria (client satisfaction, overall success, increase in project knowledge). Results derived from 222 project members and managers of 71 project teams suggest that project culture influences project success. Leader implications for driving project success by controlling project culture are provided.

Zvi H. Aronson, Stevens Institute of Technology
Thomas G. Lechler, Stevens Institute of Technology
Peter G. Dominick, Stevens Institute of Technology
Submitted by Zvi H. Aronson, zaronson@stevens-tech.edu

164-16 IS ORGANIZATIONAL SURVEY RESPONSE AN OCB? AN EXPLORATION

The role of OCB in explaining organizational survey response behavior and intention to respond to is examined. OCB, intent to respond, attitudes toward surveys, and past survey behavior were measured in a cross-section of the workforce to reveal that certain OCB dimensions and attitudes toward surveys are related to response behavior.

David Youssefnia, Mercer HR Consulting
Submitted by David Youssefnia, david.youssefnia@mercer.com

**164-17 COLLECTIVISM-INDIVIDUALISM AND COOPERATION:
A CROSS-CULTURAL AND CROSS-LEVEL EXAMINATION**

This study examines the influence of three levels (i.e., societal, organizational, and individual) of collectivism-individualism on people's cooperative behaviors in workgroups. We hypothesized interaction effects among those levels. Partial supports for the hypotheses were found, indicating the need for an integrative, cross-level approach to better understand determinants of cooperative behaviors.

Huy Le, University of Iowa
Hannah-Hanh Dung Nguyen, Michigan State University
Terry L. Boles, University of Iowa
Submitted by Huy Le, huy-le@uiowa.edu

164-18 RATER SELECTION, NUMBER OF RATERS, AND RATING ACCURACY

Raters who were selected by ratees were comparable to raters who were not selected, in terms of their ability to discriminate the performance of different ratees. Accuracy was measured by correlating the ratings with a criterion. Rating accuracy increased with the number of raters who rated each ratee.

Jennifer Nieman, Hofstra University
 William Metlay, Hofstra University
 Ira T. Kaplan, Hofstra University
 Submitted by William Metlay, psywzm@hofstra.edu

**164-19 PROMOTING FAVORABLE ATTITUDES TOWARD EMPLOYEE SURVEYS:
THE ROLE OF FOLLOW-UP**

Military and civilian workers' attitudes toward a recurrent climate survey were examined. Perceptions of past surveys resulting in follow-up and change predicted survey satisfaction. Employees who witnessed feedback, problem identification, and survey-driven actions were particularly inclined to deem the survey useful, and action was a more important predictor than feedback.

Lori Foster Thompson, East Carolina University
 Eric A. Surface, SOFLO/Army Research Institute
 Don L. Martin, North Carolina State University
 Gary B. Barrett, U.S. Army Special Operations Command
 Submitted by Lori Foster Thompson, FosterL@mail.ecu.edu

164-20 AN EMPIRICAL TEST OF AN INNOVATION IMPLEMENTATION MODEL

A model for innovation implementation success that highlights the role of manager and supervisors, as well as personnel attitudes toward change was tested based on aggregated data from 66 innovation projects. The data supported the relationship between managerial attitudes toward change and innovation implementation success.

Pedro Ignacio Leiva, Texas A&M University
 Satoris S. Youngcourt, Texas A&M University
 Robert D. Pritchard, University of Central Florida
 Submitted by Pedro Ignacio Leiva, pleiva@neo.tamu.edu

**164-21 PREDICTING AFFECTIVE COMMITMENT FROM INDIVIDUAL CULTURE
AND ORGANIZATIONAL VALUE CONGRUENCE**

The study addressed the relation between individual culture orientation (i.e., collectivism–individualism), organizational culture, and affective commitment from a person–organization fit perspective. Polynomial regression was used to assess fit. Data from 288 working students partially supported hypotheses and revealed that value congruence was associated with greater levels of affective commitment.

Dana M. Glenn, University of Houston
 Alejandro J. Tyler, University of Houston
 Lois E. Tetrick, George Mason University
 Submitted by Dana M. Glenn, danaglenn29@hotmail.com

164-22 CULTURAL FAIRNESS DIFFERENCES: TESTING FOUR MODELS FOR HONG KONG EMPLOYEES

This study tested four different structural equation models of the relationship between distributive and procedural justice, in addition to their relation to systemic and individual outcome variables, using data from Fields, Pang, and Chiu (2000). It was found that the distributive halo model fit the data best.

Scott M. Reithel, Wayne State University
Boris B. Baltes, Wayne State University
Submitted by Scott M. Reithel, smreithe@hotmail.com

164-23 THE EFFECT OF SERVICE RECOVERY ON CUSTOMER SATISFACTION AND LOYALTY

Organizational justice-based service recovery strategies were manipulated after a simulated live service failure. Although no statistically significant effects were found, a useful percentage of variance in loyalty, and positive and negative word of mouth was found. Implications for future research are discussed.

Terri Shapiro, Hofstra University
Comila Shahani-Denning, Hofstra University
Jennifer Ferris, Hofstra University
Submitted by Terri Shapiro, terri.shapiro@hofstra.edu

**164-24 INTEGRATING SOCIAL EXCHANGE RELATIONSHIP CONSTRUCTS:
EVALUATION OF ANTECEDENTS AND OUTCOMES**

Using confirmatory factor analysis, we found support for the distinctiveness of social exchange relationship constructs, (i.e., organizational supports, trust, and psychological contracts). Furthermore, analyzing data from a sample of 448 employees using structural equation modeling, we examined these constructs as mediators and determined their respective predictive utility of work outcomes.

Amanuel G. Tekleab, Clarkson University
Dan Chiaburu, Washington Metropolitan Area Transit Authority
Submitted by Amanuel G. Tekleab, atekleab@clarkson.edu

**164-25 THE USEFULNESS OF ORGANIZATIONAL CLIMATE PROFILES IN PREDICTING
WORK-RELATED ATTITUDES**

This study examined elevation, variability, and shape of organizational climate profiles in predicting branch-level attitudes. Data from 120 bank branches indicated that scatter information (variability, shape) had incremental value beyond the overall climate level in predicting satisfaction, commitment, and intention to stay.

Mathis Schulte, Columbia University
Cheri Ostroff, Columbia University
Angelo Kinicki, Arizona State University
Submitted by Mathis Schulte, ms2187@columbia.edu

**164-26 EFFECTS OF PERCEIVED ORGANIZATIONAL POLITICS, AGREEABLENESS,
AND SELF-MONITORING ON OCBs**

We examined the role of individual differences in moderating the relationship between perceptions of organizational politics and organizational citizenship behaviors (OCBs). Data from supervisor-subordinate pairs were analyzed. Results indicated that in response to perceptions of politics, employees demonstrate different levels of OCBs depending on their levels of self-monitoring and agreeableness.

Christopher C. Rosen, University of Akron
Chu-Hsiang Chang, University of Akron
Paul E. Levy, University of Akron
Submitted by Christopher C. Rosen, ccr3uakron@hotmail.com

164-27 **MANAGING MULTIPLE WORKPLACE TASKS:
TACTILE CUES AND TASK-SWITCHING PERFORMANCE**

This research examined the effects of attention-directing tactile cues on task-switching performance. Data indicate that tactile cues enabled participants to respond to more interrupting tasks faster than a control group while not interfering with primary task performance or negatively affecting workload perceptions.

Pamela J. Hopp, Colorado State University
C.A.P. Smith, Colorado State University
Benjamin Clegg, Colorado State University
Eric D. Heggstad, Colorado State University

Submitted by Pamela J. Hopp, phopp@lamar.colostate.edu

165. COMMUNITY OF INTERESTS: SATURDAY, 12:30–1:20 **RIVER EXB HALL A (LEVEL 1)**

COMMUNITY OF INTERESTS: SITUATIONAL JUDGMENT METHODS

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

166. PANEL DISCUSSION: SATURDAY, 1:00–2:50 **SHERATON V (LEVEL 4)**

360-FEEDBACK IN THE REAL WORLD: PRACTICAL ANSWERS TO DIFFICULT QUESTIONS

360-degree feedback practitioners face many challenging decisions not adequately addressed in the literature. This panel will address topics related to implementation, organizational issues, and technology by sharing views of how 360 should be done. The discussant will use a study of ninety 360 programs to compare expert opinions with actual practice.

Dale S. Rose, 3D Group, *Chair*
Carol W. Timmreck, The Timmreck Group, *Panelist*
Robert A. Jako, Kaiser Permanente, *Panelist*
Allan H. Church, PepsiCo, *Panelist*
William C. Byham, Development Dimensions International, *Panelist*
David W. Bracken, Mercer Delta, *Panelist*
Mark C. Healy, 3-D Group, *Discussant*

Submitted by Dale S. Rose, drose@3Dgroup.net

167. PRACTITIONER FORUM: SATURDAY, 1:00–1:50 **MISSOURI (LEVEL 2)**

COMPLEX EMPLOYEE SURVEY CHALLENGES: SURVIVAL TALES AND STRATEGIES

Three case studies present the different challenges faced in complex employee survey projects. Xerox found resistance while changing its survey initiatives, HP worked to create a successful survey program following a major merger, and Johnson & Johnson used its survey to promote its corporate credo throughout its businesses worldwide.

Jeffrey A. Jolton, Genesee Survey Services, Inc., *Chair*
Jeffrey A. Jolton, Genesee Survey Services, Inc., Charissa Roberts, Xerox Corporation, *Xerox's Employee Engagement Survey: Bringing It Back Together*
John Mutschink, HP, Jeffrey A. Jolton, Genesee Survey Services, Inc., *HP's Voice of the Workforce Survey: Challenges and Learnings*
Paul M. Mastrangelo, Genesee Survey Services, Inc., Charles Corace, Johnson & Johnson, *Johnson & Johnson: Lessons from the Credo Survey*

Submitted by Jeffrey A. Jolton, jeff.jolton@gensurvey.com

168. PANEL DISCUSSION: SATURDAY, 1:00–2:50**HURON (LEVEL 2)****GAPS AND BRIDGES BETWEEN I-O AND MEDICAL PRACTICE**

Facing increasing legal, social, and financial demands, the medical industry more than ever stands to benefit from the services of I-O psychologists. Five diverse experts address key questions exploring the specific needs and concerns of the medical community, toward advancing the social relevance of I-O psychology as an applied science.

Robert P. Tett, University of Tulsa, *Chair*
 Kevin E. Fox, University of Tulsa, *Co-Chair*
 Eduardo Salas, University of Central Florida, *Panelist*
 Debra A. Major, Old Dominion University, *Panelist*
 Terrance Michael Donnelly, M.D. Anderson Cancer Center, *Panelist*
 Kevin R. Brady, Advocate Health Care, *Panelist*
 Douglas N. Jackson, Sigma Assessment Systems, Inc, *Panelist*

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

169. PANEL DISCUSSION: SATURDAY, 1:30–2:50**CHICAGO VI (LEVEL 4)****THE UNIVERSITY OF MICHIGAN COURT CASES: PROMISES AND PROBLEMS**

The Supreme Court decisions in the University of Michigan cases give rise to several issues regarding the future of selection practices. We will focus on understanding holistic assessment and the decision-making processes in admissions and organization staffing.

Milton Hakel, Bowling Green State University, *Chair*
 Michael Doherty, Bowling Green State University, *Panelist*
 Mary L. Tenopyr, Independent Consultant, *Panelist*
 Michael D. Mumford, University of Oklahoma, *Panelist*
 Michael A. Campion, Purdue University, *Panelist*

Submitted by Milton Hakel, mhakel@bgnet.bgsu.edu

170. EDUCATION FORUM: SATURDAY, 1:30–2:50**CHICAGO X (LEVEL 4)****FACULTY STRATEGIES THAT HELP UNDERGRADUATES GAIN RESEARCH EXPERIENCE**

Most undergraduates only conduct research as part of their required research methods course. We think it is important for undergraduates, especially those interested in industrial-organizational psychology, to get further involved in the research process and this forum will cover strategies that faculty can use to help undergraduates gain research experience.

Jennifer L. Lucas, Agnes Scott College, *Chair*
 Jennifer L. Lucas, Agnes Scott College, *Conducting Research with Undergraduate Students Using Elective Senior-Level Research Courses*
 Patrick A. Knight, Kansas State University, *Advising in Preparation for Undergraduate Research*
 Amber B. Raley, Agnes Scott College, *Creating Research Opportunities as an Undergraduate Student: One Student's Perspective*
 Deborah E. Rupp, University of Illinois at Urbana–Champaign, *Opportunities for Undergraduate Research at a Large Research University*
 Stephen J. Vodanovich, University of West Florida, *Involving Undergraduate Students in Research at a Medium-Sized University*
 Rosemary Hays-Thomas, University of West Florida, *Discussant*

Submitted by Jennifer L. Lucas, jlucas@agnesscott.edu

SATURDAY PM

171. SYMPOSIUM: SATURDAY, 1:30–2:50**SHERATON I (LEVEL 4)****THE IMPACT OF TELEWORK ON WORK–FAMILY CONFLICT,
RECRUITMENT, AND PERFORMANCE**

This symposium examines the relationship between telework and organizational outcomes. It will be demonstrated that the introduction of telework and flexible scheduling can positively impact recruitment for individuals who experience work-to-family conflict. In addition, once employees telework, the establishment of interaction between leaders and followers is associated with lower work–family conflict.

