104. Symposium/Forum: 8:00 AM–9:50 AM

Subconscious Goals, Self-Efficacy, Need for Achievement: The Latest Priming Research

Goals, self-efficacy, and need for achievement arguably all represent important variables in I-O psychology research. How about their subconscious counterparts? Do they matter, how do they work, do they have same properties? In this symposium, leading researchers will present the latest priming research that is being developed in I-O psychology.

Alex Stajkovic, University of Wisconsin-Madison, Chair
Edwin A. Locke, University of Maryland, Alex Stajkovic, University of Wisconsin-Madison, Does Subconscious Priming Have Conscous Mediators—The Case of Self-Set Goals
Alex Stajkovic, University of Wisconsin-Madison, Edwin A. Locke, University of Maryland, The Effects of Subconscious Self-Efficacy on Performance and Mediation Model
Amanda D. Shantz, University of Toronto, Gary P. Latham, University of Toronto, Goal Priming Induces Need for Achievement
Gary P. Latham, University of Toronto, Ronald F. Piccolo, University of Central Florida, The Effect of a Specific Versus a Nonspecific Subconscious Goal
Ronald F. Piccolo, University of Central Florida, Gary P. Latham, University of Toronto, An Experimental Examination of Subconsciously Primed Goals

Submitter: Alex Stajkovic, astajkovic@bus.wisc.edu

105. Panel Discussion: 8:00 AM–9:50 AM

Grand Ballroom A

The Talent Imperative: Pursuing Strategy Driven Talent Management

Strategic leadership talent management is now a core business function. The highly experienced panelists will discuss a range of critical talent management issues including developing integrated talent management, recruiting talent, leveraging experiences for development, approaches to changing leadership behavior, managing leadership talent pools, and identifying high-potential talent.

Robert F. Silzer, Human Resource Assessment & Development, Co-Chair
Ben E. Dowell, Self-Employed, Co-Chair
Marcia J. Avedon, Ingersoll Rand, Panelist
Sandra O. Davis, MDA Leadership Consulting, Panelist
Leslie W. Joyce, The Home Depot, Panelist
Paul R. Yost, Seattle Pacific University, Panelist

Submitter: Ben Dowell, BDowell@aol.com

106. Special Events: 8:00 AM–8:50 AM

Napoleon D3

Disaster Response Committee: The Role of I-O Psychologists in Disaster Recovery

I-O scientists and practitioners can uniquely aid employees and organizations recovering from disaster. This session will present efforts to address workplace needs, future directions for research and practice, and funding opportunities related to disaster recovery. Volunteering challenges to SIOP will be discussed along with efforts to build effective and visible alliances between SIOP, existing relief groups, and other psychologists.

Tracey E. Rizzuto, Louisiana State University, Presenter
Vicki V. Vandaveer, Vandaveer Group, Inc, Presenter
Donald M. Truxillo, Portland State University, Presenter
John R. Aiello, Rutgers University, Presenter

Submitter: Tracey Rizzuto, trizzut@lsu.edu

107. Symposium/Forum: 8:00 AM–9:50 AM

Nottaway

Innovations in Adaptive Simulation-Based Assessment, Training, and Feedback

Training within many complex domains can benefit from the ability to customize instructional content and feedback to the unique skill deficiencies of individual learners. This symposium presents new strategies for conducting adaptive training, emphasizing innovative solutions to conceptual, psychometric, and logistic challenges in developing their underlying assessment frameworks.

Phillip M. Mangos, Kronos Talent Management, Co-Chair
Gwendolyn Campbell, Naval Air Warfare Center Training Systems Division, Co-Chair
Phillip M. Mangos, Kronos Talent Management, Gwendolyn Campbell, Naval Air Warfare Center Training Systems Division, Matthew Lineberry, University of South Florida, Ami Bolton, Office of Naval Research, Modeling Simulation-Based Training Performance to Identify Emergent Assessment Opportunities
Jared Freeman, Aptima, Webb Stacy, Aptima, Georgiy Levechuck, Aptima, Wayne Shebiliske, Wright State University, John Colonna-Romano, Aptima, Techniques and Technologies for Optimizing Instructional Strategy
Winston Bennett, Training Research Laboratory, Discussant
Submitter: Phillip Mangos, philip.mangos@navy.mil

108. Symposium/Forum: 8:00 AM–9:50 AM

Waterbury

Shared Leadership in Context: North American and European Perspectives

This session will focus on shared leadership effectiveness in different organizational settings. Brief presentations from academics as well as a prominent executive will identify important processes, antecedents, and outcomes of shared leadership in order to increase knowledge and understanding and the development of shared leadership in organizations.
109. Special Events: 8:30 AM–9:50 AM
Armstrong

Invited Session: A Five-Year Journey With Coca-Cola

Following a lawsuit, the Coca-Cola Company agreed to create an external task force to review and revise virtually all HR processes within the company under court scrutiny. Over a 5-year timeframe, this project afforded a rare opportunity to simultaneously design and implement HR processes for all jobs system wide and to track the success of these initiatives. The panelists (including the attorney who originally brought the lawsuit and one of the Task Force members) will discuss the challenges, accomplishments, and learnings from the project.

Kathleen Kappy Lundquist, Applied Psychological Techniques, Chair
Irwin L. Goldstein, University System of Maryland, Panelist
Rene Redwood, CEO, Redwood Enterprises, Panelist
Cyrus Mehri, Mehr & Skalek, PLLC., Panelist
Submitter: Kathleen Lundquist, KKL@appliedpsych.com

110. Panel Discussion: 8:30 AM–9:50 AM
Borgne

Measuring Complex Dimensions With Executive Assessment Centers: Challenges and Solutions

Assessment center design becomes challenging when complex executive dimensions lack clear definition and have not been adequately validated. This session will identify common measurement challenges and solutions when dealing with complex and elusive dimensions that are difficult to simulate in the context of a traditional assessment center design.

Paul R. Bernthal, Development Dimensions International, Chair
Robert T. Hogan, Hogan Assessment Systems, Panelist
Ann Howard, Development Dimensions International, Panelist
Joseph L. Moses, Valtera Corporation, Panelist
Elaine B. Sloan, Personnel Decisions International, Panelist
George C. Thornton, Colorado State University, Panelist
Submitter: Paul Bernthal, Paul.Bernthal@ddiworld.com

111. Symposium/Forum: 8:30 AM–9:50 AM
Cornet

Innovations in Workforce Readiness Assessment

Some of the skills that employers most value are not learned in the classroom (Conference Board, 2006). Many new entrants in the workforce are deficient in these skills, suggesting that better assessment of these skills is needed. This symposium discusses some innovative work on the assessment of workforce readiness.

Jeremy T. Burrus, Educational Testing Service, Chair
Sarah A. Hezlett, Personnel Decisions Research Institutes,
Nathan R. Kuncel, University of Minnesota, Jana Rigdon, University of Minnesota, Criterion Problems in College Performance: Developing a Model and Measure
Jeremy T. Burrus, Educational Testing Service, Carolyn E. MacCann, University of New South Wales, Facets of Conscientiousness: Relationships With Work and Educational Outcomes
Krista D. Mattern, College Board, Discussant
Submitter: Jeremy Burrus, jburrus@ets.org

112. Community of Interest: 8:30 AM–9:50 AM
Gallier AB

Evidence-Based Management

Deb Cohen, Society for Human Resources Management, Host

113. Panel Discussion: 8:30 AM–9:50 AM
Grand Ballroom B

The Limits of Employee Engagement

Researchers and organizational leaders have focused on employee engagement as a factor contributing to improved job performance. However, when enabling conditions in the work environment are absent, engagement may not sustain performance—and other negative outcomes may follow for employees and organizations. Panelists will discuss engagement and its limitations.

Michael Frese, University of Giessen, Chair
Mark Griffin, University of Sheffield, Panelist
Wayne F. Cascio, University of Colorado, Panelist
Hailey A. Herleman, Clemson University, Panelist
Rachel Gonzalez Levy, Daichi Sankyo, Inc., Panelist
Mark Royal, Hay Group, Panelist
Submitter: Thomas Britt, twbrett@clemson.edu

114. Symposium/Forum: 8:30 AM–9:50 AM
Grand Ballroom D

Methods for Success: An Examination of Critical Leadership Issues

Despite advancements in the field of leadership, scholars agree that our understanding of leadership is incomplete. Recent leadership forums have committed sub-
117. Friday Seminar: 8:30 AM–11:20 AM

Grand Couteau

Occupational Health and Safety: Current Directions in Research and Practice

**Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit for attending.)**

Research has established the benefits of a safe and healthy workplace for both employees and employers. Participants will learn about preventative strategies to enhance employees’ safety, mental health, and work–family balance. The workshop also will discuss challenges of evaluating health and safety interventions, the role of individual differences, and common obstacles to implementing health and safety programs.

Lois E. Tetrick, George Mason University, **Presenter**
Robert R. Sinclair, Clemson University, **Presenter**
Leslie B. Hammer, Portland State University, **Presenter**
Glenda M. Fisk, Queen’s University, **Coordinator**

118. Roundtable Discussion/Conversation Hour: 8:30 AM–9:50 AM

Oak Alley

The Zeitgeist of the Future

SIOP 2008’s education theme track urged greater proactivity in educating our next generation about emerging workplace issues. We respond to that call, building from a semester seminar on nanotechnology, genomics, the death of privacy, and so on. Guided discussion groups will yield research, education, and practice ideas and collaborations.

Marcus W. Dickson, Wayne State University, **Host**
Benjamin Schneider, Valtera, **Host**
Levi R. Nieminen, Wayne State University, **Host**
Nathan Weidner, Wayne State University, **Host**
Marcus D. Weller, Wayne State University, **Host**
Anne C. Bal, Wayne State University, **Host**
Nathalie Castano, Wayne State University, **Host**
Abigail E. Reiss, Wayne State University, **Host**
Mingzhu Yu, Wayne State University, **Host**

Submitter: Marcus Dickson, marcus.dickson@wayne.edu

119. Panel Discussion: 8:30 AM–9:50 AM

Rhythms 1

I-O Psychologist as a Change Agent: Lessons From the Trenches

I-O psychologists often are resources for organizational change (e.g., testing, training, development). However, serving in the capacity of breaking old habits and setting new milestones can be lonely, arduous, and often perilous. The panelists discuss professional experiences that may help others positively affect change in their company.

James H. Killian, Hogan Assessment Systems, **Chair**
Amy Clampett, MacQuarie Bank U.S., **Panelist**
Meisha-Ann Martin, University of South Florida, **Panelist**
Michael J. Najar, CITGO Petroleum, **Panelist**
Laura Ann Preston, Kelly Services, **Panelist**

Submitter: James Killian, jkillian@hoganassessments.com
120. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 2
Random Walks Down Memory Lane: Career Paths in I-O Psychology

Careers with the same starting point take very different trajectories. Career paths in I-O psychology are often created by random events that lead to differences across time. Four psychologists discuss how their careers have developed over 25 years and offer suggestions for personal career development to current graduate students.

Daniel J. Svyantek, Auburn University, Chair
Stephen J. Cerrone, Burger King, Nonlinear and Unpredictable—Or Success Through Adaptive Responding?
John K. Schmidt, United States Navy, Over Hill...Anchors Aweigh...How Did I Get Here?
Daniel J. Svyantek, Auburn University, Making Fun of Administrators...And How I Became One!
Karla K. Stuebing, University of Houston, Discussant
Submitter: Daniel Svyantek, svyandj@auburn.edu

121. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 3
Issues in Cross-Cultural Personality Assessment

This symposium addresses emerging issues in the application of personality assessment in non-western cultures. The important role of response distortion and socially desirable responding in Asian and African cultures will be explored. Moreover, issues and approaches for addressing the cross-cultural validity of self-report (personality) data will be addressed.

Ronald C. Page, Assessment Associates International, Chair
Ronald C. Page, Assessment Associates International, Issues in Assessing Personality in Asian and Western Cultures
Ying Wang, University of Sheffield, Cross-Cultural Differences of Response Styles in Answering Personality Test
Gideon de Bruin, University of Johannesburg, Aletalta Odendaal, University of Johannesburg, Issues in Assessing Personality in South Africa: Cross-Cultural Lessons Learned
Thomas L. Payne, University of Wisconsin-Oshkosh, Discussant
Anna Brown, SHL Group Ltd, Discussant
Submitter: Paul Barrett, pbarrett@hoganassessments.com

122. Symposium/Forum: 9:00 AM–9:50 AM
Maurepas
Investigating Teams and Multiteam Systems: Selecting Game-Based Research Platforms

Computer-based games/simulations are frequently utilized in team research. However, there is little guidance regarding the suitability of particular games for studying constructs of interest. This is problematic as selection can limit the type of research conducted or data collected. Presentations seek to inform game selection decisions.

Frederick J. Panzer, Monster Government Solutions, Chair
Wendy Bedwell, University of Central Florida, Co-Chair
Submitter: Wendy Bedwell, wbedwell@mail.ucf.edu

123. Posters: 9:00 AM–9:50 AM
Napoleon ABC
Job Attitudes/Engagement

123-1 Cloud Computing: Dynamic Influences on User Acceptance

This study identified factors that lead to individual adoption of cloud computing technology. Using relative weights analysis (Johnson, 2004), we demonstrated that, relative to other factors, the importance of perceived organizational support grew over time, whereas the importance of computer self-efficacy diminished over time. Organizational implications are discussed.

Tara S. Behrend, North Carolina State University
Submitter: Tara Behrend, tara.behrend@gmail.com

123-2 Relative Importance of Employee Engagement, Other Job Attitudes, and Affect

This research uses dominance analysis to provide a comprehensive assessment of the relative importance of trait affect and several job attitudes as predictors of task performance, OCB, CWB, and job withdrawal. Overall, employee engagement, job satisfaction, perceived organizational support, and NA were found to be the most important predictors.

Michael Baysinger, Purdue University
Bradley J. Brummel, University of Tulsa
Reeshad S. Dalal, George Mason University
James M. LeBreton, Purdue University
Submitter: Bradley Brummel, bradley-brummel@utulsa.edu

123-3 Perceived Organizational Support and Organization-Based Self Esteem: Redundant or Complementary?

We examine the overlap between measures of perceived organizational support (POS) and organization-based...
self-esteem. We theorize that POS should more strongly predict workplace attitudes and that OBSE should more strongly predict workplace behaviors. Findings from a meta-analytic review of past research on POS and OBSE support our hypotheses.

Daniel J. McAllister, National University of Singapore
Issac Lim, Stanford University
Kelvin Pang, National University of Singapore
Hwee Hoon Tan, Singapore Management University
Submitter: Sankalp Chaturvedi, sankalp.chaturvedi@gmail.com

123-4 Organization-Based Self-Esteem as a Mediator of Civility–Job Satisfaction Relationship

This study investigates the relationship between civility, organization-based self-esteem, and job satisfaction in the sample of 89 employees. The influence of civility climate on job satisfaction is mediated by organization-based self-esteem. OBSE is one intervening variable that may help account for the influence of work environment on employee attitudes.

Olga L. Clark, University of Hartford
Submitter: Olga Clark, oclark@hartford.edu

123-5 Job Satisfaction and Social Comparison: A Causal Model

This study is grounded in the conceptual and empirical literature that argues for the importance of judgments and comparisons in the evaluation of job satisfaction. Specifically, experimental evidence is presented that supports the hypothesis that engaging in downward social comparison leads to increased perceptions of job satisfaction.

Joshua Douglas Cotton, The University of Memphis
Ronald S. Landis, The University of Memphis
Submitter: Joshua Cotton, joshuamail@gmail.com

123-6 Recovery at Work: The Relationship Between Identification and Work Attitudes

The complex makeup of the substance abuse treatment workforce poses unique challenges to this field. Social identity theory is used to make the case that counselors who are in recovery will identify more with their work, resulting in increased commitment and job satisfaction as well as decreased turnover intentions.

Sara Curtis, University of Georgia
Lillian T. Eby, University of Georgia
Submitter: Sara Curtis, saralcurtis@yahoo.com

123-7 Bad Versus Good: Do Positive Work Events Predict Nurses’ Engagement?

Positive work experiences (PWEs) offer several advantages over traditional measures of work-related stressors or positive perceptual measures. We show that nurses (N = 207) with more frequent PWEs also report higher levels on multiple engagement measures. However, some benefits of PWEs are contingent on nurses’ levels of work stressors.

Marilyn N. Deese, Clemson University
Lindsay E. Sears, Clemson University
Submitter: Marilyn Deese, mdeese@g.clemson.edu

123-8 The Job Satisfaction and Life Satisfaction Relationship: A Meta-Analysis

This meta-analysis examined the relationship between job satisfaction and life satisfaction. Although a positive relationship was found, the strength of this relationship depended upon how job and life satisfaction were measured. We also found generational and gender differences. Finally, evidence is provided for a partially spurious relationship.

Kevin J. Eschleman, Wright State University
Nathan A. Bowling, Wright State University
Submitter: Kevin Eschleman, eschleman.2@wright.edu

123-9 Employee Responses to Trust: The Moderating Role of Bureaucratic Structure

We tested whether the relations between trust and both commitment and motivation depended on perceived structure. Data were provided by 332 employees working in different organizations. We found support for our hypothesis. The results confirmed the situational-strength hypothesis. Relations were stronger when perceived structure was less bureaucratic.