Nancy DeLay, Eli Lilly & Company, *Chair*

Donald D. Davis, Old Dominion University, Janet L. Bryant, Old Dominion University, Rebecca D. Vandever, Old Dominion University, Katherine Selgrade, Old Dominion University, *Leader–Member Exchange, Work–Family Conflict, and Performance Among Teleworkers*

Cathleen A. Swody, University of Connecticut, Russell A. Matthews, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, *Telework and Flextime as Recruitment Incentives for New Professionals: Anticipating the Impending Work–Family Crunch*

Timothy Golden, University of Connecticut, *Telecommuting and Work–Family Conflict: Is it Hype, Myth, or Reality?*

Submitted by Nancy DeLay, Delay_Nancy@lilly.com

172. PRACTITIONER FORUM: SATURDAY, 1:30–2:50**SHERATON III (LEVEL 4)****MANAGING DIVERSITY: SEARCHING FOR ORGANIZATIONAL BEST PRACTICES**

In the next 5 years, 40% of the entrants to America's workforce will identify as minority group members. This demographic shift presents great challenges and opportunities. Our forum focuses on methods to assist practitioners in leveraging the benefits of diversity through organizational best practices, training methods, and methodological assessment.

Rhonda L. Gutenberg, Gantz Wiley Research, *Chair*

Nicole Krzmarzick, Gantz Wiley Research, Kerry R. Moechnig, Gantz Wiley Research, Elizabeth A. Repko, Gantz Wiley Research, *Designing an Organizational Practice Profile to Manage a Diverse Workforce*

Carol T. Kulik, University of Melbourne, *Effective Diversity Management: The Practice–Research Gap*

Richard S. Tallarigo, U.S. Department of Defense, *How Do Senior Leaders Think About Diversity?*

Pamela J. Hopp, Colorado State University, George C. Thornton, Colorado State University, *Indicators and Correlates of Diversity Enhancement Acceptance Activities Among Staff*

John C. Peoples, Global Lead Management Consulting, *Discussant*

Submitted by Kerry R. Moechnig, kmoechnig@gantzwiley.com

173. PANEL DISCUSSION: SATURDAY, 1:30–2:50**SHERATON IV (LEVEL 4)****WHEN BAD THINGS HAPPEN TO GOOD VALIDATION STUDIES**

At times, validation studies produce unexpected results or challenges. Selection experts from government, internal and external consulting, and academia were presented a series of selection dilemmas and asked what they would do in these situations. Their answers will be summarized and presented, highlighting similarities and differences across the four groups.

Mark LoVerde, Personnel Research Associates, Inc., *Co-Chair*

Michael Olson, Personnel Research Associates, Inc., *Co-Chair*

Timothy Buckley, U.S. Office of Personnel Management, *Panelist*

Mary L. Kelly, Personnel Research Associates, Inc., *Panelist*

Nancy L. Rotchford, Ingram Micro, *Panelist*
 Michael J. Zickar, Bowling Green State University, *Panelist*
 Emily G. Solberg, Personnel Research Associates, Inc., *Contributor*
 Scott A. Young, Personnel Research Associates, Inc., *Contributor*

Submitted by Mary L. Kelly, mkelly@pra-inc.com

174. PRACTITIONER FORUM: SATURDAY, 1:30–2:50

OHIO (LEVEL 2)

BEYOND TRANSLATIONS AND TIME ZONES: BEST PRACTICES IN GLOBAL SURVEYING

Cultural and geographic differences can dramatically impact the successful rollout of any program in a global organization—and that includes surveys. Practitioners from three companies with flourishing global employee opinion and 360-feedback survey programs will share their insights, best practices, and lessons learned about effective global survey administration.

Anna R. Erickson, Questar, *Chair*
 Mariangela Battista, Starwood Hotels & Resorts, Tia Whitlock, Questar, *Establishing a Global 360-Degree Feedback Program at Starwood Worldwide*
 Jayson Shoemaker, 3M, Douglas D. Molitor, 3M, *Global Survey Administration at 3M*
 Andrea M. Konz, S. C. Johnson, *Deploying Global Employee Opinion and 360° Feedback Processes*

Submitted by Anna R. Erickson, Anna-Erickson@mn.rr.com

175. SYMPOSIUM: SATURDAY, 1:30–2:50

MISSISSIPPI (LEVEL 2)

BEYOND FOLK PSYCHOLOGY: CONCEPTUAL AND THEORETICAL ADVANCES IN CONSCIENTIOUSNESS

Conscientiousness is an important trait, predicting performance across all jobs. However, our understanding of it is conflicting and mostly descriptive. Addressing this, we highlight recent clarifying advances: separating it from a sixth personality factor, precisely identifying its most useful facets, and developing a mathematical model explaining its relationship to performance.

Carolyn M. Parish, College of William and Mary, *Chair*
 Piers Steel, University of Calgary, *Co-Chair*
 Kibeom Lee, University of Calgary, Michael C. Ashton, Brock University, *Task-Related Conscience and Moral Conscience: They are Two Different Factors*
 Carolyn M. Parish, College of William and Mary, *Development of a Hierarchical Model of Conscientiousness*
 Piers Steel, University of Calgary, *A Meta-Analysis of Procrastination and a Mathematical Model of Motivation*
 Avraham N. Kluger, Hebrew University, *Discussant*

Submitted by Carolyn M. Parish, cmpari@wm.edu

176. SYMPOSIUM: SATURDAY, 1:30–2:50

ARKANSAS (LEVEL 2)

THE SUBSTANTIVE NATURE OF PERFORMANCE CHANGE: NEW CONCEPTUALIZATIONS AND FINDINGS

Despite the plethora of research on the dynamic nature of job performance, we still know little about the substantive nature of performance change. This symposium extends previous work by conceptualizing the construct of performance change and by testing its nomological network across levels of analysis in a variety of settings.

SATURDAY
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Gilad Chen, Georgia Institute of Technology, *Chair*

Gilad Chen, Georgia Institute of Technology, Robert E. Ployhart, George Mason University, *Time for a Change: Towards a Theory of Performance Change*

Lynn A. McFarland, George Mason University, Crystal Michele Harold, George Mason University, Deirdre E. Lozzi, George Mason University, *Job Performance Changes: The Relative Contribution of Ability and Training*

John E. Mathieu, University of Connecticut, Lisa Blough, University of Connecticut, Michael Ahearne, University of Connecticut, *Team Influences on Performance Trajectories Following a Sales Automation Intervention*

Erin Page, Georgia Institute of Technology, Gilad Chen, Georgia Institute of Technology, *Team Performance Change: The Roles of Team Composition Variables*

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

Submitted by Gilad Chen, gilad.chen@psych.gatech.edu

177. PRACTITIONER FORUM: SATURDAY, 1:30–2:50

COLORADO (LEVEL 2)

PERSPECTIVES ON PULSE SURVEYS

“Pulse” surveys are increasingly used as a complement to, or replacement for, more traditional EOS efforts. The session provides a conceptual overview (e.g., definition, use, similarities/differences vs. “traditional” surveys) and explores the history, implementation issues, advantages/disadvantages, and key learnings about Pulse surveys through three practitioner perspectives.

Kyle Lundby, Data Recognition Corp, *Chair*

Kristofer J. Fenlason, Data Recognition Corp, Terry Gaylord, Payless ShoeSource, Inc., Carrie Christianson DeMay, Data Recognition Corp, *Pulse Surveys: An Overview*

Joe Colihan, IBM, *The IBM Global Pulse Survey: Making the Move Toward Frequent, Small-Sample Surveys*
 Frederick M. Siem, Boeing Company, Jody Toquam-Hatten, Boeing Company, *Description and Evaluation of a Pulse Survey at the Boeing Company*

Tom Rauzi, Dell, Inc., *The Evolution of Employee Surveying at Dell: Variations on the Pulse Survey Theme*

Submitted by Kristofer J. Fenlason, kfenlason@datarecognitioncorp.com

178. EDUCATION FORUM: SATURDAY, 1:30–2:50

MICHIGAN B (LEVEL 2)

SUCCESSFUL TEACHING TOOLS TO MAKE I-O CLASSES SEXIER

Much of industrial-organizational psychology is conceptual and can sound tedious and dull to the naive undergraduate ear. We offer a collection of tools, some original, that have a track record of engaging students and creating an active classroom. You will leave this session prepared to use all of them.

Wendi J. Everton, Eastern Connecticut State University, *Chair*

Wendi J. Everton, Eastern Connecticut State University, *Adapting the Critical Incidents Technique to Understand Professor Behaviors*

Elise L. Amel, University of St. Thomas, *Resume Critiques as a Means to Understanding Job Analysis*

Peter D. Bachiochi, Eastern Connecticut State University, *Illustrating Criterion Relevance, Deficiency, and Contamination with Teaching Evaluation Forms*

Christopher W. LeGrow, Marshall University, *Performance Improvement and Conflict Avoidance: An Exercise in Providing Negative Performance Appraisal Feedback to Employees*

Carrie A. Bulger, Quinnipiac University, *Class Activity to Introduce Leadership Research in an I-O Psychology Course*

Jeffrey M. Stanton, Syracuse University, *Multigroup, Multistage Prisoner’s Dilemma as an Exercise to Explore Interteam Cooperation and Competition*

Kimberly K. Buch, University of North Carolina–Charlotte, Steven G. Rogelberg, University of North Carolina–Charlotte, *A Quick Briefing About Fast Feedback in the Classroom*

Submitted by Wendi J. Everton, evertonw@easternct.edu

179. SYMPOSIUM: SATURDAY, 1:30–2:50**SUPERIOR A (LEVEL 2)****BEYOND THE MESSAGE: COMMUNICATION MEDIA,
FAIRNESS PERCEPTIONS, AND EMPLOYEE REACTIONS**

Organizations have multiple communication channel alternatives but little information about how employees will respond to the use of these various communication media. This symposium integrates a conceptual overview and three empirical studies examining the interrelationships among communication channels, fairness perceptions, and other employee reactions to organizational communication.

Suzanne S. Masterson, University of Cincinnati, *Chair*

Zinta S. Byrne, Colorado State University, *Co-Chair*

Suzanne S. Masterson, University of Cincinnati, Zinta S. Byrne, Colorado State University, *Communication Channels, Fairness Perceptions, and Employee Reactions: Identifying the Links*

Zinta S. Byrne, Colorado State University, Suzanne S. Masterson, University of Cincinnati, D. Apryl Rogers, Colorado State University, *Communication Medium and Message: Effects on Fairness Perceptions and Reactions*

David L. Patient, University of British Columbia, Daniel Skarlicki, University of British Columbia, *Communication Channel: When and Why it Matters to Interpersonal Justice*

Christopher D. Zatzick, Simon Fraser University, Marta M. Elvira, University of California–Irvine, *Channel Richness and Employee Outcomes: The Mediating Role of Justice*

Jerald Greenberg, The Ohio State University, *Discussant*

Submitted by Suzanne S. Masterson, suzanne.masterson@uc.edu

180. SYMPOSIUM: SATURDAY, 1:30–2:50**SUPERIOR B (LEVEL 2)****AUTOMATED TEXT ANALYSIS IN I-O PSYCHOLOGY: RESEARCH TO PRACTICE**

Computer software is used to identify key information in job announcements, summarize content patterns in performance appraisals, match qualified employees to job tasks, and score essays written by job applicants. The potential for automated text analysis to solve current selection and training problems faced by the federal government is discussed.

John M. Ford, U.S. Merit Systems Protection Board, *Chair*

Gary W. Carter, Personnel Decisions Research Institutes, David W. Dorsey, Personnel Decisions Research Institutes, William J. Niehaus, SRA International, *The Use of Transactional Data in Occupational Analysis: Textmining of Online Job Listings*

Alix L. Roberts, U.S. Office of Personnel Management, John M. Ford, U.S. Merit Systems Protection Board, Thomas A. Stetz, National Imagery and Mapping Agency, *Automated Content Analysis of Promotion Recommendations*

Darrell Laham, Knowledge Analysis Technologies, Winston Bennett, Air Force Research Laboratory, Thomas K. Landauer, University of Colorado–Boulder, *Matching Jobs, People, and Instructional Content: An Innovative Application of a Latent Semantic Analysis-Based Technology*

Michael Littman, Brainbench, Phillip Shelton, Brainbench, *Automated Scoring of Written English Language Proficiency Assessments*

Ernest M. Paskey, U.S. Office of Personnel Management, *Discussant*

Submitted by John M. Ford, johnf@us.net

SATURDAY PM

181. SYMPOSIUM: SATURDAY, 1:30–2:50**ONTARIO (LEVEL 2)****ADVANCING PERSONALITY, PERFORMANCE, AND BIODATA MEASUREMENT USING
MODERN STATISTICAL METHODS**

The changing nature of organizations, an aversive economic climate, and the increased use of noncognitive tests give rise to a number of unique challenges for personnel testing and selection. This symposium presents four empirical studies that address these challenges through the development and application of modern statistical methods.

Joselito C. Lualhati, Global Skills X-Change, *Chair*

Stephen Stark, University of South Florida, Oleksandr Chernyshenko, University of Canterbury, *Computerized Adaptive Measures of Performance and Personality: Improvements in Item Selection and Scoring*

Wayne C. Lee, University of Illinois at Urbana–Champaign, *Decision Tree Methodology: A Tool for Test Development and Validation*

Oleksandr Chernyshenko, University of Canterbury, Stephen Stark, University of South Florida, *Investigating the Measurement and Relational Equivalence of Conscientiousness Facets Between the United States (U.S.) and New Zealand (N.Z.)*

Kate Walton, University of Illinois, Brent Roberts, University of Illinois, *Studying Personality Change Over Time Using Item Response Theory*

Fritz Drasgow, University of Illinois at Urbana–Champaign, *Discussant*

Andrew Miner, Target Corporation, *Discussant*

Submitted by Joselito C. Lualhati, jlualhati@gskillsxchange.com

182. EDUCATION FORUM: SATURDAY, 1:30–2:50**MAYFAIR (LEVEL 3)****UNDERGRADUATE I-O PSYCHOLOGY: TEACHING FOR ENGAGED AND ENHANCED
LEARNING EXPERIENCE**

For most students an I-O course is the first time they get exposed to our field. We will share different strategies, approaches, and techniques used to teach such a course, to enhance learning, to fully engage the students in learning, and to accommodate different audiences and learning environments.