Michael J. Withey, Memorial University
Ian R. Gellatly, University of Alberta
Submitter: Ian Gellatly, ian.gellatly@ualberta.ca

123-10 The Theory of Planned Behavior and Corporate Volunteerism

Company-supported volunteering is increasingly popular, yet little research has examined why individuals participate in this behavior. In a sample of 110 employees, antecedents of intentions specified by the theory of planned behavior and its extensions were found to be positively related to intentions to participate in company-supported volunteering.

Jaime B. Henning, Eastern Kentucky University
Ann H. Huffman, Northern Arizona University
Abigail M. Elandt, Eastern Kentucky University
Submitter: Jaime Henning, Jaime.Henning@eku.edu

123-11 Revisiting the Construct of Job Involvement: Measurement and Validity Evidence

This study examined the psychometric properties of Paulay et al.’s (1994) job involvement scale and a derivation of the Lodahl and Kejner scale developed by Reeve and Smith (2001). Results indicate that Paulay et al.’s job involvement scale is clearer in concept and more predictive of job performance.

Chia-Lin Ho, North Carolina State University
Samuel B. Pond, North Carolina State University
Submitter: Chia-Lin Ho, cho4@ncsu.edu
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<td>Commitment to Work-Group Performance: Extension of the Three-Component Model</td>
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**123-12 Toward an Understanding of Why Situational Constraints Negatively Influence Performance**

Using a sample of 158 undergraduate students, this study demonstrated that situational constraints are related to satisfaction, frustration, and perceived behavioral control. In addition, perceived behavioral control partially mediated the relationship between situational constraints and affective reactions. Finally, affective reactions partially mediated the relationship between situational constraints and performance.

Margaret T. Horner, Texas A&M University  
Stephanie C. Payne, Texas A&M University  
Rebecca J. Thompson, Texas A&M University  
Submitter: Margaret Horner, meg_horner@yahoo.edu

**123-13 Commitment to Work-Group Performance: Extension of the Three-Component Model**

This paper summarizes validity evidence for a new measure of commitment to contributing to work-group performance. This measure extends Meyer and Allen’s 3-component model beyond its traditional emphasis on predicting retention and towards using commitment to predict job performance. Generally supportive validity evidence from 2 studies is presented.

Timothy A. Jackson, University of Western Ontario  
John P. Meyer, University of Western Ontario  
Yaprak Kumsar, University of Western Ontario  
Submitter: Timothy Jackson, timothyajackson@gmail.com

**123-14 Using Measurement Equivalence to Examine Employees' Differing**

Tests of measurement equivalence revealed that blue- and white-collar workers possess different conceptualizations of various aspects of their jobs. Confirmatory and exploratory factor analyses revealed that blue-collar workers perceive each dimension of job satisfaction in a more unitary manner than do white-collar workers.

Xiaoxiao Hu, George Mason University  
Seth A. Kaplan, George Mason University  
Reeshad S. Dalal, George Mason University  
Submitter: Seth Kaplan, skaplan1@gmu.edu

**123-15 Psychological Contract Type, Contract Violations, and Intention to Stay**

The influence of contract type (relational or transactional) on the effect of violation of the psychological contract on intention to stay was examined. Results indicated that individuals high on relational contract type or low on transactional contract type were the most likely to have turnover intentions after a violation.

Joanna Kraft, University of Windsor  
Catherine T. Kwantes, University of Windsor  
Submitter: Catherine Kwantes, ckwantes@uwindsor.ca

**123-16 Memory and Mood Effects on Job Satisfaction Over the Lifespan**

This study examines the role of specific age-related memory effects (failure to encode contextual detail and a positive information encoding bias) on changes in job satisfaction. Hypotheses were tested within a measurement equivalence framework across 2 samples. Results suggest associations in memory differ with age, leading to different satisfaction levels.

Joseph Luchman, George Mason University  
Seth A. Kaplan, George Mason University  
Reeshad S. Dalal, George Mason University  
Submitter: Joseph Luchman, jluchman@gmu.edu

**123-17 Cognitive and Affective Bases of Satisfaction Relate Differently to Withdrawal**

In a sample of 375 full-time employees from 33 industries, cognitive and affective bases of job satisfaction had differential relationships with several withdrawal indicators and self-rated performance. Also, attitudes were more associated with withdrawal when affective–cognitive consistency was high, and positive and negative emotions had different relationships with withdrawal.

Stephanie M. Merritt, University of Missouri-St. Louis  
Submitter: Stephanie Merritt, merritts@umsl.edu

**123-18 Measures of Organizational Identification and Affective Commitment: Cognitive or Affective?**

Recent work has updated definitions of organizational identification (OI) and affective commitment (AC), rendering past measurement tools obsolete. We develop new measures based on recent definitions and present an analysis for testing whether responses to new and existing scales are associated primarily with cognition or affect.

Stephanie M. Merritt, University of Missouri-St. Louis  
Angela M. Farabee, University of Missouri-St Louis  
Submitter: Stephanie Merritt, merritts@umsl.edu

**123-19 Refinements to ASA Research: Shifting the Focus to Focal Traits**

This study resolves multiple problematic trends in research on Schneider’s ASA model. Using real organizational data and actual metrics of attraction, selection, and attrition (vice proxies), this study provides a simultaneous test of all 3 components of the model. Rationale and analyses focusing on a subset of characteristics are presented.

Kevin D. Meyer, Hogan Assessment Systems  
Amy Nicole Salvaggio, University of West Haven  
Submitter: Kevin Meyer, kevindmeyer@yahoo.com

**123-20 The Utrecht Work Engagement Scale: An Evaluation of Two Versions**

This article analyzes the Utrecht Work Engagement Scale (UWES). Study 1 critiques the original scale development and analyzes a similar sample using...
exploratory and confirmatory factor analyses. Using 3 samples, Study 2 evaluates the reliability, validity, and factor structure of the 17-item UWES as well as the 9-item version.

Maura J. Mills, Kansas State University
Satoris S. Culbertson, Kansas State University
Clive Fullagar, Kansas State University
Submitter: Maura Mills, mjmills@ksu.edu

123-21 Psychological Contract Breach: Do Promises Matter?
Promises are positioned centrally in the study of psychological contract breach. However, because the effects of promised and delivered inducements are typically confounded, the role of promises remains unclear. Using an experimental approach, our findings suggest that promises matter little; employees are primarily concerned with what the organization delivers.

Samantha D. Montes, University of Toronto
David Zweig, University of Toronto
Submitter: Samantha Montes, montes@utsc.utoronto.ca

123-22 Organizational Climate Perceptions as Predictors of Employee Engagement and Performance
This study looks at the variables of employee engagement, organizational climate, and performance feedback to affect positive change in an organization. A return on investment model is proposed to increase employee engagement through enhancing specific organizational climate factors.

Daren S. Protolipac, St. Cloud State University
Mary Taylor, Midwest ISO/St. Cloud State University
Submitter: Daren Protolipac, dsprotolipac@stcloudstate.edu

123-23 Supervisor Implicit Theory of Ability and Employee Outcomes
This study was conducted to assess the impact of supervisor implicit theory of ability related to important employee outcomes (e.g., employee motivation to improve job performance). Results indicated advantageous employee outcomes when supervisors held more incremental beliefs (i.e., that ability is malleable). Future research directions and practical implications are discussed.

Stephen D. Risavy, University of Guelph
Chester Kam, University of Western Ontario
Wei Qi (Elaine) Perunovic, University of New Brunswick
Submitter: Stephen Risavy, srisavy@uoguelph.ca

123-24 Racial Differences in Job Satisfaction: A Meta-Analysis
This meta-analysis reveals a $d = .33$ difference between Black and White employees on job satisfaction ($k = 26, \ N = 45,765$). The effect appears to be robust across operationalizations of race. Race differences in satisfaction varied by job satisfaction facet and country of origin.

Jennifer Rodriguez, Texas A&M University
Daniel A. Newman, University of Illinois at Urbana-Champaign
Submitter: Jennifer Rodriguez, jrodriguez@tamu.edu

123-25 Social Support and Affective Organizational Commitment: Test of Moderating Effects
This study investigated the moderating effect of job resource adequacy and ambient conditions on the relationships that supervisor and coworker support have with affective commitment. Results, based on 215 participants working within a health care organization, corroborate the moderating effect of job resource adequacy and partially that of ambient conditions.

Vincent Rousseau, Université de Montréal
Caroline Aubé, HEC Montréal
Submitter: Vincent Rousseau, vincent.rousseau@umontreal.ca

123-26 Does Item Ordering Affect the Factor Structure of Job Attitudes?
The purpose of this study was to examine the effects of item presentation (randomization) on the factor structure of job attitude scales. Results indicate that the item ordering had an effect on the manner in which participants answered the scale items reducing the observed relationship between various job attitudes.

Ian Smith, University of Tulsa
Bradley J. Brummel, University of Tulsa
Submitter: Ian Smith, ian_smitty@hotmail.com

123-27 Cynicism and Job Satisfaction: Exploration of Mediating Mechanisms
This study examined the effect of cynicism, a stable individual disposition, on job satisfaction. Hierarchical regression analysis of survey data from 105 employees indicated that cynicism was negatively related to job satisfaction and the relationship was mediated by job enrichment and quality of leader–member exchange (LMX).

Abhishek Srivastava, West Virginia University
John W. Adams, West Virginia University
Submitter: Abhishek Srivastava, abhishek.srivastava@mail.wvu.edu

123-28 Commitment Profiles: Truly Taking a Multidimensional Perspective
Few studies have addressed how multiple forms of commitment influence one another when they combine. Using latent profile analysis (LPA), the authors found evidence of 6 commitment profiles and of the mutual effects of 4 forms of commitment on turnover intentions in a sample of 712 university alumni.

Laura J. Stanley, University of Georgia
Robert J. Vandenberg, University of Georgia
Christian Vandenberghe, HEC Montreal
Kathleen Bentein, University of Quebec at Montreal
Submitter: Laura Stanley, ljstan@uga.edu
123-29 Employees Validate Multidimensionality of Engagement: Trait and State Facets Supported

In a qualitative study on engagement involving over 2,000 employees, we found employees define their work engagement as being most influenced by (a) factors associated with the job itself, (b) personal factors such as personality, work ethic, (c) interaction with customers, (d) relationship with manager, and (e) compensation.

Jaci Jarrett Masztal, Burke, Inc.
Lisa A. Steelman, Florida Institute of Technology
Gabriela Paishurro, Burke, Inc.
Heather Pierce, Independent Consultant
Submitter: Lisa Steelman, lsteelma@fit.edu

123-30 Exploring Personality Variables as Boundary Conditions of the Justice–Job Satisfaction Relationship

We examined personality characteristics as moderators of the justice–job satisfaction relationship. Using 3-wave longitudinal survey data from 327 individuals, we measured personality and perceptions of interpersonal justice and job satisfaction. Results indicated that although interpersonal justice impacts job satisfaction, this relationship is influenced by personality.

Sabrina Volpone, University of Houston
Cristina Rubin, University of Houston
Ari A. Malka, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Lindsay Brown, University of Houston
Submitter: Sabrina Volpone, sabrina@volpone@aol.com

123-31 Partial Inclusion Theory: An Application and Extension to Part-Time Groups

This study utilizes a more precise measure of role involvement than previous research, including time spent and flexibility outside of work roles, in order to test partial inclusion theory. In addition, we test the part-time employee typology developed in previous research on a national sample of employees.

Jenell L. S. Wittmer, University of Toledo
James E. Martin, Wayne State University
Submitter: Jenell Wittmer, jennell.wittmer@utoledo.edu

123-32 Effects of Prenotification on Nonresponse in Internet-Based Surveys

Prenotification is used by researchers to enhance survey response rates. This study examined N = 164 surveys conducted over the Internet, n = 21 studies with a prenotification/opt-out phase, and n = 143 studies without.
Consistent with previous research, prenotification enhanced response rates. Results showed that nonresponse bias was reduced by using a prenotification/opt-out phase.

Agnieszka Kwiatkowska, Syracuse University
Miao Chen, Syracuse University
Submitter: Jeffrey Stanton, jmstanto@syr.edu

124. Interactive Posters: 9:00 AM–9:50 AM

Napoleon D1-D2

Workplace Deviance Seems Abnormal

Michael Hargis, University of Central Arkansas, Facilitator

124-1 Impact of Cyberloafing on Affect, Work Depletion, Facilitation, and Engagement

We examined the impact of 2 types of cyberloafing activities—browsing and e-mailing—on employees’ positive and negative affect. Findings suggested that positive affect arising from browsing activities facilitate work whereas negative affect triggered by e-mailing activities deplete work. Implications of our findings are discussed.

Vivien K.G. Lim, National University of Singapore
Don J.Q. Chen, National University of Singapore
Submitter: Jia Qing Chen, g0800777@nus.edu.sg

124-2 Antecedents of Counterproductive Work Behavior: A Multisource Survey Study

This study tests the extent to which job incumbent self-report and coworker report of counterproductive work behavior in health care work converge and the extent to which job incumbent-reported work-related antecedents (i.e., job demands and job resources) similarly predict both self-report and coworker-reported behaviors.

Jan de Jonge, Eindhoven University of Technology
Maria Peeters, Utrecht University
Submitter: Jan de Jonge, j.d.jonge@tue.nl

124-3 “My Displeasure to Serve You Today”: Antecedents of Emotional Deviance

Service employees often have to regulate their emotions when interacting with customers, but some are more likely than others to act inappropriately towards customers and perform emotional deviance. Using a dual-sample design, we investigated direct and interaction hypotheses of the effects of narcissism and work stressors on emotional deviance.

Taylor Peyton, San Diego Gas & Electric
Mark G. Ehrhart, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Submitter: Taylor Peyton, taylorpeyton@hotmail.com

124-4 Observing Workplace Aggression: Should I Intervene or Not?

Using a vignette study, we explored observer intervention in incidents of workplace aggression. Results indicate employees are less likely to provide assistance to victims if the cost of helping is high and if the perceived harm to the victim is low. We discuss implications and future directions for research.

Olusore Taylor, University of Western Ontario
Joerg Dietz, University of Western Ontario
Bernd Marcus, University of Hagen, Germany
Submitter: Olusore Taylor, otaylor@uwoc.ca
125. Special Events: 9:00 AM–9:50 AM
Napoleon D3

“Brand” New I-O: Building and Managing the I-O Psychology Brand

Our profession constantly strives to increase its visibility among business leaders, HR professionals, and the general public. This session will present the Visibility Committee’s initiatives to build our brand image. We will discuss our findings from our brand assessment, share our brand management plan, and gain input from the audience on future branding directions.

Christopher T. Rotolo, Behavioral Insights, LLC, Presenter
Anna R. Erickson, Questar-Organizational Insights Group, Presenter
Becca A. Baker, JCPenney Co., Presenter
Submitter: Christopher Rotolo, chris@behavioralinsights.com

126. Special Events: 10:30 AM–11:50 AM
Armstrong

Program Committee Invited Address: Dr. Peter Gollwitzer

Dr. Peter Gollwitzer, professor of psychology at NYU, whose research spans social psychology, cognition and perception, neuropsychology, and I-O psychology, will be discussing the question of how goals and plans affect cognition and behavior.

Gary P. Latham, University of Toronto, Chair
Peter Gollwitzer, New York University, Presenter

127. Symposium/Forum: 10:30 AM–11:20 AM
Borgne

Personality and 360-Degree Feedback: Integration and Real-World Implications

Personality assessments and 360 feedback tools are often utilized together to provide feedback to individuals. However, it is often a challenge to integrate feedback from both sources in order to provide the participant with the richest development experience. This symposium will present practical implications for integrating personality and 360 feedback.

Ginny Gray, Trinity Industries, Bridging the Leadership Intention-Impact Gap With 360° Feedback
Carol Jenkins, Assess Systems, Kathleen Frye, Assess Systems, Personality and 360-Degree Feedback: Combining Assessments to Enrich Development
Blaine H. Gaddis, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, Multisource Performance Appraisal and Personality: View From the Dark Side
Steven C. Hardesty, Assess Systems, Discussant
Submitter: Steven Hardesty, shardesty@assess-systems.com

128. Symposium/Forum: 10:30 AM–11:20 AM
Cornet

Time and Job Performance

We highlight new implications of time trends in job performance for personnel selection and appraisal. These include the effects of past performance trajectories on current performance ratings, a multilevel model of validity degradation, and a framework for integrating time with multidimensional criterion models.

Daniel A. Newman, University of Illinois at Urbana-Champaign, Chair
Daniel A. Newman, University of Illinois at Urbana-Champaign, A Latent Growth Model of Validity Degradation
Seth M. Spain, University of Illinois at Urbana Champaign, A Practical Approach to Multidimensional Dynamic Criterion Validation
David Chan, Singapore Management University, Discussant
Submitter: Daniel Newman, d5n@uiuc.edu

129. Symposium/Forum: 10:30 AM–11:50 AM
Gallery

Exploring Allies, Enemies, and (Lack of) Boundaries in Work–Family Interactions

This symposium empirically explores the boundaries that employees create between their work and personal lives, both through the examination of specific tests of boundary theory as well as the examination of when these different roles are allies (i.e., lead to work–family facilitation) versus enemies (i.e., lead to work–family conflict).