Gloria M. Pereira, University of Houston–Clear Lake, *Chair*

Michelle (Mikki) Hebl, Rice University, *Teaching I-O Psychology With Active Learning and Classroom Sensitivity*

Sylvia J. Hysong, University of Houston, *Not Your Mother's I-O Psych—Teaching I-O Psychology Over the Web*

Gloria M. Pereira, University of Houston–Clear Lake, Michelle Howison, Burr Wolff LTD, *Teaching I-O with a Practical, Hands-On Approach*

Scott Tonidandel, Davidson College, *Putting I-O Back in I-O: Integrating I-O Applications in an Undergraduate Survey Course*

Submitted by Gloria M. Pereira, pereira@cl.uh.edu

183. SPECIAL EVENT: SATURDAY, 1:30–2:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: SURVEYS, CLIMATE, CULTURE****183-1 CUSTOMER SERVICE INTERESTS: EFFECTS OF SATISFACTION, COMMITMENT, AND FAIRNESS**

Five of six facets of satisfaction, two of three components of organizational commitment, and perceptions of fairness were related to customer service interests for fast food employees ($N = 128$). Affective commitment, satisfaction with work, and satisfaction with pay predicted 60% of the variance in customer service interests in a stepwise regression.

Sheri Daniel, Western Kentucky University
 Adrian Thomas, Auburn University
 Submitted by Adrian Thomas, thomaa6@auburn.edu

183-2 AN ATTRIBUTIONAL PERSPECTIVE OF PSYCHOLOGICAL CONTRACT BREACH AND VIOLATION

This study examined the process through which breaches of the psychological contract influence feelings of psychological contract violation. Causal, responsibility, and blame attributions were explored as mediators of this cognition–emotion relationship. The relationship between psychological contract violation, organizational cynicism, and organizational citizenship behaviors was also examined.

Michael A. Zottoli, Nationwide Insurance
 John P. Wanous, The Ohio State University
 Submitted by Michael A. Zottoli, zottoli.1@osu.edu

183-3 TRAIT MOOD AND ITS IMPACT ON PROCESSING ORGANIZATIONAL JUSTICE INFORMATION

The current study examined the dual influence of trait mood on employees' fairness perceptions. First, mood was used as information when judging different aspects of organizational justice. Second, the different information processing strategies associated with different moods (i.e., chronic PA versus NA) moderated focal justice–attitude relationships.

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

183-4 NEGATIVE AFFECTIVITY IN PROCEDURAL JUSTICE–JOB SATISFACTION RELATIONS

We examined the moderating effect of negative affectivity in the relation between perceptions of procedural justice and job satisfaction in a two-wave panel study of 173 employees. Results indicated that procedural justice–job satisfaction relations were stronger for those individuals low in negative affectivity than for those high in negative affectivity.

Greg Irving, Wilfrid Laurier University
 D. Ramona Bobocel, University of Waterloo
 Samantha D. Montes, University of Waterloo
 Submitted by Greg Irving, girving@wlu.ca

184. POSTER SESSION: SATURDAY, 1:30–2:20

RIVER EXB HALL A (LEVEL 1)

WORK AND FAMILY, CAREER MANAGEMENT, SOCIALIZATION

184-1 UNDERSTANDING THE ANTECEDENTS OF PARTICIPATING IN AN ALTERNATIVE WORK ARRANGEMENT

This research examined the beliefs employees have about participating in an alternative work arrangement (AWA) and how those beliefs influence an employee's decision to participate in an AWA. Results supported the prediction that employees are reluctant to utilize AWAs because they fear there will be negative career consequences.

Alyson Landa Margulies, McDonald's Corporation
 Submitted by Alyson Landa Margulies, alyson.margulies@mcd.com

SATURDAY PM

184-2 DOING THINGS RIGHT OR DOING THE RIGHT THING

The performance of specific tasks, namely developmental tasks, positively influences one's career opportunities. This study shows that women choose to perform less developmental tasks than men. Furthermore, men choose their tasks to show their capabilities; women choose their tasks to avoid failure. These motives and self-efficacy influence task choice.

Irene E. de Pater, University of Amsterdam
 Annelies E. M. Van Vianen, University of Amsterdam
 Agneta H. Fischer, University of Amsterdam
 Wendy Van Ginkel, University of Amsterdam
 Submitted by Irene E. de Pater, i.e.depater@uva.nl

184-3 MULTIPLE TENURE MEASURES AS MODERATORS OF THE LMX-PROMOTABILITY RELATIONSHIP

We examined the moderating effects of relationship, job, and organizational tenure on the link between relationship quality and promotability. Using a matched set of 187 supervisor-subordinate dyads, we found that individuals in high (low)-quality relationships received higher (lower) promotability ratings when they had either long relationships or organizational tenure.

Kenneth J. Harris, Florida State University
 K. Michele Kacmar, Florida State University
 Dawn S. Carlson, Baylor University
 Submitted by Kenneth J. Harris, kennyjharris@hotmail.com

184-4 SOCIALIZATION EFFORTS, CONTENT, AND OUTCOMES: A MEDIATIONAL APPROACH

This longitudinal field study examined how socialization efforts affect new-employee mastery of socialization content and, in turn, important socialization outcomes. Results, based on 185 new employees, were highly supportive as the mastery of socialization content mediated, either partially or completely, the hypothesized relationships between socialization efforts and outcomes.

Howard J. Klein, The Ohio State University
 Jinyan Fan, The Ohio State University
 Kristopher J. Preacher, University of North Carolina
 Jinyan Fan, The Ohio State University
 Submitted by Howard J. Klein, klein_12@cob.osu.edu

184-5 USING SOC TO REDUCE JOB/FAMILY STRESSORS: EFFECTIVE WHEN IT MATTERS

Results indicate that in high resource demand situations there is a larger relationship between the use of selection, optimization, and compensation (SOC) behaviors and reduced amounts of job/family stressors than found in previous research. Thus, SOC behaviors appear effective in reducing job/family stressors in the most demanding work-family conflict situations.

Angela K. Pratt, Wayne State University
 Lindsey Marie Young, Wayne State University
 Boris B. Baltes, Wayne State University
 Submitted by Angela K. Pratt, apratt@sun.science.wayne.edu

**184-6 PREDICTORS OF NETWORKING INTENSITY AND QUALITY AMONG
WHITE-COLLAR JOB SEEKERS**

This research examined individual differences as predictors of networking intensity among a group of white-collar job seekers. Perceived network quality is also examined as a new and potentially important aspect of networking. Results suggest that proactive personality and age are important predictors of both network quality and networking intensity.

Tracy A. Lambert, University of Georgia

Melissa A. Payton, University of Georgia

Lillian T. Eby, University of Georgia

Submitted by Tracy A. Lambert, lamberta@uga.edu

184-7 CORRELATES AND CONSEQUENCES OF BEING TIED TO AN “ELECTRONIC LEASH”

Communication technologies have made it increasingly feasible for employees to stay connected to work when they are not in the office. In this study, we investigate how the use of communication technologies after traditional work hours relates to individual characteristics and employee work–life conflict.

Julie B. Olson-Buchanan, California State University–Fresno

Wendy R. Boswell, Texas A&M University

Submitted by Wendy R. Boswell, wboswell@tamu.edu

184-8 DRAWING THE LINE: VALIDATING A MEASURE OF WORK/NONWORK BOUNDARY STRENGTH

The psychometric properties of a measure of work/nonwork boundary strength were examined. CFAs confirmed the two-factor structure of the measure and the importance of differentiating work-to-home boundary strength from home-to-work boundary strength. CFAs also provided evidence that boundary strength and work–family conflict are distinct constructs.

Tracy D. Hecht, University of Manitoba

Natalie J. Allen, University of Western Ontario

Submitted by Tracy D. Hecht, hechtttd@ms.umanitoba.ca

184-9 EXPLORING THE NOMOLOGICAL NETWORK OF WORK/NONWORK BOUNDARY STRENGTH

This study explored relations between work/nonwork boundary strength, job performance ratings, work attitudes, and employee well-being. Support was found for distinguishing between work-to-home boundary strength and home-to-work boundary strength, as the two constructs had different patterns of correlates. In both cases, significant relations were found with other work-related variables.

Tracy D. Hecht, University of Manitoba

Natalie J. Allen, University of Western Ontario

Submitted by Tracy D. Hecht, hechtttd@ms.umanitoba.ca

184-10 THE INFLUENCE OF AUTONOMY ON WORK–FAMILY CONFLICT AND JOB SATISFACTION

This study examined the moderating influence of autonomy on work–family conflict and job satisfaction, a relationship not thoroughly evaluated in existing research. Results indicated support for a model incorporating both work–family conflict and autonomy as predictors of job satisfaction.

Laura Wheeler Poms, George Mason University

Submitted by Laura Wheeler Poms, lpoms@gmu.edu

**184-11 CONVERGENCE BETWEEN BIDIRECTIONAL MEASURES OF
WORK-FAMILY CONFLICT: A META-ANALYSIS**

The overlap between measures of work-to-family and family-to-work conflict and their pattern with external correlates were meta-analytically investigated. The sample size weighted mean observed correlation across 25 samples was .38 (the reliability corrected correlation was .48). Implications are outlined for the discriminant validity of bidirectional measures.

Jessica R. Mesmer-Magnus, Florida International University
Chockalingam Viswesvaran, Florida International University
Submitted by Jessica R. Mesmer-Magnus, jessica.mesmer@fiu.edu

184-12 ANTECEDENTS OF WORK-FAMILY CONFLICT: A REVIEW AND META-ANALYSIS

This meta-analytic review examines the relative effects of proposed antecedents on work interference (WIF) with family and family interference with work (FIW). Work-related antecedents are more strongly related to WIF; whereas nonwork-related antecedents have a stronger effect on FIW. Demographic variables have a congruently low relationship to WIF and FIW.

Kristin Lynn Byron, Rochester Institute of Technology
Submitted by Kristin Lynn Byron, kbyron@cob.rit.edu

184-13 REASSESSING WORK-FAMILY CONFLICT AS A MEDIATING VARIABLE

Using two employee samples surveyed 5 years apart, we found no support for work-family conflict as a mediator of relationships between organizational work-family supports and employee attitudes. Instead, supportive work-family cultures were directly related to employees' satisfaction and commitment to their organizations, and satisfaction was negatively related to turnover intentions.

Michael K. Judiesch, Manhattan College
Karen S. Lyness, Baruch College, CUNY
Cynthia A. Thompson, Baruch College, CUNY
Laura L. Beauvais, University of Rhode Island
Submitted by Michael K. Judiesch, michael.judiesch@verizon.net

184-14 A RANDOMIZED EXPERIMENTAL STUDY ON FORMAL MENTORING EFFECTIVENESS

This paper reports results from a pretest-posttest randomized experiment study with control group comparing the impact of high and low mentoring programs. Results indicated increases in performance and other outcomes by both high and low mentoring program participants with larger gains made by the high facilitated group.

Toby M. Egan, Texas A&M University
Zhaoli Song, University of Minnesota
Submitted by Zhaoli Song, zsong@csom.umn.edu

184-15 RETIREMENT DECISION MAKING: THE INFLUENCE OF WORK-ROLE ATTACHMENT THEORY

This study examined three dimensions of work-role attachment theory, and their relationship with retirement decisions. Individuals with high levels of career commitment were less likely to retire. No relationship was found between organizational commitment and retirement decisions, and those with higher levels of job involvement were more likely to retire.

Jamie D. Jacobson, University of Wisconsin-Oshkosh
Gary A. Adams, University of Wisconsin-Oshkosh
Simon Moon, University of Wisconsin-Oshkosh
Submitted by Jamie D. Jacobson, jamie_fonfara@hotmail.com

184-16 ANTECEDENTS AND CONSEQUENCES OF PERCEIVED FAMILY
DISCRIMINATION IN THE WORKPLACE

Little is known about the organizational factors influencing perceptions of family discrimination in the workplace. Findings indicated that perceived family discrimination generally mediated the relationship between workplace antecedents and outcomes. Family supportive policies and practices positively impacted perceived family discrimination, and perceived family discrimination negatively impacted employee outcomes.

Christine Dickson, City of San Diego Wastewater Department

Submitted by Christine Dickson, cdickson@san.rr.com

184-17 FAMILY-SUPPORTIVE ORGANIZATION PERCEPTIONS,
FAMILY-RELATED BENEFITS AND ORGANIZATIONAL ATTITUDES

A model of the relationship between family-related benefits, perceptions of the organization as family-friendly and attachment to the organization was proposed and tested. Results support both family supportive organization perceptions and perceived organizational support mediate the relationship between organizational supports for work and family and attachment to the organization.