Satoris S. Culbertson, Kansas State University, Co-Chair
Maura J. Mills, Kansas State University, Co-Chair
Sabine Sonnentag, University of Konstanz, Iris Kuttler, University of Konstanz, What Is Work—What Is Life?
Boundaries Between Work and Nonwork
Jaya Pathak, Florida Institute of Technology, Lisa A. Steelman, Florida Institute of Technology, Influence of Individual Differences on Work to Family Enrichment
Heather N. Odle-Dusseau, Gettysburg College, Thomas W. Britt, Clemson University, Tiffany M. Greene-Shortridge, Kenexa, Resources as Predictors of Work–Family Conflict and Enhancement
Clive Fullagar, Kansas State University, Satoris S. Culbertson, Kansas State University, Maura J. Mills, Kansas State University, Engagement: Positive Boundary Spanning Between Work and Family

Submitter: Maura Mills, mjmills@ksu.edu

130. Community of Interest: 10:30 AM–11:50 AM
Galley AB

Leadership Talent Management

Robert F. Silzer, Human Resource Assessment & Development, Host
Ben E. Dowell, Self-Employed, Host

131. Symposium/Forum: 10:30 AM–12:20 PM
Grand Ballroom A

OFCCP: Then and Now

The OFCCP was established after the Civil Rights Act of 1964 and well before the Uniform Guidelines, the SIOP Principles, and many advances in personnel testing. Psychometricians, consultants, lawyers, and retired OFCCP officials will examine how OFCCP has evolved, both procedurally and structurally, in the last 4 decades.

Daniel A. Newman, University of Illinois at Urbana-Champaign, Chair
Daniel A. Newman, University of Illinois at Urbana-Champaign, A Latent Growth Model of Validity Degradation
Seth M. Spain, University of Illinois at Urbana Champaign, A Practical Approach to Multidimensional Dynamic Criterion Validation
David Chan, Singapore Management University, Discussant
Submitter: Daniel Newman, d5n@uiuc.edu

Final Program 2009 SIOP Conference
New Orleans, Louisiana

Society for Industrial and Organizational Psychology, Inc.
132. Symposium/Forum: 10:30 AM–11:20 AM
Grand Ballroom B
Causes and Consequences of Social Networks in Organizations

Many recent studies suggest the importance of social networks in the organization. Although some research has addressed the development and effects these networks can provide, many essential antecedents and outcomes have yet to be considered. We provide important insights into the causes and consequences of networks in organizations.

Erin Coyne, The Ohio State University, Co-Chair
Steffanie L. Wilk, The Ohio State University, Co-Chair
Erin Coyne, The Ohio State University, Nancy P. Rothbard, University of Pennsylvania, Steffanie L. Wilk, The Ohio State University, Exploring the Relationship Between Work–Life Preferences and Social Networks
Felice Williams, Virginia Tech, Informal Dispute Resolution: The Emergent Mediator in Social Networks
Natalia Lorinkova, University of Maryland, R. Scott Livengood, University of Maryland, The Effects of Managers’ Networks on Firm Performance: A Meta-Analysis
Larry Inks, The Ohio State University, Discussant
Submitter: Erin Coyne, coyne.39@osu.edu

133. Symposium/Forum: 10:30 AM–11:50 AM
Grand Ballroom D
Driving M and A Results: Talent Assessment and Leader Integration

M&A failure is often attributed to errors in talent selection or an inability to successfully integrate talent. This session will examine M&A best practices and lessons learned about maximizing talent assessment and successfully transitioning leaders, from both the view of external consultants and internal practitioners.

Lorry A. Olson, Bank of America, Chair
David Astorino, RHR International, Management Due Diligence: A Model to Accelerate Change
Anjani Panchal, Axiom Consulting Partners, Using Strategic Value Creation to Determine Postintegration Leadership Selection
Suzan L. McDaniel, Bristol-Myers Squibb, Talent and Cultural Assessment for Due Diligence and Integration
Rebecca Schalm, RHR International, Postacquisition Leader Integration and Retention
Lorry A. Olson, Bank of America, Acquisition Onboarding: Ensuring Success for Acquired Executives
Julio Manso, Bank of America, Discussant
Submitter: Lorry Olson, lorry.aolson@bankofamerica.com

134. Panel Discussion: 10:30 AM–11:50 AM
Grand Ballroom E
Racioethnicity in Organizations: Do Scientific Methods Reflect Practical Realities?

Racioethnicity is frequently studied as a series of categorical codes that do not account for substantive differences between and within racioethnic groups. In this session, 4 experts on racioethnicity diversity will discuss if and when use of categorical codes limits the science and practice of managing racioethnic differences in organizations.

Lisa M. Leslie, University of Minnesota, Chair
Arthur P. Brief, University of Utah, Panelist
James L. Outtz, Outtzz and Associates, Panelist
Belle Rose Ragins, University of Wisconsin-Milwaukee, Panelist
Kecia M. Thomas, University of Georgia, Panelist
Submitter: Lisa Leslie, l Leslie@umn.edu

135. Symposium/Forum: 10:30 AM–11:50 AM
Maurepas
Unemployment in Economic Hard Times

Unemployment continues to rise around the world. A series of papers are presented dealing with identifying employment opportunities, strategies for finding reemployment, strategies for job searches, and the negative effects of unemployment. The research presented in this program is aimed at ameliorating the growing global unemployment problems.

Ronald G. Downey, Kansas State University, Chair
Connie R. Wanberg, University of Minnesota, Zhen Zhang, Arizona State University, Erica W. Diehn, University of Minnesota, Helping Unemployed Individuals: “Getting Ready for Your Next Job” Inventory
Jessie Koen, University of Amsterdam, Ute-Christine Klehe, University of Amsterdam, Amelies van Vianen, University of Amsterdam, Job Search: Development of Reemployability Among Long-Term Unemployed People
Gera Noordzij, Erasmus University Rotterdam, Edwin A. J. Van Hooft, Erasmus University Rotterdam, Heleen van Mierlo, Erasmus University Rotterdam, Marie Ph. Born, Erasmus University Rotterdam, Effects of Learning Goal-Oriented Training in Job Seeking
Karsten I. Paul, University of Erlangen-Nuremberg, Klaus Moser, University of Erlangen-Nuremberg, Moderators of Negative Unemployment Effects on Mental Health: Meta-Analytic Evidence
Zhaoli Song, National University of Singapore, Discussant
Submitter: Ronald Downey, downey@ksu.edu

136. Posters: 10:30 AM–11:20 AM
Napoleon ABC
Careers/Mentoring/Onboarding/Work–Life

136-1 21st Century Networking: The Influence of Self-Esteem on Networking Behaviors

Consistently, research has demonstrated that self-esteem influences social behavior. This study examined the relationship between self-esteem and career-related social networking activity. Results demonstrate self-
esteem significantly predicts networking activity, and presentation style mediates this relationship. Findings of this study demonstrate the importance of self-esteem and workplace networking.

Cassandra R. Leier, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Submitter: Mark Agars, Magars@csusb.edu

136-2 Development of a Practitioner Interest Scale for Industrial-Organizational Psychology

This study was conducted to develop and validate an interest scale that measures individuals’ inclination toward practice in I-O psychology, so as to supplement the original Scientist–Practitioner Inventory (Leong & Zachar, 1991) in measuring career specialty choice in I-O. Acceptable psychometric property and convergent and divergent validity were found.

Jason L. Huang, Michigan State University
Frederick T. Leong, Michigan State University
Submitter: Jason Huang, huangle1@msu.edu

136-3 A Developmental Network and Relational Savvy Approach to Talent Development

This paper extends research on developmental networks and relational savvy in proposing that organizations take a relational approach to talent development. More specifically, we assert that existing organizational efforts at developing employees should be complemented by training employees to foster their own portfolio of advisors within and beyond organizational borders.

Dawn E. Chandler, California Polytechnic State University
Douglas T. Hall, Boston University
Kathy E. Kram, Boston University
Submitter: Kathy Kram, kekram@bu.edu

136-4 Person–Occupation Fit and Integrity: Evidence for Incremental Validity

Using the O*NET database as a foundation, we developed and validated the WorkKeys Fit Assessment, a tool designed to measure person–occupation congruence using occupational interests and work values. Results suggest that person–occupation fit predicts desirable work attitudes and outcomes and also demonstrates incremental validity above integrity testing.

Bennett E. Postlethwaite, University of Iowa
Xuan Wang, University of Iowa
Alex Casillas, ACT, Inc.
Kyle Swaney, ACT, Inc.
Tamera L. McKinniss, ACT, Inc.
Jeff Allen, ACT, Inc.
Mary Ann Hanson, ACT, Inc.
Steve Robbins, ACT, Inc.
Submitter: Bennett Postlethwaite, bennett-postlethwaite@uiowa.edu

136-5 Clarifying the Construct of Career Success: A Qualitative Approach

Although career success is an important employee outcome, its definition has been mainly limited to 2 broad dimensions. Through qualitative methods, we identified 12 dimensions of career success including advancement, personal goals, long-term mentality, and nonwork aspects. Practical implications and directions for further research are discussed.

Kristen M. Shockley, University of South Florida
Heather Meikle, University of South Florida
Ozgun Burcu Rodopman, University of South Florida
Laura Poteat, University of South Florida
Submitter: Ozgun Rodopman, orodopma@mail.usf.edu

136-6 Socialization and Trust: A Longitudinal Analysis

This longitudinal study examined the impact of institutionalized socialization on organizational trust and job attitudes. We surveyed organizational newcomers shortly after entry, 3 months, and 9 months later. Our results indicate that trust functions as a mediator between socialization tactics and job satisfaction and affective commitment.

Kristyn A. Scott, University of Toronto
Samantha D. Montes, University of Toronto
Greg Irving, Wilfrid Laurier University
Submitter: Kristyn Scott, kscott@utsc.utoronto.ca

136-7 How Do Objective and Subjective Career Success Interrelate Over Time?

We examined the interrelationship of objective (salary, position) and subjective career success (comparison with others, job satisfaction) with 1,336 professionals in a 10-year longitudinal study. Objective success only influenced the comparative judgment, whereas both subjective success measures had a strong and positive influence on the increases of objective success.

Daniel Spurk, University Erlangen
Andrea E. Abele, University Erlangen
Submitter: Daniel Spurk, daniel.spurk@sozpsy.phil.uni-erlangen.de

136-8 Economic Impact of Stress in Organizations: A New Utility Model

This investigation proposes a new model of utility analysis that is adaptable to many organizational applications. Existing literature on stress and organizational outcomes is briefly reviewed, as are current utility models. The proposed model is then illustrated in a working example. Overall conclusions and implications are discussed.

John A. Coaster, Central Michigan University
Submitter: John Coaster, coast1ja@cmich.edu

136-9 Effect of Household Structure on Benefit Utilization

The study examines the effect of household structure on employee utilization of family-friendly benefits offered in government agencies. Results showed single parents dis-
played the highest frequencies of family-friendly benefit utilization, whereas traditional family employees showed the lowest frequencies. Future research should examine other individual differences antecedent to benefit utilization.

Sharyn Aufenanger, Miami Dade College
Kimberly Wells, U.S. Office of Personnel Management
Submitter: Sharyn Aufenanger, saufenanger@gmail.com

136-10 Testing a Four-Component Model of Organizational Work–Family Support

This study tested the effects of 4 types of organizational work–family support on time-based and strain-based work interference with family. Formal work–family policies and benefits, compensation and employment security, work design, and work–family organizational culture each contributed to explaining variance in work–family conflict.

Monique Valcour, Boston College
Jessica Bagger, California State University, Sacramento
Submitter: Jessica Bagger, baggerj@csus.edu

136-11 Recovery Experiences During Leisure Time and Unemployed Individuals' Well-Being

This 1-month longitudinal study investigated recovery experiences during leisure time (psychological detachment from unemployment, relaxation, mastery experiences) as predictors of unemployed individuals' well-being. Hierarchical regression analyses \((N = 118)\) showed that psychological detachment from unemployment and relaxation during leisure time positively predicted mental health. Psychological detachment also predicted self-esteem.

Carmen Binnewies, University of Mainz
Cornelia Niessen, University of Konstanz
Submitter: Carmen Binnewies, carmen.binnewies@uni-mainz.de

136-12 Clarifying Career Decisions of Mothers by Exploring Their Work Experiences

This paper seeks to build understanding of the career decisions of mothers by exploring the content of their work experiences. A qualitative study with 27 women (22 mothers; 5 non-mothers) revealed how mothers’ career decisions are influenced by their experiences of stereotyping and disadvantage in the workplace.

Whitney E. Botsford, EASI Consult
Eden B. King, George Mason University
Submitter: Whitney Botsford, wbotsfor@gmu.edu

136-13 Mismatched Boundary Strength Components: A Person–Environment Fit Perspective

We investigated the impact of mismatched boundary strength components (flexibility–ability, flexibility–willingness) on job-related variables and work/personal life interference. Survey results \((N = 322)\) suggest that mismatch has a negative impact on job satisfaction, organizational commitment, turnover intentions, and work/personal life interference. Being more willing than able is particularly detrimental.

Nicole Farias, Quinnipiac University
Carrie A. Bulger, Quinnipiac University
Mark E. Hoffman, Quinnipiac University
Submitter: Carrie Bulger, carrie.bulger@quinnipiac.edu

136-14 A Daily Study of Work–School Conflict and Enrichment

Employed college students were surveyed over 14 days about work and school experiences. Daily variation in the quantity and quality of student jobs was related to daily interrole conflict and enrichment. In turn, these interrole processes served as mechanisms linking job characteristics to daily work and school satisfaction.

Adam B. Butler, University of Northern Iowa
Russell A. Matthews, Louisiana State University
Kama D. Dodge, University of Northern Iowa
Submitter: Adam Butler, adam.butler@uni.edu

136-15 Work–Family Conflict and Performance Evaluations: Who Gets a Break?

Do parents “get a break” or are they penalized for family interference with work? In a team-based study, we manipulated a confederate’s lateness to the study. The 218 participants gave higher evaluations to confederates who were late for a parenting-related reason and when they had less control over the lateness.

Kara C. Hickson, Siemens Energy, Inc.
Barbara A. Fritzsche, University of Central Florida
Submitter: Kara Hickson, karahickson@gmail.com

136-16 Directionality of Work–Family Conflict: The Role of Impression Management

We proposed that impression management is integral to employee reports of role salience and work–family conflict and thus contributes to the reported source of work–family conflict. Results showed that the family-related variables (e.g., family salience) were more related to impression management than work-related variables (e.g., work salience).

Julia L. Berry, Northern Arizona University
Ann H. Huffman, Northern Arizona University
Stephanie C. Payne, Texas A&M University
Grace E. Ragsdale, Northern Arizona University
Submitter: Ann Huffman, ann.huffman@nau.edu

136-17 Crossover Effects of Supervisor Work–Family Enrichment on Subordinate Performance

We examine the positive crossover effect through which the supervisor’s work–family enrichment creates a family friendly environment that leads to greater subordinate work–family enrichment and performance. Responses from 158 supervisor–subordinate dyads suggest that the process occurs exclusively through work-to-family enrichment for both the supervisor and subordinate.
136-18 The Influence of Dependent-Care Responsibilities and Organizational Characteristics on Absenteeism

The study drew upon the experiences of the federal workforce to examine the influence of gender, dependent-care responsibilities, organizational characteristics, and childcare quality on absenteeism. Findings support that different dependent care structures, organizational supports, and childcare quality affect absenteeism, with gender moderating the relationships.

Kimberly Wells, U.S. Office of Personnel Management
Benjamin E. Liberman, Columbia University
Submitter: Benjamin Liberman, sle2104@columbia.edu

136-19 The Potential Paradox of Organizational Citizenship Behavior on Work-to-Family Interface

This paper conceptually proposes that organizational citizenship behavior (OCB) can bring positive and negative impacts on work–family interface, namely work–family conflict and enrichment. The decrease in time resources mediates the relationship between OCB and conflict, whereas the increase in other personal resources mediates the relationship between OCB and enrichment.

Ho Kwong Kwan, Drexel University
Dong Liu, University of Washington
Submitter: Dong Liu, dongliu@u.washington.edu

136-20 Work–Family Conflict and Employee Alcohol Use: A Daily Study

This study used a daily interview design to examine the relationship between daily work–family conflict and alcohol use. Daily work-to-family conflict was significantly related to daily desire to drink and alcohol use. The strength of the relationships differs by participants’ peer drinking norm, coworker support, and family support.

Songqi Liu, Portland State University
Mo Wang, Portland State University
Fangyi Liao, Portland State University
Ana B. Costa, Portland State University
Yujie Zhan, Portland State University
Junqi Shi, Peking University
Submitter: Songqi Liu, sliu@psyc.umd.edu


This research examined work–life conflict (WLC) from a goal based/self-regulatory perspective. Personal project analysis (PPA) was used to elicit participants’ most relevant goals across several life domains. Ratings of intergoal conflict between work and nonwork domains predicted employee well-being beyond traditional role-based measures of WLC.