Mary Ann Hannigan, DTE Energy

Submitted by Mary Ann Hannigan, hanniganm@dteenergy.com

184-18 LEADERSHIP, WORK-FAMILY CONFLICT, AND WORK CLIMATE: A MULTILEVEL ANALYSIS

This study examined the effects of supervisor personality on subordinate work-family conflict: predicted results were not found. Further analyses found relationships between subordinate LMX and family-supportive work climate, and between LMX and strain-based work interference with family. Findings show that good leaders create climates that support employees and their families.

Mark Alan Smith, University of South Florida

Elizabeth M. Lentz, University of South Florida

Submitted by Mark Alan Smith, masmit10@mail.usf.edu

184-19 THE FREQUENCY AND IMPACT OF DAILY CHILDCARE DISRUPTIONS

This study used an Experience Sampling Method approach to examine full-time, working mothers' daily experiences of balancing caregiving and work demands. Results indicated that mothers experienced a considerable number of childcare disruptions, which were directly related to lower work performance and more negative psychological functioning.

Jessica Bigazzi Foster, Purdue University

Submitted by Jessica Bigazzi Foster, jfoster@purdue.edu

184-20 PROACTIVE PERSONALITY, CONSCIENTIOUSNESS, AND THE SUCCESSFUL JOB SEARCH

A model specifying the antecedents of a successful job search was tested using data from 183 college job seekers. Results demonstrate the unique effects of proactive personality on job-search outcomes through a series of mediating variables. These findings are discussed within the context of the proactive personality literature.

Douglas J. Brown, University of Waterloo

Richard T. Cober, Booz Allen Hamilton

Jarrett H. Shalhoop, University of Akron

Paul E. Levy, University of Akron

Kevin Kane, University of Waterloo

Submitted by Douglas J. Brown, djbrown@watarts.uwaterloo.ca

184-21 SHIFT WORK AND FAMILY STATUS: EFFECTS ON LIFE AND JOB SATISFACTION

We investigated life and job satisfaction in 207 shift-work employees. Results indicated that married shift workers with and without children had higher levels of life and job satisfaction compared to single shift workers without children. The results question the belief that shift work may be detrimental for married employees.

Sarah H. Ipsa, OKI Systems Limited

Mark S. Nagy, Xavier University

Submitted by Mark S. Nagy, nagyms@xu.edu

184-22 THE RELATIONSHIP OF ETHNICITY WITH SOCIAL SUPPORT AND WORK-FAMILY CONFLICT

African-American and White women managers ($n = 239$) in a large healthcare organization were surveyed about their experience of work-family conflict and social support in work and family domains. Significant differences were found in which African-American women experienced less family-to-work conflict, as well as less coworker support for work issues.

Amy K. Antani, Illinois Institute of Technology

Roya Ayman, Illinois Institute of Technology

Submitted by Amy K. Antani, amy.antani@advocatehealth.com

184-23 THE RELATIONSHIP BETWEEN FORMAL MENTORING PROGRAM CHARACTERISTICS AND PROGRAM OUTCOMES

The present study examined characteristics of formal mentoring programs and outcomes from mentor and protege perspectives. Findings indicate training, training quality, subjective time spent together, and matching input related to program outcomes. In addition, mentor commitment and program understanding serve as mediators of the relationship between program structure and effectiveness.

Tammy D. Allen, University of South Florida

Elizabeth M. Lentz, University of South Florida

Lillian T. Eby, University of Georgia

Rachel Day, University of South Florida

Raymond Charles Ottinot, University of South Florida

Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

184-24 MEASURING ROLE CONFLICT IN THE WORK AND NONWORK DOMAINS

The current study examined two measures that represent two related yet unique constructs; work-life conflict and work-family conflict. Results indicated that work-family conflict was more predictive of turnover intentions when measuring employees with families and work-life conflict was more predictive of turnover intentions when measuring employees with no families.

Ann H. Huffman, Texas A&M University

Satoris S. Youngcourt, Texas A&M University

Carl A. Castro, Walter Reed Army Institute of Research

Submitted by Ann H. Huffman, annhuffman@tamu.edu

184-25 PROACTIVE NEW HIRE SOCIALIZATION: INFORMATION-SEEKING CONTENT DOMAINS AND STRATEGIES

It was hypothesized that newcomers would rely on certain strategies (direct inquiry, reflective appraisal, comparative appraisal, trial and error, and written documents) when seeking information in various content domains (role information, technical information, performance feedback, groups norms, social feedback, and organizational goals, norms, and values). Most hypotheses received support.

Kyle E. Brink, Personnel Board of Jefferson County, Alabama
 Charles E. Lance, University of Georgia
 Submitted by Kyle E. Brink, brinkk@jcpb.co.jefferson.al.us

**184-26 CROSS-CULTURAL MEASUREMENT INVARIANCE OF WORK–FAMILY CONFLICT
 SCALES ACROSS ENGLISH-SPEAKING SAMPLES**

Multisample confirmatory factor analysis was used to determine cross-cultural measurement invariance of the Carlson, Kacmar, & Williams (2000) work–family conflict scale. Invariance was found between U.S. and Australian/New Zealand sets of men and women for factor patterns, but not for item loadings. Implications for work–family conflict measurement standardization are discussed.

David E. Herst, University of South Florida
 Michael T. Brannick, University of South Florida
 Submitted by David E. Herst, dherst@luna.cas.usf.edu

**184-27 RESPONDING TO SEXUAL HARASSMENT COMPLAINTS:
 EFFECTS OF A DISSOLVED WORKPLACE ROMANCE ON DECISION-MAKING STANDARDS**

Two field experiments were conducted to examine effects of a dissolved workplace romance on raters' responses to a sexual harassment complaint. Data from 475 employees provide support for an ethical decision-making framework as an explanation for how individuals make decisions about sexual harassment complaints that stem from prior workplace romances.

Charles A. Pierce, Montana State University
 Herman Aguinis, University of Colorado–Denver
 Submitted by Charles A. Pierce, capierce@montana.edu

184-28 NONSELF-REPORT MEASURES OF WORKING CONDITIONS AND WORK–FAMILY CONFLICT

The role of nonself-report and self-report measures of working conditions as predictors of work-to-family conflict was examined. It was found that both types of measures predicted work-to-family conflict and that self-reports mediated the relationship between job demands and work-to-family conflict.

Emily M. Lyle, Fiskars Brands
 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

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

COMMUNITY OF INTERESTS: EMERGING LEADERSHIP THEORIES

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

**SATURDAY
 PM**

186. SPECIAL EVENT: SATURDAY, 2:00–2:50**SHERATON II (LEVEL 4)****DISTINGUISHED PROFESSIONAL CONTRIBUTIONS AWARD:
EXECUTIVE COACHING—AT THE CROSSROADS**

Executive coaching has rapidly gained space in the toolkit of many I-O psychologists. Where has it come from, where is it now? Will it be just another passing fad, or will it become a fixture of leadership development? Do I-O psychologists have useful expertise, or will they be just one of many, undifferentiated providers?

Joseph L. Moses, Applied Research Corporation, *Chair*
George P. Hollenbeck, Hollenbeck Associates, *Presenter*

187. PANEL DISCUSSION: SATURDAY, 2:00–2:50**MISSOURI (LEVEL 2)****INTERNATIONAL DEVELOPMENT: YOU MEAN IT ISN'T THE SAME EVERYWHERE?**

As a result of the globalization of the economy, the frequency of international interaction has expanded. Consultants worldwide are finding new challenges when approaching international development projects. Instead of learning by trial and error, we should all share our experiences.

Jamie L. Borich, Hogan Assessment Systems, *Chair*
Stephen T. Murphy, Hogan Assessment Systems, *Co-Chair*
Rostaslav Benak, University of Prague, *Panelist*
Filip De Fruyt, Ghent University, *Panelist*
Charmine E. J. Hartel, Monash University, *Panelist*
Duncan Jackson, Massey University, *Panelist*
Hunter Mabon, Stockholm University, *Panelist*

Submitted by Jamie L. Borich, jborich@hoganassessments.com

COFFEE BREAK: SATURDAY, 3:00–3:30**MULTIPLE LOCATIONS****188. SYMPOSIUM: SATURDAY, 3:30–5:20****CHICAGO VI (LEVEL 4)****NEWCOMERS IN ACTION: THE ROLE OF PROACTIVE BEHAVIOR IN SOCIALIZATION**

Recent socialization research increasingly highlights the proactive role of newcomers. However, several gaps exist in our understanding of newcomer proactive behavior. This symposium strives to specify the nature of newcomer proactivity, exploring a variety of conceptualizations of proactive behavior and examining potential antecedents and consequences associated with such behavior.

M. Susan Taylor, University of Maryland, *Chair*
Jennifer A. Marrone, University of Maryland, *Co-Chair*
Jennifer A. Marrone, University of Maryland, M. Susan Taylor, University of Maryland, *Understanding Change During Newcomer Socialization: A Proposed Theoretical Model of Newcomer Proactive Behavior and Proximal Socialization Outcomes*
Tae-Yeol Kim, University of North Carolina, Daniel M. Cable, University of North Carolina, Sang-Pyo Kim, Jinju National University, *Socialization Tactics, Employee Proactivity, and Person–Organization Fit*
Alan M. Saks, University of Toronto, Simon Taggar, Wilfred Laurier University, Blake E. Ashforth, Arizona State University, *A Self-Regulatory Conceptualization of Newcomer Proactive Socialization*
Robert C. Liden, University of Illinois–Chicago, Talya N. Bauer, Portland State University, Berrin Erdogan, Portland State University, Sandy J. Wayne, University of Illinois–Chicago, *An Examination of the Role of Personality in Socialization*

Amanuel G. Tekleab, Clarkson University, *Taking a Different Perspective: Does Proactive Socialization Lead to Work Outcomes? The Role of Psychological Contract Violations*

Mike Crant, University of Notre Dame, *Discussant*

Elizabeth W. Morrison, New York University, *Discussant*

Submitted by Jennifer A. Marrone, jmarrone@rhsmith.umd.edu

189. SYMPOSIUM: SATURDAY, 3:30–5:20

CHICAGO VII (LEVEL 4)

DISABILITIES IN ORGANIZATIONAL SETTINGS

Persons with disabilities often face unique obstacles at work. This symposium examines new lines of research concerning employees with disabilities. Participants will discuss a range of disability-related topics, from selection and accommodation issues to understanding why some employees continue to work in the face of severe illness.

James D. Westaby, Columbia University, *Chair*

Run L. Ren, Texas A&M University, Adrienne J. Colella, Texas A&M University, Ramona L. Paetzold, Texas A&M University, *A Meta-Analysis of Disability Effects on Personnel Decisions: To What Extent is There Discrimination?*

David C. Baldrige, Rochester Institute of Technology, John F. Veiga, University of Connecticut, *The Everyday ADA: The Influence of Requestors' Assessments on Decisions to Ask for Needed Accommodation*

David A. Harrison, Pennsylvania State University, Karen J. Jansen, Pennsylvania State University, Anna T. Florey, Independent Consultant, *Support and Stigma in Requesting Accommodations for Disabilities: Suspending the Normal Rules of Exchange*

Arup Varma, Loyola University–Chicago, Doug Mahony, University of South Carolina, Marl Albarillo, Loyola University–Chicago, *Selection of Individuals with Disabilities for Expatriate Assignments: The Impact of Stereotypical Fit and Clear Standards*

James D. Westaby, Columbia University, Andrea Versenyi, ALS Association Greater New York Chapter, Robert C. Hausmann, Columbia University, *The Decision to Work During Severe Illness and Disability*

Adrienne J. Colella, Texas A&M University, *Discussant*

Submitted by James D. Westaby, westaby@columbia.edu

190. MASTER TUTORIAL: SATURDAY, 3:30–5:20

CHICAGO X (LEVEL 4)

1.5 CE CREDITS AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

FUNDAMENTALS OF EMPLOYMENT LAW: CONCEPTS AND APPLICATIONS

An advanced introduction to employment law as it affects the practice of I-O psychology. It assumes some understanding of the major laws, primarily enforced by the EEOC. The tutorial focuses on legal concepts and vocabulary, the sources of employment law, and how employment law has developed through court decisions.

Donald L. Zink, Personnel Management Decisions, *Presenter*

Submitted by Donald L. Zink, donlzink@aol.com

SATURDAY
PM

191. PRACTITIONER FORUM: SATURDAY, 3:30–4:20**SHERATON II (LEVEL 4)****DEVELOPING AND IMPLEMENTING SUCCESSION PLANNING PROGRAMS**

With the recent spate of public executive failures (Enron, WorldCom, etc.), along with the well-publicized dearth of new executive talent, organizations are looking to I-O psychologists for help with succession-planning processes. This practitioner's forum will provide a framework for thinking about and implementing objective succession-planning programs.

Jared D. Lock, Hogan Assessment Systems, *Chair*

Brent D. Holland, Hogan Assessment Systems, Stacia J. Familo-Hopek, UPS, *Who Should Lead? Characteristics That Derail the Ascendance of Tomorrow's Leaders*

Miya Maysent, Personnel Decisions International, John R. Leonard, Valero Energy Corporation, *Postacquisition Succession Planning: Starting From Scratch*

Gordon J. Curphy, Curphy Consulting Corporation, *Leadership Transitions and Succession Planning*

Jared D. Lock, Hogan Assessment Systems, *Company-Wide Succession Planning Across a Multinational Organization*

Submitted by Jared D. Lock, jlock@HoganAssessments.com

192. PRACTITIONER FORUM: SATURDAY, 3:30–4:50**SHERATON III (LEVEL 4)****ASSESSING THE IMPACT OF TRAINING AND DEVELOPMENT: FOUR CASE STUDIES**

A focus on and investment in training and development initiatives is of increasing importance for today's organizations. Each presentation will provide a case study of a training evaluation program that includes ideas and lessons learned for ways to effectively manage the challenges of evaluating training impact.