Submitter: Songqi Liu, sliu@psyc.umd.edu

136-22 Proactive Boundary Management: Examining the Functionality of Role Segmentation Preferences

This study examines how people proactively manage work and nonwork role boundaries. Results of multilevel modeling supported expectations that people proactively manage their role boundaries by considering their segmentation preferences before making decisions to either accept a job or initiate a dating relationship with a coworker.

Jessica Rae Methot, University of Florida
Jeffery A. LePine, University of Florida
Submitter: Jessica Methot, jessica.methot@cba.ufl.edu

136-23 Just Affect? Work–Family Models of Conflict, Enrichment, and Satisfaction

Adopting a dispositional approach, we develop an affective perspective of work and family. Results indicate trait affectivity is a driving force behind perceptions of work and family conflict, enrichment, and satisfaction, suggesting that previous findings without taking into account dispositional influences may be spurious.

Jesse S. Michel, Florida International University
Malissa A. Clark, Wayne State University
Submitter: Jesse Michel, michelj@msu.edu

136-24 Nonsymmetrical Relationships Between Support, Involvement, Role Stressors, and Work–Family Conflict

We develop and test models of support, involvement, role stressors, and work–family conflict. Results revealed that social support and involvement are viewed accurately as antecedents of role stressors and subsequent work–family conflict. These antecedents showed both similar and different relationships with stressors and conflict in the work and family domains.

Jesse S. Michel, Florida International University
Jacqueline K. Mitchelson, Auburn University
Kristin L. Cullen, Auburn University
Submitter: Jesse Michel, michelj@msu.edu

136-25 Effects of Perceived Discrimination on Work–Family Conflict for Military Personnel

The purpose of this study was to examine the effects of perceived discrimination on work-to-family conflict for military personnel. Structural equation modeling was used to measure the mediating effects of work stress on the relationship between perceived discrimination and work interfering with family.

Erin Moeser, Defense Equal Opportunity Management Institute (DEOMI)
Lisa A. Steelman, Florida Institute of Technology
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)
Submitter: Erin Moeser, Erinmoeser@yahoo.com
136-26 Exploring Relationships Between Work–Family Conflict, Psychological Detachment, and Work Engagement

Two-hundred ninety-five Chinese salespeople were recruited as participants in this study. It was hypothesized that psychological detachment from work during off-job time is a mediator of the relationship between work–family conflict and work engagement. We found family-to-work to be significantly and positively related to psychological detachment.

Lauren Murphy, Portland State University
Leslie B. Hammer, Portland State University
Mo Wang, Portland State University
Submitter: Lauren Murphy, lamurphy@pdx.edu

136-27 Affective Antecedents and Consequences of Work–Family Balance

This study examined affective antecedents and consequences associated with work–family conflict and positive spillover. With little research investigating the role of individual differences in the work–family domain, we examined whether personality could account for the differential impact of work and family stressors on the severity of mental health outcomes.

Stefanie Putter, Colorado State University
Stefanie K. Johnson, Colorado State University
Submitter: Stefanie Putter, stefanie.putter@gmail.com

136-28 Integrated Model of Stress and Recovery Activities Over the Weekend

This study was conducted to examine the relationships between recovery activity behaviors and underlying psychological recovery experiences. Path analysis using LISREL 8.5 was conducted to assess how these relationships exist within the stressor–strain relationship. Results suggest that participating in recovery activities and feeling recovered reduces negative psychological outcomes.

Jennifer M. Ragsdale, Central Michigan University
Terry A. Beehr, Central Michigan University
Simone I. Grebner, Central Michigan University
Submitter: Jennifer Ragsdale, jen.rags@cmich.edu

136-29 The Role of Family-Friendly Climate in Employee Retention

The antecedents of working mothers’ career decisions are insufficiently understood, particularly the job characteristics that impact organizational commitment within this population. In this study, various attributes of the organization were found to contribute to perceptions of family-friendly climate, which was linked to both commitment and turnover.

Jennifer Reeves, University of Houston
Lisa M. Penney, University of Houston
Submitter: Jennifer Reeves, jnreeves@uh.edu

136-30 The Effects of Gender and Personality Attributes on Work–Family Conflict

We examined the impact of gender and personality on the experience of work–family conflict. Results indicated significant relationships among gender, idiocentrism, allocentrism, social support, and turnover intentions with work–family (W–F) and family–work (F–W) conflict such that reported experience of W–F and F–W conflict were differentiated by gender and idiocentrism/allocentrism.

Jane Wu, Purdue University
Carolyn M. Jagacinski, Purdue University
Submitter: Jane Wu, jwu@psych.purdue.edu

136-31 Effects of Interrole Facilitation and Emotional Labor on Fit

This study examines the relation of interrole facilitation and emotional labor to job and organizational fit. The study includes 212 Hong Kong insurance agents. Results suggest that interrole facilitation predicts job and organizational fit. Results further suggest that deep acting emotional labor significantly predicts job fit.

Dora M. Luk, City University of Hong Kong
Rebecca Wyland, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee
Doan Winkle, University of Wisconsin-Milwaukee
Submitter: Rebecca Wyland, rlwyland@uwm.edu

137. Interactive Posters: 10:30 AM–11:20 AM
Napoleon D1-D2

137-1 Safety Climate Strength and the Influence of Organizational Tenure

The purpose of this study was to empirically examine the relationships between worksite organizational tenure and safety climate strength. Results revealed a significant relationship between worksite tenure and climate strength, although tenure level and tenure variability did not moderate the tenure–climate strength relationship as expected.

Jeremy M. Beus, Texas A&M University
Mindy E. Bergman, Texas A&M University
Stephanie C. Payne, Texas A&M University
Jennifer Rodriguez, Texas A&M University
Submitter: Jeremy Beus, jeremybeus@gmail.com

137-2 A Cross-Level Model Linking Culture and Safety Climate to Outcomes

This study examined how culture and safety climate interact to influence safety and nonsafety outcomes. A meso-meditational model of safety climate was tested. Results found that certain cultures hinder safety climate and that business-unit safety climate and individual supervisory safety climate mediated the culture–outcome relationship.
137-3 Espirit de Corps: Myth or Reality?
Change readiness is a prominent construct for researchers. This study explored disparities between military and civilian personnel regarding their readiness for change. Results indicated that these groups have different perceptions of their organization. Military personnel reported higher change readiness relative to their civilian counterparts. Implications for organizational change are discussed.

Joseph B. Lyons, Air Force Research Laboratory
Stephanie Swindler, Air Force Research Laboratory
Frank L. Tartaglia, Air Force Research Laboratory
Submitter: Joseph Lyons, joseph.lyons@wpafb.af.mil

137-4 The Effects of Climate Strength on the Service Chain Model
This study examined whether climate strength moderated the relationship among management behavior, service climate, customer satisfaction, and profitability. Testing this model in a sample of 1,131 automotive service stores, we found linkages between management behavior, service climate, and customer satisfaction. Climate strength did not act as a moderator.

David Sowinski, Vantage Leadership Consulting
Annette Towler, DePaul University
Alan D. Mead, IIT
Submitter: Annette Towler, atowler@depaul.edu

138. Special Events: 10:30 AM–11:20 AM
Napoleon D3
New SIOP Web Initiative: Enhancing Member Communication via Blog-Based Technologies
SIOP’s Electronic Communications Committee, Executive Committee, and association administration propose a new strategy for enhancing involvement and communication with and among SIOP members. This Web-based approach includes a feature-rich microsite, highlighting blog-based technology and RSS feeds. Panelists will describe the microsite, demonstrate functionality, and encourage participation from all SIOP members.

Theodore L. Hayes, Self-employed, Moderator
Zachary N. J. Horn, Aptima, Inc., Presenter
Charles A. Handler, Rocket-Hire, Presenter
Submitter: Theodore Hayes, tlh2006@gmail.com

139. Symposium/Forum: 10:30 AM–11:20 AM
Nottaway
Employee Retention in a Tight Labor Market: Challenges and Solutions
This symposium presents empirical research aimed at identifying and exploring the key drivers of employee retention and how organizations can retain human capital in an increasingly competitive employment market.

Sarah K. Colley, University of Queensland
Andrew F. Neal, University of Queensland
Submitter: Sarah Colley, sarah.colley@sentis.net

Implications for recruitment, selection, and organizational development interventions are discussed, along with implications for research on employee engagement, leadership, and retention.

Meagan T. Sutton, M. D. Anderson Cancer Center, Chair
Meagan T. Sutton, M. D. Anderson Cancer Center, Courtney L. Holladay, M. D. Anderson Cancer Center, Christopher M. Howell, M. D. Anderson Cancer Center, Why People Stay: Retention Drivers in Healthcare
Dana E. Sims, Naval Air Warfare Center Training Systems Division (NAWCTSD), Fredric D. Frank, TalentKeepers, Engaging Front-Line Leaders in the Retention Equation
Sarah L. Wright, University of Canterbury, Social Relationships in the Workplace and Employee Retention
Submitter: Sarah Wright, sarah.wright@canterbury.ac.nz

140. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Oak Alley
Beyond Service—Delivering Intended Experiences: I-O and This New Economy
The purpose of this roundtable/conversation hour is to provide a forum in which an industry expert/executive and scientist–practitioners can engage in a substantive dialogue about the impact of this new economy on human capital needs and how we, as industrial-organizational psychologists, can most fully contribute to organizational success.