M. Evelina Ascalon, Erasmus University–Rotterdam, *Chair*

Deanna Banks, HumanR, *Co-Chair*

Deanna Banks, HumanR, *Using Archival Data to Evaluate Leadership Development Initiatives*

Paul R. Bernthal, Development Dimensions International, *Practical Approaches to Training Assessment: Linking Level-4 Data to Training*

Abigail D. Toner, HumanR, Inc., *An Indirect Look at Skill and Knowledge Improvement: Evaluating Training Through Perceived Improvement and Proficiency*

M. Evelina Ascalon, Erasmus University–Rotterdam, Meena Wilson, Center for Creative Leadership, Ellen Van Velsor, Center for Creative Leadership, *Assessing the Impact of Leadership Development in a European Context*

Submitted by Abigail D. Toner, uncabbyt@hotmail.com

193. SYMPOSIUM: SATURDAY, 3:30–5:20**SHERATON IV (LEVEL 4)****WHY DON'T ASSESSMENT CENTERS MEASURE WHAT THEY'RE SUPPOSED TO MEASURE?**

Despite their continued popularity, there is still much debate about what assessment centers actually measure. The search for assessment center construct validity has stimulated multiple streams of research activity. This symposium brings together presenters who posit and examine different explanations for findings of a lack of assessment center construct validity.

Jeffrey D. Kudisch, University of Maryland, *Chair*

Charles E. Lance, University of Georgia, *Why Assessment Centers Don't Work the Way They're Supposed To*

Filip Lievens, Ghent University, Christopher S. Chasteen, University of Oklahoma, Eric Day, University of

Oklahoma, Neil D. Christiansen, Central Michigan University, *A Large-Scale Investigation of the Role of Trait Activation Theory*

Michelle Bush, University of Tennessee, Robert T. Ladd, University of Tennessee, *An Extension of Trait Activation Theory*

David J. Woehr, University of Tennessee, Brian J. Hoffman, University of Tennessee, *Impact of Analytic Approach on Assessment Center Construct Validity*

Jeffrey D. Kudisch, University of Maryland, *Discussant*

Submitted by David J. Woehr, djw@utk.edu

194. SYMPOSIUM: SATURDAY, 3:30–5:20

SHERATON V (LEVEL 4)

VICTIMS' RESPONSES TO INJUSTICE: NEW FRONTIERS IN WORKPLACE JUSTICE

Justice research is in need of a better understanding of victims' responses to injustice. The proposed symposium presents five empirical studies that seek to enhance our understanding of four aspects of victims' responses: the structure of injustice, factors explaining reactions to injustice, factors moderating reactions, and the resolution of injustices.

D. Ramona Bobocel, University of Waterloo, *Chair*

Deborah E. Rupp, University of Illinois at Urbana–Champaign, *Co-Chair*

Russell S. Cropanzano, University of Arizona, Marshall Schminke, University of Central Florida, Layne Paddock, University of Arizona, *Revisiting the Structure of Overall Organizational Justice*

Deborah E. Rupp, University of Illinois at Urbana–Champaign, Michael R. Bashshur, University of Illinois at Urbana–Champaign, R. Stephen Smith, George Washington University, Krista D. Mattern, University of Illinois at Urbana–Champaign, Sharmin Spencer, University of Illinois at Urbana–Champaign, Andrea Silke Holub, University of Illinois at Urbana–Champaign, Marcus Crede, University of Illinois at Urbana–Champaign, Amanda M. Baldwin, University of Illinois at Urbana–Champaign, *Person and Situational Antecedents to Social Exchange-Based Justice Effects: A Consideration of Multiple Perpetrators*

Marie S. Mitchell, University of Central Florida, Maureen L. Ambrose, University of Central Florida, *Is Workplace Deviance a Victim's Response to Unfair Exchange?*

Camilla M. Holmvall, St. Mary's University, D. Ramona Bobocel, University of Waterloo, *Are Fair Procedures Threatening or Reassuring? The Moderating Role of Self-Identity in Reactions to Negative Events*

Laurie Barclay, University of British Columbia, James J. Lavelle, University of Texas–Arlington, Daniel Skarlicki, University of British Columbia, Robert G. Folger, University of Central Florida, *Repairing Violations of Justice: What Managers Think Victims Want Versus What Victims Want*

Debra L. Shapiro, University of Maryland, *Discussant*

Submitted by Deborah E. Rupp, derupp@s.psych.uiuc.edu

195. SYMPOSIUM: SATURDAY, 3:30–5:20

OHIO (LEVEL 2)

WHAT TO DO? MULTIPLE GOALS, RESOURCE ALLOCATION, AND SELF-REGULATION

This symposium examines the dynamic allocation of resources (e.g., time, effort) over time. Taking a within-person approach, the studies comprising this symposium reveal important aspects of motivation often neglected or obscured by traditional approaches. In addition, this symposium provides a rare look at resource allocation in simultaneous multiple goal contexts.

Aaron M. Schmidt, University of Akron, *Chair*

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

Jeffrey B. Vancouver, The Ohio University, Laura Nicole Kendall, The Ohio University, *Does Self-Efficacy Negatively Affect Motivation in a Learning Context?*

Trevor G. Byrd, Virginia Tech, John J. Donovan, Virginia Tech, *Task Prioritization in a Multiple-Goal Setting: What Determines our Division of Resources Between Simultaneous Goals?*

Aaron M. Schmidt, University of Akron, Richard P. DeShon, Michigan State University, *The Role of Discrepancies and Superordinate Goal Framing on Dynamic Goal Prioritization*

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Richard P. DeShon, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Aaron M. Schmidt, University of Akron, Anthony S. Boyce, Michigan State University, Brad A. Chambers, Personnel Decisions Research Institutes, Inc., *Effects of Implementation Intentions on Individual and Team-Oriented Behavior*
Robert G. Lord, University of Akron, *Discussant*

Submitted by Aaron M. Schmidt, aschmidt@uakron.edu

196. MASTER TUTORIAL: SATURDAY, 3:30–4:50

MISSISSIPPI (LEVEL 2)

THE APPLICATION OF SOCIOMAPPING TO EXECUTIVE TEAM DEVELOPMENT

Sociomapping is a new method for analyzing socioeconomic systems that reveals hidden structures within complex systems and monitors their dynamics. Session participants will learn about the development of sociomapping, how to conduct the process, its application in understanding complex social units, and its use in executive team development.

Radvan Bahbouh, Qed & Quod Consulting, *Presenter*

Rodney Warrenfeltz, Hogan Assessment Systems, *Presenter*

Submitted by Rodney Warrenfeltz, rodney@hoganassessments.com

197. PANEL DISCUSSION: SATURDAY, 3:30–4:50

ARKANSAS (LEVEL 2)

WON'T GET FOOLED AGAIN? EDITORS DISCUSS FAKING IN PERSONALITY TESTING

A criticism of personality tests is that they can be faked. Given the impact of selection decisions on organizations and applicants, an open dialogue about the issue of faking is needed. As such, a panel of editors of *The Journal of Applied Psychology* and *Personnel Psychology* has been assembled to discuss these issues.

Frederick P. Morgeson, Michigan State University, *Chair*

Michael A. Campion, Purdue University, *Panelist*

Robert L. Dipboye, Rice University, *Panelist*

John R. Hollenbeck, Michigan State University, *Panelist*

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

Ann Marie Ryan, Michigan State University, *Panelist*

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

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

198. EDUCATION FORUM: SATURDAY, 3:30–4:20

COLORADO (LEVEL 2)

STRUCTURING INTERNSHIP EXPERIENCES TO ENSURE LEARNING AND PROFESSIONAL DEVELOPMENT

Internship experiences vary across I-O programs with respect to faculty and student involvement, student experiences, program requirements, and scholarly expectations of this experience. This forum will serve as a professional exchange of ideas to discuss how internships can be structured to maximize student learning and professional development.

Kenneth Sumner, Montclair State University, *Chair*

Valerie I. Sessa, Montclair State University, *Co-Chair*

Jennifer D. Bragger, Montclair State University, *Co-Chair*

Kenneth Sumner, Montclair State University, Valerie I. Sessa, Montclair State University, Jennifer D. Bragger, Montclair State University, *Structuring Internship Experiences to Ensure Learning and Professional Development*

Submitted by Kenneth Sumner, sumnerk@mail.montclair.edu

199. SPECIAL EVENT: SATURDAY, 3:30–4:20**MISSOURI (LEVEL 2)****CRITICAL ISSUES TO CONSIDER IN CONDUCTING RESEARCH ON LESBIAN, GAY, BISEXUAL, AND TRANSGENDER (LGBT) ISSUES**

This program uses an audience-participative format to address LGBT issues. Breakout groups will address: (a) critical LGBT issues in I-O research related to knowledge, theory, and practice; (b) barriers to conducting research (e.g., methodologies, samples, stigma of conducting LGBT research); (c) strategies for overcoming these barriers; and (d) networking possibilities to support LGBT researchers. Groups will reconvene and small group facilitators will summarize results to entire audience.

Michelle (Mikki) Hebl, Rice University, *Co-Chair*

Scott B. Button, Personnel Decisions Research Institutes, *Co-Chair*

John M. Cornwell, Loyola University–New Orleans, *Small Group Facilitator*

Belle Rose Ragins, University of Wisconsin–Milwaukee, *Small Group Facilitator*

Brian Welle, Catalyst, *Small Group Facilitator*

Submitted by Michelle (Mikki) Hebl, Hebl@Rice.edu

200. EDUCATION FORUM: SATURDAY, 3:30–5:20**HURON (LEVEL 2)****CURRICULUM AND OUTCOMES ASSESSMENT: DOES YOUR PROGRAM WORK?**

As I-O psychologists, we expect that organizations will evaluate their training programs. How should we assess I-O programs for their effectiveness? Four panelists will present their experiences and recommendations for evaluating I-O curricula and their outcomes at the undergraduate and graduate level. We encourage the audience to share their experiences.

Janet L. Kottke, California State University–San Bernardino, *Chair*

John T. Hazer, Indiana University–Purdue University, Indiana, *Assessing Curricula: Linking I-O Competencies to Coursework*

Richard G. Moffett III, Middle Tennessee State University, *Curriculum Assessment for I-O Psychology Graduate Programs: A Multisource Approach*

Nancy J. Stone, Creighton University, *Assessment in Undergraduate Psychology Departments With an I-O or HR Emphasis*

Roni Reiter-Palmon, University of Nebraska–Omaha, *Outcome Assessment for the I-O Psychology Graduate Program at the University of Nebraska at Omaha*

Submitted by Janet L. Kottke, jkottke@csusb.edu

201. SYMPOSIUM: SATURDAY, 3:30–4:50**ONTARIO (LEVEL 2)****RECEIVED DOCTRINES: SCIENTIFIC, PROFESSIONAL, ETHICAL, AND LEGAL ISSUES**

In this symposium, we discuss received doctrines within the context of four ideas that have been accepted on faith, rather than an examination of empirical evidence: the relationship between sex stereotypes and workplace discrimination, the relationship between workplace diversity and organizational performance, groupthink, and the conclusions drawn from meta-analysis.

Rosanna F. Miguel, Barrett & Associates, Inc., *Chair*

Christopher C. Rosen, University of Akron, *Co-Chair*

Gerald V. Barrett, Barrett & Associates, Inc., Alfred James Illingworth, University of Akron, Christopher C. Rosen, University of Akron, *Received Doctrines: The Case of Sex Stereotypes and Workplace Discrimination*

Daniel J. Svyantek, Auburn University, Jennifer P. Bott, University of Akron, *Received Doctrine and the Relationship Between Diversity and Organizational Performance*

SATURDAY PM

Ramon J. Aldag, University of Wisconsin–Madison, *Groupthink as Received Doctrine*
 Eugene F. Stone-Romero, University of Central Florida, *Threats to the Validity of Meta-Analyses-Based Inferences*
 Richard D. Arvey, University of Minnesota, *Discussant*

Submitted by Christopher C. Rosen, ccr3uakron@hotmail.com

202. SYMPOSIUM: SATURDAY, 3:30–5:20

MAYFAIR (LEVEL 3)

WE KNOW IN PART AND PROPHECY IN PART: SUPPORTING COMPLEX INFERENCE IN I-O

As our science progresses, the inferences that we wish to draw become more complex. These complex inferences (e.g., cross-level, moderated mediation) require new analytical techniques and deeper understandings of existing techniques. The papers in this symposium describe efforts to provide such techniques and understandings.

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

John E. Mathieu, University of Connecticut, Scott Taylor, University of Connecticut, David A. Kenny, University of Connecticut, *A Framework for Testing Meso-Mediational Relationships in Organizational Behavior*

Jose M. Cortina, George Mason University, Gilad Chen, Georgia Institute of Technology, *Validity Versus Validation: Distinguishing Between Inference and Evidence*

Herman Aguinis, University of Colorado–Denver, James C. Beaty, ePredix, Robert Boik, Montana State University, Charles A. Pierce, Montana State University, *Effect Size and Power in Assessing Moderating Effects of Categorical Variables Using Multiple Regression: A 30-Year Review*

Brian H. Kim, Michigan State University, Richard P. DeShon, Michigan State University, Frederick L. Oswald, Michigan State University, *Response Surface Methodology: How Can Interpreting 3-Dimensional Surfaces Improve Our Understanding of Fit?*

Jeffrey R. Edwards, University of North Carolina, Lisa Schurer Lambert, University of North Carolina, *An Integrative Framework for Analyzing Moderated Mediation and Mediated Moderation*

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

Submitted by Jose M. Cortina, jcortina@gmu.edu

203. INTERACTIVE POSTERS: SATURDAY, 3:30–4:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: WORK AND FAMILY, CAREER MANAGEMENT, SOCIALIZATION

203-1 ANTECEDENTS OF NEGATIVE AND POSITIVE SPILLOVER FROM WORK TO FAMILY

This study focuses on job- and personality-related antecedents of positive and negative spillover from work to family. The results show that the dimensions of the job demand-control-support model of Karasek predicts negative spillover, whereas job involvement predicts positive spillover. In addition, moderator effects were found for type-A behavior.

Karin Proost, University of Leuven

Hans De Witte, University of Leuven

Tharsi Taillieu, University of Leuven

Karel De Witte, University of Leuven

Submitted by Eva Derous, derous@fsw.eur.nl

203-2 EFFECTS OF WORK-TO-FAMILY INTERFACE ON JOB PERFORMANCE

The authors conducted a comprehensive examination of the relationships of work–family conflict and facilitation with three measures of performance. Results collected on data from a matched set of 151 supervisor–subordinate dyads indicated that conflict has a direct impact on performance, while facilitation directly impacts supervisor recognition but not performance.

Dawn S. Carlson, Baylor University
 Lawrence A. Witt, University of New Orleans
 Submitted by Lawrence A. Witt, lwitt@uno.edu

203-3 DISPOSITIONAL ANTECEDENTS OF WORK–HOME INTERFERENCE

This study examined the impact of adaptive and maladaptive perfectionism, self-efficacy, and self-esteem on three forms of work–home interference (WHI). Significant main effects of personality on WHI were obtained. Results indicate that dispositional variables have more predictive power for home interference with work than for work-to-home or behavior-based interference.

Alexandra Beaugard, London School of Economics
 Submitted by Alexandra Beaugard, A.Beaugard@lse.ac.uk

203-4 ANTECEDENTS OF WORK–FAMILY CONFLICT: A META-ANALYTIC REVIEW

The current study is a meta-analysis investigating 31 antecedents of work–family conflict, specifically within the realm of work characteristics, family characteristics, and individual differences. Findings are discussed and integrated into the current body of literature.

Lindsey Marie Young, Wayne State University
 Jesse Michel, Wayne State University
 Jacqueline K. Mitchelson, Wayne State University
 Boris B. Baltes, Wayne State University
 Submitted by Jacqueline K. Mitchelson, jmitch@wayne.edu

204. POSTER SESSION: SATURDAY, 3:30–4:20

RIVER EXB HALL A (LEVEL 1)

GLOBAL/DIVERSITY PERSPECTIVES

**204-1 MULTIPLE CROSSOVER EFFECTS AND NONLINEAR EFFECTS
 ON SOCIO-CULTURAL ADJUSTMENT**

We propose a model of multiple crossover effects where the effects of spousal adjustment are compounded by several mediating processes that influence an expatriate's early return intention. The results of the analyses provide strong support for multiple crossover effects and nonlinear findings regarding parental demands and cultural novelty.

Riki Takeuchi, University of Maryland
 David P. Lepak, University of Maryland
 Sophia Marinova, University of Maryland
 Seokhwa Yun, Montclair State University
 Submitted by Riki Takeuchi, rtakeuch@rhsmith.umd.edu

204-2 THE PERVASIVE ROLE OF STRESS FOR EXPATRIATES DURING INTERNATIONAL ASSIGNMENTS

Despite the importance of stress, previous expatriate research has not examined the role of stress during the cross-cultural adjustment process in detail. In the present study, we incorporate findings from the stress literature in expatriate adjustment research to propose relationships between stress and adjustment, job performance, and premature return intentions.

Riki Takeuchi, University of Maryland
 Mo Wang, Bowling Green State University
 Sophia Marinova, University of Maryland
 Submitted by Riki Takeuchi, rtakeuch@rhsmith.umd.edu

**SATURDAY
 PM**

204-3 PERCEIVED JOB SUITABILITY AS A FUNCTION OF ETHNICITY

This study examines the effect of candidate race, as revealed through language accent, on perceptions of job suitability, competence, social status, solidarity traits, educational level, and salary potential. The results suggest inter-group differences between minority candidates may be influenced by stereotypes linked to their racial group's socioeconomic status.

Morela Hernandez, Duke University

Submitted by Morela Hernandez, mh31@duke.edu

204-4 RACIAL DIFFERENCES IN JOB SATISFACTION: A MULTIRACIAL PERSPECTIVE

This study confirms that racial subgroup differences exist in job satisfaction, but also helps understand why they exist. A sample of federal employees was used to determine which antecedents of job satisfaction resulted in subgroup differences. Results indicate that intrinsic work satisfaction and pay satisfaction have the most meaningful differences.

Deirdre E. Lozzi, George Mason University

Laura Wheeler Poms, George Mason University

Submitted by Deirdre E. Lozzi, dlozzi@gmu.edu

204-5 CROSS-CULTURAL VARIATION IN EMPLOYEE ATTITUDES 1990–2003

Research on multinational companies revealed differences in employee attitudes across regions, with North Americans not the most positive. Organizational leadership was a more important determinant of overall satisfaction than the immediate supervisor. There were determinants of satisfaction that were important across countries and others that were local determinants.

Martin Brockerhoff, Sirota Consulting

Jeanine Andreassi, Baruch College, CUNY/Sirota Consulting

Submitted by Walter Reichman, walter_reichman@baruch.cuny.edu

204-6 THE EFFECT OF PREFERENTIAL SELECTION ON BENEFICIARIES' SELF-EVALUATIONS

This study aims to extend previous research on affirmative action and its potentially deleterious effects on gender and racial minorities by testing the hypothesis that self-evaluations are negatively affected by preferential selection. Although results did not support this hypothesis, an interesting effect of qualification information on self-evaluations was found.

Amaira-ni Moros, Hogan Assessment Systems

Submitted by Amaira-ni Moros, ammoros@hotmail.com

204-7 PERCEIVED ORGANIZATIONAL SUPPORT AND WELL-BEING AS PREDICTORS OF EXPATRIATES' SUCCESS

Incorporating organizational support theory, the happy-productive worker hypothesis, and major findings from previous expatriate research, a model was proposed to examine the effects of perceived organizational support, job and life well-being, and organizational commitment on the expatriate's performance and premature return intentions. Results support the model.

Mo Wang, Bowling Green State University

Craig D. Crossley, Bowling Green State University

Alan G. Walker, Bowling Green State University

Jessica Blackburn, Bowling Green State University

Submitted by Mo Wang, wangmo@bgnet.bgsu.edu

**204-13 THE RELATIONSHIP BETWEEN ECONOMIC THREAT AND ATTITUDES
TOWARD AFFIRMATIVE ACTION**

Realistic group conflict theory posits that people support policies that promote their interests. As expected, survey results ($N = 827$) indicated that in four ethnic groups the strongest predictor of attitudes toward affirmative action was the perceived effect of the plan on opportunities for employees of the respondent's ethnicity.

Jennifer L. Knight, Rice University
 Stephen L. Klineberg, Rice University
 Eden B. King, Rice University
 Michelle (Mikki) Hebl, Rice University
 Submitted by Jennifer L. Knight, jknight@rice.edu

204-14 STIGMA AT WORK: A MULTILEVEL, DUAL-PERSPECTIVE THEORY

No model yet exists through which stigmatization in the workplace can be analyzed and incorporated into I-O psychology. As such, we propose a model that describes the antecedents, manifestations, and consequences of stigmatization at individual, group, and organizational levels from the perspective of the "stigmatizer" and the "target" of stigmatization.

Jennifer L. Knight, Rice University
 Eden B. King, Rice University
 Michelle (Mikki) Hebl, Rice University
 Submitted by Eden B. King, eking@alumni.rice.edu

204-15 USING PRIORITY INFORMATION IN PERFORMANCE FEEDBACK FOR STRATEGIC ALIGNMENT

Information employees receive in order to align their behavior with strategic objectives is substantial and complex. We examined whether such information is used when provided. Data from multiple organizations over time showed that when priority improvement information is provided, it is related to actual performance improvements, suggesting employees use such complex information.

Satoris S. Youngcourt, Texas A&M University
 Joel Philo, Texas A&M University
 David C. McMonagle, Texas A&M University
 Jose H. David, Texas A&M University
 Robert D. Pritchard, University of Central Florida
 Submitted by Satoris S. Youngcourt, syoungcourt@tamu.edu

**204-16 SELF-PERCEIVED MINORITY STATUS AND DIVERSITY ATTITUDES:
AN EXPLORATORY INVESTIGATION**

The study investigates the relationship between self-perceived minority status (SPMS) and diversity attitudes. SPMS in gender related significantly and positively with diversity attitudes. Race and SPMS in race interacted to predict comfort with difference. Evidence also suggests SPMS for nonminority groups (Whites, men) relates negatively with diversity attitudes.

Judy P. Strauss, California State University--Long Beach
 Submitted by Judy P. Strauss, jstrauss@csulb.edu

204-17 PERSONALITY, ATTITUDES TOWARD DIVERSITY, AND PROPENSITY TO TRUST

This study explores relationships between agreeableness, openness to experience, attitudes toward diversity, and propensity to trust. Agreeable people are more likely to trust other people and social institutions. Attitudes toward diversity related positively and significantly to trust in other people but negatively and significantly to trust of social institutions.

Judy P. Strauss, California State University–Long Beach
Judith Sparks, California State University–Long Beach
Florence Peyre-Hashemi, California State University–Long Beach
Submitted by Judy P. Strauss, jstrauss@csulb.edu

204-18

**DIVERSITY AND BOTTOM-LINE PERFORMANCE:
THE MODERATING ROLE OF LEADER–MEMBER EXCHANGES**

This study examines the relationships between diversity and profits, customer satisfaction, and turnover in 348 departments within an organization. The quality of leader–member exchanges was examined as a moderator in these relationships. Results suggest that the diversity–outcome relationships are most favorable for departments with high-quality leader–member exchanges.

Lisa H. Nishii, Cornell University
David M. Mayer, University of Maryland
Harold W. Goldstein, Baruch College, CUNY
Orly Dotan, Baruch College, CUNY
Submitted by Orly Dotan, odotan@gc.cuny.edu

204-19 **FACTORS INFLUENCING EMPLOYEES’ DESIRE TO ACCEPT AN INTERNATIONAL ASSIGNMENT**

Analysis of 110 executives indicated that the perception of the influence of an international assignment has a negative impact on desire for an employee to accept an international assignment. Further, both need for achievement and perseverance have a positive impact on desire for an international assignment.

Weichun Zhu, University of Nebraska–Lincoln
Irene Chew, Nanyang Technological University
Cuifang Li, University of Nebraska–Lincoln
Submitted by Weichun Zhu, wzhu0@bigred.unl.edu

204-20 **BEST PRACTICES IN CROSS-CULTURAL TRAINING: CAN THEY BE IMPROVED?**

The purpose of this paper is to present the best practices of cross-cultural training in terms of what organizations can do and what they are doing. A synthesized set of guidelines regarding the improvement of current practices will be provided.

Lisa N. Littrell, University of Central Florida
Eduardo Salas, University of Central Florida
Submitted by Lisa N. Littrell, li981280@ucf.edu

204-21

**EFFECTS OF SERVICE CLIMATE, ATTITUDES,
AND BEHAVIORS ON THE HR-PERFORMANCE RELATIONSHIP**

We examine service climate, job attitudes, and behaviors as possible mechanisms for the HR practices and firm performance relationship in a sample of 22 supermarkets using data from store employees, store directors, and store performance measures. Results suggest HR practices, service climate, job attitudes, and behaviors are associated with performance.

Theresa M. Glomb, University of Minnesota
Sarah Sorenson, University of Minnesota
Elizabeth Davis, University of Minnesota
Submitted by Theresa M. Glomb, tglomb@csom.umn.edu

SATURDAY PM

204-22 **CULTURAL DIVERSITY BELIEFS SCALE:
CONSTRUCT VALIDITY AND FACTOR STRUCTURE ANALYSIS**

This study examined the factor structure and construct validity of the Cultural Diversity Beliefs Scale. Confirmatory factor analyses, based on two independent samples, provide support for the three-factor solution originally suggested. In addition, correlational analyses indicated that the three factors were positively related to openness, self-efficacy, and attitudes about affirmative action.

Michael B. Hargis, Wayne State University
Eliza W. Wicher, Wayne State University
James M. LeBreton, Wayne State University
Submitted by Michael B. Hargis, michaelbhargis@wayne.edu

204-23 **AGE AND GENDER STEREOTYPES WITH REGARD TO ADAPTIVE PERFORMANCE**

This study investigates age, gender, and the interaction of the two types of stereotypes on eight dimensions of adaptive performance. Results give reason for hope and concern with regard to age and gender stereotypes. Legal ramifications, implications for human resources, and future research on stereotypes are discussed.

Sarah DeArmond, Colorado State University
Mary G. Tye, Colorado State University
Peter Y. Chen, Colorado State University
Autumn D. Krauss, Colorado State University
D. Apryl Rogers, Colorado State University
Emily Sintek, Colorado State University
Submitted by Sarah DeArmond, dearm1se@colostate.edu

204-24 **IMPACT OF LANGUAGE DIVERSITY ON TEAM-MEMBER'S SELF-FEELINGS,
TEAM PERCEPTIONS, AND INDIVIDUAL PERFORMANCE**

In an experiment, we examined the impact of working with team members who intermittently spoke a foreign language (i.e., Linguistic-Ostracism) or consistently spoke English (i.e., Linguistic-Inclusion). Linguistically-ostracized participants felt more rejected, disliked their coworkers, and perceived lower team potency. Impact on performance depended on personality (extraversion) and work condition (collective/individual).

Orly Dotan, Baruch College, CUNY
Yonata Rubin, Baruch College, CUNY
Kristin L. Sommer, Baruch College, CUNY
Submitted by Orly Dotan, odotan@gc.cuny.edu

204-25 **HUMAN RESOURCE STRATEGY AND ENTREPRENEURIAL FIRM PERFORMANCE**

Interest in the strategic role of human resources in organizations has increased in both scholarly and practical circles. This paper discusses differentials in firm performance, the antecedents of which, we propose, rest in large part with strategic HR practices as mediated by dynamic capabilities.

Joy Karriker, Virginia Commonwealth University
Duane Ireland, University of Richmond
Joseph Coombs, University of Richmond
Submitted by Joy Karriker, karrikerje@vcu.edu

204-26 **STRATEGIC HRM: MIDDLE-LEVEL MANAGERS' CONTRIBUTIONS
AND INFLUENCES OF ORGANIZATIONAL CULTURE**

This paper suggests that involvement of middle-level managers in strategy formulation improves the external fit (the fit between strategy and HR) and internal fit (the fit among HR practices) in strategic HRM. Further, we discuss how organizational culture can affect the effectiveness of strategic involvement of middle-level managers in strategic HRM.

Thomas Ng, University of Georgia
Jill A. Brown, University of Georgia
Weiwei Yang, University of Georgia
Submitted by Weiwei Yang, wwyang@uga.edu

204-27 **JOB BURNOUT/ENGAGEMENT: OPPOSITE ENDS OF A CONTINUUM OR INDEPENDENT?**

The relationship between burnout and engagement and their generalizability to South Koreans were the focus. Data were collected from a sample of 555 South Koreans. Evidence suggested that burnout and engagement have similar internal structures for South Korean workers. Further, the results suggest a complex overlap between burnout and engagement.

KangHyun Shin, Kansas State University
Ronald G. Downey, Kansas State University
Submitted by Ronald G. Downey, downey@ksu.edu

204-28 **HOST-COUNTRY NATIONAL HELPING ON THE ADJUSTMENT OF EXPATRIATES**

We examine how ingroup–outgroup categorization influences host-country nationals' (HCN) willingness to help socialize expatriates. Consistent with theory, group categorization was negatively related to providing social support. The effects of justice perceptions on willingness to share information were also examined.

Soo Min Toh, University of Toronto
Arup Varma, Loyola University–Chicago
Angelo S. DeNisi, Texas A&M University
Submitted by Soo Min Toh, stoh@utm.utoronto.ca

204-29 **VALIDITY OF CONTEXT-SPECIFIC VERSUS BROAD
CHARACTERISTICS IN INTERNATIONAL ASSIGNMENTS**

Drawing from the literature on expatriate management, a measure named the Global Characteristics Self-Assessment was created involving context-specific personality facets deemed important for international assignments. These context-specific predictors were better predictors of performance than the broad-based five factors of personality.

Julio E. Fernandez de Cueto, Florida International University
Juan I. Sanchez, Florida International University
Submitted by Julio E. Fernandez de Cueto, julfern@hotmail.com

204-30 **DIFFERENCES IN PERCEPTIONS OF LEADERSHIP BETWEEN THE U.S. AND JAPAN**

One hundred twenty-eight Americans were compared to 203 Japanese in leadership perception. Results indicated that Americans perceive personality characteristics as more important for leadership, whereas Japanese perceive skills and behaviors as more important for leadership. Implications for cross-cultural research and multinational organizations were discussed.

Noriko Watanabe, Emporia State University
George B. Yancey, Emporia State University
Submitted by Noriko Watanabe, wnoriko718@yahoo.com

204-31 SELECTION DISCRIMINATION IN SPANISH HR OFFICERS

This study investigated a variety of factors to determine if discrimination occurred while Spanish HR officers were making selection decisions. Sex was the least important factor in making the selection decisions while communication skills and experience were the most important. In addition, family-friendly organizational cultures were less likely to discriminate.

Steven A.Y. Poelmans, University of Navarra

Miguel A. Canela, University of Barcelona

Carly S. Bruck, Verizon

Nuria Chinchilla, University of Navarra

Submitted by Carly S. Bruck, cbruck@helios.acomp.usf.edu

205. COMMUNITY OF INTERESTS: SATURDAY, 3:30–4:20 RIVER EXB HALL A (LEVEL 1)**COMMUNITY OF INTERESTS: SEXUAL HARASSMENT**

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

206. SPECIAL EVENT: SATURDAY, 4:00–4:50 SHERATON I (LEVEL 4)**COMMITTEE ON ETHNIC MINORITY AFFAIRS (CEMA)**

The host of this session will provide an update on the committee's activities during the last year. Following this presentation, new committee members will be selected and new agenda items will be discussed. All SIOP conference participants interested in minority affairs are encouraged to attend. A reception will follow.

Kecia M. Thomas, University of Georgia, *Chair*

Submitted by Kecia M. Thomas, kthomas@arches.uga.edu

207. SPECIAL EVENT: SATURDAY, 4:30–5:20 COLORADO (LEVEL 2)**SIDNEY A. FINE AWARD FOR RESEARCH ON ANALYTIC STRATEGIES TO STUDY JOBS:
IMPROVABILITY RATINGS OF KSAOs**

To what extent do people believe it is possible to improve various KSAOs? These "improvability ratings" may relate to responses to job analysis surveys, reactions to performance appraisals and selection procedures, and motivation toward learning/development. In addition, improvability ratings of leadership may relate to judgments and administrative recommendations relevant to leader behavior.

Todd J. Maurer, Georgia State University, *Chair and Presenter*

Michael Lippstreu, Georgia Institute of Technology, *Presenter*

Todd J. Maurer, Georgia State University, Michael Lippstreu, Georgia Institute of Technology, *"Improvability"*

Ratings of KSAOs: Relevance to the Study of Jobs

Michael Lippstreu, Georgia Institute of Technology, Todd J. Maurer, Georgia State University, *"Improvability"*

Ratings: Relevance to Implicit Theories and Judgments About Leaders

208. EDUCATION FORUM: SATURDAY, 4:30–5:20**MISSOURI (LEVEL 2)****EDUCATIONAL TRAINING FOR A MASTER'S DEGREE IN
INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY**

Two program directors share their insights and experiences regarding several educational training issues for the master's degree in industrial-organizational psychology. Discussion issues include the content of the psychological "core", recruitment and selection strategies, the content of the I-O curriculum, and the advantages and disadvantages of requiring a thesis.

Mark S. Nagy, Xavier University, *Chair*

Brian W. Schrader, Emporia State University, *Co-Chair*

Submitted by Mark S. Nagy, nagyms@xu.edu

209. INTERACTIVE POSTERS: SATURDAY, 4:30–5:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: PERSONALITY****209-1****USING IRT TO EXAMINE DIFFERENTIAL ITEM
FUNCTIONING ACROSS PERSONALITY JUDGMENTS**

Hogan's socioanalytic theory differentiates between how we view our own personalities and how we view others' personalities. This distinction was empirically examined using item response theory methods. A likelihood-ratio approach clarified whether DIF across rating targets was caused by differences in item discrimination, differences in item thresholds, or both.

Steven S. Russell, Bowling Green State University

Michael J. Zickar, Bowling Green State University

Submitted by Steven S. Russell, sruss@bgnet.bgsu.edu

209-2**GENDER DIFFERENCES IN BIG FIVE FACTORS AND FACETS: A META-ANALYSIS**

The current study examines the extent to which men and women differ across the Big Five, using cross-cultural samples and multiple instruments. Meta-analytic results of 2,071 gender comparisons indicate that at the facet level there were small differences, however, these differences are rendered negligible when cumulated at the factor level.

Emily E. Duehr, University of Minnesota

Hannah L. Jackson, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitted by Emily E. Duehr, dueh0005@umn.edu

209-3**RACE AND PERSONALITY: META-ANALYSES COMPARING FIVE U.S. RACIAL GROUPS**

This study examines the extent to which racial groups differ across Big Five personality factors, with implications for personnel selection. This supplements existing research by including multiple personality instruments and understudied racial group comparisons, particularly Asians and American Indians. Effect sizes were mostly negligible, but some moderate values were found.

Hannah L. Jackson, University of Minnesota

Emily E. Duehr, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitted by Hannah L. Jackson, hannahj@ureach.com

**SATURDAY
PM**

209-4 TRAIT CONSISTENCY AND THE “BIG FIVE”

An assumption of latent trait theory is stability. However, individuals exhibit personality characteristics that vary across situations. The current study examined the rated consistency of behaviors comprising the Big Five personality traits. Extraversion was rated as the most consistent trait followed by Openness to Experience, Conscientiousness, Agreeableness, and finally Neuroticism.

Andrew English, Florida Tech

Submitted by Richard L. Griffith, griffith@fit.edu

210. POSTER SESSION: SATURDAY, 4:30–5:20**RIVER EXB HALL A (LEVEL 1)****PERSONNEL SELECTION II****210-1 FLANAGAN AWARD WINNER:
EDUCATIONAL ATTAINMENT AS A PROXY FOR COGNITIVE ABILITY IN SELECTION**

This paper outlines differences in cognitive ability and adverse impact that can be expected when selecting employees solely on educational attainment versus selecting employees directly on cognitive ability. While selection using cognitive ability worked as a more efficient cognitive screen, selection using educational attainment resulted in reduced adverse impact.

Christopher M. Berry, University of Minnesota

Melissa L. Gruys, Washington State University–Vancouver

Paul R. Sackett, University of Minnesota

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

**210-2 REVISITING A MOTIVATIONAL EXPLANATION FOR ETHNIC
DIFFERENCES IN TEST PERFORMANCE**

This study examined the mediating role of test-taking motivation in explaining ethnic differences on test performance. Results indicated that ethnicity, test-taking motivation, and GPA all significantly predicted test performance. Further, planned comparisons identified ethnic differences with regard to outcome desirability and test-taking motivation.

Christopher D. Barr, University of Houston

Aaron J. Graczyk, University of Houston

Eric M. Dunleavy, University of Houston

Submitted by Christopher D. Barr, cbarr@mail.uh.edu

210-3 MAKING YOUR WORDS COUNT: USING TEXT ANALYSIS IN SELECTION

This research quantitatively compares writing samples from applicants selected into a highly competitive scholarship program with applicants not selected into the program. Results revealed significant differences between the two selection groups regarding positive words, with selected applicants using a significantly higher percentage of positive affect words.

Torrey Rieser, North Carolina State University

Submitted by Torrey Rieser, terieser@nc.rr.com

210-4 USING RANDOM COEFFICIENTS REGRESSION TO ASSESS CRITERION-RELATED VALIDITY

In criterion-related validity studies, supervisors are often asked to rate multiple employees, creating a clustered data set. This presents problems for traditional approaches such as ordinary least squares regression (OLS). In the present study, we propose the random coefficient (RC) regression approach. Results suggest differences between the two approaches.

David M. LaHuis, Wright State University
John M. Avis, U.S. Office of Personnel Management
Submitted by David M. LaHuis, david.lahuis@wright.edu

210-5 **CONTEXT EFFECTS ON GROUP-BASED PERSONNEL SELECTION DECISIONS**

The decoy effect occurs when the manipulation of the characteristics of an inferior option causes preferences to reverse between two superior options. Results of two studies designed to test boundary conditions on this phenomenon in personnel selection suggested that it is robust to disparate social information and to group discussion.

Jerel E. Slaughter, University of Arizona
Jessica Bagger, University of Arizona
Andrew Li, University of Arizona
Submitted by Jerel E. Slaughter, jslaught@eller.arizona.edu

210-6 **WEIGHTING CONTENT-VALID COMPOSITES: A CAUTIONARY NOTE ON UNIT WEIGHT**

This study examines the effects of three weighting strategies for components of content-valid test composites on Black–White subgroup difference. Judgmental weights resulted in the lowest group difference, as compared to traditional job analysis and unit weights. Interestingly, unit weights frequently resulted in the largest Black–White subgroup difference.

Ryan Shaemus O’Leary, Auburn University
Brian S. O’Leary, U.S. Office of Personnel Management
Charles N. MacLane, U.S. Office of Personnel Management
Submitted by Ryan Shaemus O’Leary, roleary@mindspring.com

210-7 **VALIDITY OF FAKING IN PREDICTING CUSTOMER SERVICE TRAINING CRITERIA**

This applied study examined the faking scale used in the ViewPoint inventory, which assesses employee attitudes regarding work. The relationship between faking and three different customer service training criteria was examined for two separate samples (incumbents and applicants). Faking predicted training performance for applicants but not for incumbents.

Thi Bui, Alliant International University
Calvin C. Hoffman, Alliant International University
Nurcan Ensari, Alliant International University
Submitted by Calvin C. Hoffman, choffman@alliant.edu

210-8 **ASSESSMENT CENTER CONSTRUCT-RELATED VALIDITY**

The construct-related validity of assessment centers was investigated meta-analytically with the generation of a single multitrait–multimethod matrix representing data from 20 matrices. Results indicated that both dimensions and exercises play a crucial role in assessment center functioning. Furthermore, specific superordinate dimensions were found to be more construct valid than others.

Mark C. Bowler, University of Tennessee
David J. Woehr, University of Tennessee
Submitted by Mark C. Bowler, mbowler@utk.edu

**210-9 EXPERIENCE, COGNITIVE ABILITY, AND PERSONALITY:
DIFFERENTIAL VALIDITY AND INTERACTION**

This study investigates the use of task experience as a predictor of task and contextual performance and finds support for an interaction between cognitive ability and agreeableness in predicting contextual performance and an interaction between cognitive ability, conscientiousness, and experience when predicting task performance.

Andrew J. Slaughter, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitted by Andrew J. Slaughter, bratslavia@hotmail.com

**210-10 JOB-COMPONENT VALIDATION USING CMQ AND O*NET:
ASSESSING THE ADDITIVITY ASSUMPTION**

For over 30 years, job-component validation (JCV) models assuming additive relations have been used to predict competency requirements from job analysis data. Predicting O*NET abilities from CMQ and O*NET GWAs, we found significant interactions, suggesting that main-effects-only models may not be adequate for modeling the linkages between job activities and worker traits.

Teresa A. Wagner, Virginia Tech
Robert J. Harvey, Virginia Tech
Submitted by Robert J. Harvey, rj@pstc.com

**210-11 PREDICTING SUPERVISORY EFFECTIVENESS USING AN IN-BASKET
ASSESSMENT SUITABLE FOR SELECTION**

To assess whether an in-basket tapping managers' supervisory behaviors would predict effectiveness, in-baskets were given to a sample of 35 investment bankers. As expected in the Operant Model of Effective Supervision, monitoring via work sampling—seeing the product—and providing positive consequences, or feedback, were related to effectiveness.

Michelle L. Minnich, Baruch College, CUNY
Judith L. Komaki, Baruch College, CUNY
Corinne Donovan, Baruch College, CUNY
Submitted by Judith L. Komaki, judith_komaki@baruch.cuny.edu

210-12 EMPIRICAL KEYING OF SITUATIONAL JUDGMENT TESTS: RATIONALE AND SOME EXAMPLES

There has been increased interest in the use of situational judgment tests (SJTs) for employee selection and promotion. We provide a much needed theoretical rationale for empirical keying of SJTs. Empirical results indicate that some empirical keying approaches are more advantageous than subject-matter-expert SJT scoring.

Kelley J. Krokos, North Carolina State Highway Patrol
Adam W. Meade, North Carolina State University
April R. Cantwell, North Carolina State University
Samuel B. Pond, North Carolina State University
Mark A. Wilson, North Carolina State University
Submitted by Adam W. Meade, adam_meade@ncsu.edu

210-13 MOTIVATION AND IMPRESSION MANAGEMENT ON OVERT INTEGRITY TESTS AND SUBTESTS

The degree to which test-taking motivation influenced impression management (IM) across different types of overt integrity test items was examined. Regardless of motivation, variability in IM across item types was low. Furthermore, neither IM nor motivation mediated the relationship between item type and overall test or subtest score.

Janie Yu, Texas A&M University
David J. Whitney, California State University–Long Beach
Stephanie C. Payne, Texas A&M University
Submitted by Janie Yu, JanieYu@tamu.edu

210-14 DOES PRACTICE CHANGE THE CONSTRUCTS MEASURED BY ABILITY TESTS?

Using a construct-level approach, we investigate the impact of practice on the properties of ability tests. Results show evidence for (a) structural and measurement invariance, (b) equivalence of derived *g*-factors, and (c) stable factor score reliability estimates. Implications for validity inferences, employment testing, and future research are discussed.

Charlie L. Reeve, Purdue University
Holly Lam, Purdue University
Submitted by Charlie L. Reeve, creeve@psych.purdue.edu

210-15 “ARE YOU SURE YOU WANT TO DO THIS?”

A self-assessment tool (SAT) is described that enables potential employees to assess not just whether they have the necessary skills for a particular role, but also whether they have the right attitude and appropriate personality characteristics. Furthermore, they can examine the ability of the employing organization to support them.

Chris F. Smewing, Interactive Skills
Ray Randall, Institute of Work Health and Organisations
Jonathan Houdmont, Institute of Work Health and Organisations
Pat Cantrill, National Health Service University
Vince Ion, National Health Service University
Claire Allen, National Health Service University
Submitted by Chris F. Smewing, chris.smewing@interactiveskills.co.uk

210-16 GENDER BIAS IN WORK-SAMPLE RATINGS OF MANUFACTURING APPLICANTS

Gender bias of male-dominated (MDT) and female-dominated (FDT) assessor triads in ratings of manufacturing assembler applicant performance within a multiphase work sample was investigated. Contrary to previous research, MDTs rated both male and female applicants significantly higher than FDTs. FDTs rated female applicants significantly lower than males.

Kevin G. Love, Central Michigan University
Rachel Meredith, Illinois Institute of Technology
Submitted by Kevin G. Love, Kevin.Love@cmich.edu

210-17 SCORING SITUATIONAL JUDGMENT TESTS: DOES THE MIDDLE MATTER?

Multiple means of scoring an SJT (“pick the best,” “pick the best/pick the worst,” and “rank-ordering”) were compared in terms of validity and reliability. While none of the methods produced acceptable levels of reliability, the rank-ordering method produced slightly but significantly greater validity than the other two approaches.

Jeff A. Weekley, Kenexa
Richard Harding, Kenexa
Ame Creglow, Kenexa
Robert E. Ployhart, George Mason University
Submitted by Jeff A. Weekley, jeff.weekley@kenexa.com

210-18

**RATIONAL VERSUS EMPIRICAL:
DEVELOPMENT AND VALIDATION OF CONSTRUCT-BASED BIODATA**

This poster will present research on the development, validation, and comparison of empirically derived and rationally derived biodata scales. Results will be presented in terms of validity, reliability, and defensibility of these biodata measures in a competency-based selection environment. Implications for practice and for future test development will be discussed.

Julia McElreath, U.S. Department of Homeland Security
Theodore L. Hayes, Transportation Security Administration
Submitted by Julia McElreath, julia.mcelreath@dhs.gov

210-19

BENEFITS OF PHYSICAL ABILITY TEST PREPARATION FOR FIREFIGHTER APPLICANTS

This research examined the impact of a physical conditioning and test preparation program on performance on a physical abilities test. Objective and self-report evidence suggest that the program helped all applicants improve their performance and was especially beneficial for female applicants.

Cheryl J. Paullin, Personnel Decisions Research Institutes
Submitted by Cheryl J. Paullin, cheryl.paullin@pdri.com

210-20

**GROUP DIFFERENCES IN EMOTIONAL INTELLIGENCE SCORES:
THEORETICAL AND PRACTICAL IMPLICATIONS**

The study used a common measure of emotional intelligence (EI) to examine group differences on scores. Differences were compared for gender, ethnicity, and age. Results indicated that females scored slightly higher than males and EI scores tended to increase with age. Group differences existed for ethnicity but favored minority groups.

David L. Van Rooy, Florida International University
Chockalingam Viswesvaran, Florida International University
Alexander Alonso, Florida International University
Submitted by David L. Van Rooy, dvanro01@fiu.edu

SATURDAY PM

210-22

EFFECTS OF FRAMING AND OUTCOME KNOWLEDGE ON ITEM-DIFFICULTY ESTIMATES

Two studies were conducted to investigate the effects of framing on judgments of item difficulty. In the first study, framing significantly affected judges' estimates of item difficulty, but outcome knowledge had no effect. The second study provides some evidence for why the framing effect occurs.

Todd J. Thorsteinson, University of Idaho
Rachael R. Dahl, University of Idaho
Sara Bennett, University of Idaho
Submitted by Todd J. Thorsteinson, tthorste@uidaho.edu

210-23 **DEVELOPMENT AND VALIDATION OF A SCENARIOS-BASED
MEASURE OF EMPLOYEE INTEGRITY**

A new 20-scenario integrity instrument is described and evaluated. Study 1 demonstrates that the measure is reasonably reliable and relatively unsusceptible to social desirability bias, and Study 2 reveals that employees' integrity scores are correlated with managerial ratings of performance, work relationships, career progress, and business success. Implications are discussed.

Thomas E. Becker, University of Delaware
Submitted by Thomas E. Becker, becker@lerner.udel.edu

210-24 **SIX GPA DECISION RULES AND ADVERSE IMPACT IN INITIAL SCREENING**

Evidence that decision makers' use of GPA extends beyond simple minimum cut-score decision rules precludes simple statements about whether the use of GPA in applicant screening causes adverse impact. Simulations were conducted to examine whether six different GPA decision rules identified in prior research are likely to produce adverse impact.

Kevin D. Carlson, Virginia Tech
Mary L. Connerley, Virginia Tech
Arlise P. McKinney, University of North Carolina-Greensboro
Ross L. Mecham, III, Virginia Tech
Submitted by Mary L. Connerley, maryc@vt.edu

210-25 **RACE-BASED SUBGROUP DIFFERENCES ON A CONSTRUCTED
RESPONSE PAPER-AND-PENCIL TEST**

We obtained a reduction in White/African-American differences on a constructed response test compared to a multiple-choice test of achievement. This reduction in subgroup differences was partially explained by differences in reading load, susceptibility to testwiseness, and fairness perceptions between the two test formats.

Bryan D. Edwards, Tulane University
Winfred Arthur, Texas A&M University
Submitted by Bryan D. Edwards, bryaedwards@yahoo.com

210-26 **APPLYING ITEM RESPONSE THEORY TO SCORING PERSONALITY MEASURES**

The present study examined whether the application of Item Response Theory to the scoring of personality profiles would improve on Classical Test Theory scoring with regard to criterion-related validity and selection decisions. No differences in criterion validity were found, but some discrepancy in selection decisions was observed.

Leifur Geir Hafsteinsson, Virginia Tech
Submitted by Leifur Geir Hafsteinsson, lgh@vt.edu

210-27 **A PROCEDURE FOR SELECTING PREDICTORS CONSIDERING VALIDITY AND ADVERSE IMPACT**

Personnel selection researchers and practitioners often must choose a set of predictors from a larger set of potential predictors for the purpose of creating a selection test battery. We present an automated procedure for selecting predictors for composites that considers both criterion-related validity and adverse impact.

Jeff W. Johnson, Personnel Decisions Research Institutes
Norman Abrahams, RGI
Janet Held, U.S. Navy
Submitted by Jeff W. Johnson, jeff.johnson@pdri.com

210-28 **INVESTIGATION OF CREDIT HISTORY VALIDITY AT
PREDICTING PERFORMANCE AND TURNOVER**

We investigated the validity of applicant credit report data at predicting subsequent performance and termination for 178 employees at a large corporation. Predictors extracted from credit reports had no validity at predicting either of the criteria. We recommend caution in the use of credit report data for making selection decisions.

Jerry K. Palmer, Eastern Kentucky University
 Laura L. Koppes, Eastern Kentucky University
 Submitted by Jerry K. Palmer, Jerry.Palmer@eku.edu

210-29 **THE EFFECT OF EXPLANATION FRAMING ON APPLICANTS' REACTIONS**

This study examined how the manner in which the selection ratio is framed (i.e., positive or negative) influences test-taking motivation and test performance. Participants in a positive framing condition and a competitive selection ratio showed higher test-taking motivation, which affected perceived test performance.

Robert E. Ployhart, George Mason University
 Gunna (Janet) Yun, George Mason University
 Submitted by Gunna (Janet) Yun, gyun1@gmu.edu

210-30 **THE INFLUENCE OF CULTURE ON CRITERION-RELATED VALIDITY AND JOB PERFORMANCE**

This study examines the validity generalization of cognitive and noncognitive predictors across 10 cultures, as well as mean performance differences. Hofstede's (1980) framework was used to generate cultural scores. Using random coefficient modeling, the results indicate cultural differences in average performance, but considerable generalizability in validity across cultures.

Robert E. Ployhart, George Mason University
 Joshua M. Sacco, Aon Consulting
 Lisa H. Nishii, Cornell University
 Kirk L. Rogg, Aon Consulting
 Submitted by Joshua M. Sacco, Joshua_M_Sacco@aoncons.com

211. COMMUNITY OF INTERESTS: SATURDAY, 4:30–5:20 **RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: OCCUPATIONAL HEALTH PSYCHOLOGY**

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

212. SPECIAL EVENT: SATURDAY, 5:00–5:50 **SHERATON I (LEVEL 4)****COMMITTEE ON ETHNIC MINORITY AFFAIRS (CEMA)**

All SIOP conference participants are invited to attend this reception. This is an excellent opportunity to meet others with similar interests and to learn more about this committee.

213. CONVERSATION HOUR: SATURDAY, 5:00–5:50**ONTARIO (LEVEL 2)****EDUCATION AND TRAINING IN I-O PSYCHOLOGY: ISSUES, CONCERNS, QUESTIONS?**

For past conferences, an open meeting for individuals involved in educating the next generation of I-O psychologists has been well-attended and positively received. Once again, members of the E&T and LRP Committees want to hear SIOP members' concerns, issues, or questions with regard to education and training in the field.

Robert L. Dipboye, Rice University, *Co-Host*

Janet L. Barnes-Farrell, University of Connecticut, *Co-Host*

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

Dawn L. Riddle, University of South Florida, *Co-Host*

Ann Marie Ryan, Michigan State University, *Co-Host*

Submitted by Robert L. Dipboye, Dipboye@Rice.edu

EVENING RECEPTION: SATURDAY, 6:00–8:00**CHICAGO VI/VII (LEVEL 4)****SATURDAY
PM**