Brian D. Cawley, Corvirtus, LLC, Host
Guy Villavaso, Eddie V’s Restaurants, Inc., Host
Submitter: Brian Cawley, BCawley@CorVirtus.com

141. Panel Discussion: 10:30 AM–11:50 AM
Rhythms 1
The Role of Decision Making in Industrial-Organizational Psychology
This panel discussion addresses the role of judgment and decision making in industrial-organizational psychology. We explore why these 2 research traditions have not contributed synergistically to one another, the consequences of this separation for researchers and practitioners, and ways to promote more cross fertilization.

Reeshad S. Dalal, George Mason University, Chair
Silvia Bonaccio, University of Ottawa, Chair
Scott Highhouse, Bowling Green State University, Panelist
Daniel R. Ilgen, Michigan State University, Panelist
Susan Mohammed, Pennsylvania State University, Panelist
Jerel E. Slaughter, University of Arizona, Panelist
Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

142. Symposium/Forum: 10:30 AM–11:50 AM
Rhythms 2
Threatened and Threatening: Unique Issues Facing Women at Work
With the entry of women into the world of employed work, many women have felt threatened or been perceived as threatening. This session will focus on 4
unique forms of threat relevant to working women. The costs and consequences of these threats and the implications for women will be discussed.

Kathi N. Miner-Rubino, Texas A&M University, Co-Chair
Lilia M. Cortina, University of Michigan, Co-Chair
Ny Mia Tran, University of Georgia, Kecia M. Thomas, University of Georgia, Juanita Johnson Bailey, University of Georgia, Rosemary E. Phelps, University of Georgia, Going From Pet to Threat: Reflections From Midcareer Women
Jennifer L. Berdahl, University of Toronto, Alexander Garcia, University of Toronto, Sex-Based Harassment and Discrimination in Organizations
Isis H. Settles, Michigan State University, William A. Jellison, Quinipia University, Jennifer S. Pratt-Hyatt, Michigan State University, Identity Change and Identity-Threat Outcomes for Women in Science
Carol A. Reeves, University of Arkansas, Anne M. O’Leary-Kelly, University of Arkansas, Ru Shuin Liou, University of Arkansas, Too Much Information? Coworker Knowledge of Intimate Partner Violence Victimization
Michele J. Gelfand, University of Maryland, Discussant
Submitter: Kathi Miner-Rubino, kminer-rubino@tamu.edu

143. Symposium/Forum: 10:30 AM–11:50 AM
Rhythms 3
Goal Setting, Self-Efficacy and Performance: New Research Directions
Goals and self-efficacy are important motivational constructs. This symposium includes studies examining the effects of different types of goals and of self-efficacy on performance in specific contexts. The purpose of this research is to better understand the psychological mechanisms and the boundary conditions that explain these effects.

Remus Ilies, Michigan State University, Co-Chair
Nikos Dimotakis, Michigan State University, Co-Chair
Myeong-Gu Seo, Boston College, Remus Ilies, Michigan State University, Self-Efficacy, Goals, and Affect in Dynamic Self-Regulation
Nikos Dimotakis, Michigan State University, Remus Ilies, Michigan State University, Within-Individual Effects of Goals and Persistence on Task Performance
Guilyun Park, Michigan State University, Paul Curran, Michigan State University, Goran Kuljin, Michigan State University, Brady Firth, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Richard P. DeShon, Michigan State University, Implementation Intentions and Multiple Goal Self-Regulation in Teams
Alex Stajkovic, University of Wisconsin-Madison, Interplay Between Subconscious and Conscious Goals: Emerging Research
Edwin A. Locke, University of Maryland, Discussant
Submitter: Nikos Dimotakis, dimotakis@bus.msu.edu

144. Symposium/Forum: 10:30 AM–11:50 AM
Waterbury
Bringing Assessment in the Federal Government Into the 21st Century
For decades, the federal sector has taken a very conservative approach to assessment. This session will report on advances made in 4 distinct federal agencies that have recently updated assessment practices to realize both operational efficiencies and greater candidate acceptance through improved assessment fidelity.

Seymour Adler, Aon Consulting, Chair
Greg O. Beatty, U.S. Internal Revenue Service, Modernizing the IRS: Bringing Technology and Competency-Based Assessment
Patti MacLeod, Indian Affairs, Indian Affairs: New Approaches to Assessing and Developing Leadership Talent
Amy Dawgert Grubb, Federal Bureau of Investigation, Assessing Leadership Potential at the FBI
Seth Zimmer, AT&T, Discussant
Submitter: Seymour Adler, seymour_adler@aon.com

145. Symposium/Forum: 11:30 AM–1:00 PM
Borgne
Effective Succession Planning: A Journey, Not a Destination
Today, succession planning involves reaching deeper within the organization to strategically plan for, identify, and develop high-potential employees to take on future leadership roles. Different approaches to succession planning, stages of program maturity, and next steps to continuously improve the breadth, depth, and quality of programs will be discussed.

Jackie Fitzgerald, Kimberly-Clark, Chair
David M. Pollack, Sodexo, Organizational Outcomes of Succession Planning: The Depth of Talent Data
Lori Homer, Microsoft, Microsoft’s Evolution: A Multigenerational Approach to Talent Management
R. Wayne Hauenstein, AGL Resources, Building the Leadership Pipeline: High-Potential Development at AGL Resources
Connie Shroyer, Hay Group, Carolyn Bostick, Intelsat, Growth Factors and Their Impact on Succession Planning
Stephanie L. Sloan, Hay Group, Discussant
Submitter: Stephanie Sloan, Stephanie.Sloan@haygroup.com

146. Panel Discussion: 11:30 AM–1:20 PM
Cornet
Using Internal Customer Service Assessment to Drive HR Effectiveness
Internal customer service (ICS) assessment can be used to transform HR and other shared service functions in organizations. This panel will discuss the application of ICS measurement in 4 diverse organizations and present a large multiorganization study that compared ICS levels in 1993 and 2006 for 12 functions.

Jerry Seibert, Metrus Group, Inc., Chair
Kelly Sheter, Honeywell International, Panelist
Steve Ginsburgh, Universal Weather and Aviation, Inc., Panelist
Susan Podlogar, Cordis Corporation, Panelist
Judy Vernick, Software Engineering Institute, Panelist
Submitter: Jerry Seibert, jerry@jseibert.com
147. Panel Discussion: 11:30 AM–12:30 PM
Grand Ballroom B
Job Analysis: Overture, Theme, and Coda
This panel will address key decisions made prior to and after conducting job analysis. Situations to be discussed include differences between hourly/management populations, low incumbent jobs, barriers to data collection, data maintenance, and newly created jobs. Panelists will respond to job analysis scenarios with examples and pragmatic guidance.

Christina Norris-Watts, APT, Inc, Chair
Michael A. Campion, Purdue University, Panelist
Erica L. Hartman, APT, Inc, Panelist
Michael S. Henry, APT, Inc, Panelist
Angela M. Sternburgh, Kellogg Company, Panelist
Julia Bayless, Sodexo, Inc, Panelist
Rachel Daniels, Portland State University, Panelist
Submitter: Julia Bayless, julia.bayless@sodexo.com

148. Posters: 11:30 AM–12:20 PM
Napoleon ABC
Leadership I

148-1 LMX and Leader Behaviors as Predictors of Teleworker Job Performance
 Supervisors and customers assessed the performance of employees who participated in a pilot telework program. Multiple regression was used to determine the variance predicted by quality of leader–member exchange (LMX) and various leader behaviors. Findings indicated that LMX, altered expectations, and the requirement to provide written reports predicted teleworker performance.

Laura C. Gallaher, NASA Kennedy Space Center
Clayton A. Yonce, NASA Kennedy Space Center
Submitter: Laura Gallaher, lauragallaher@hotmail.com

148-2 Reconceptualizing Transformational Leadership as Multilevel: An Investigation of Mediating Mechanisms
This study applies a levels-of-analysis framework to conceptualize transformational leadership as requiring leader focus at both individual and group levels. We then propose a multilevel model demonstrating 2 mechanisms—perceived empowerment and leadership development—through which transformational leadership impacts individual and group performance. Methodological and practical implications are discussed.

Yuntao Dong, University of Maryland, College Park
Kathryn M. Bartol, University of Maryland, College Park
Submitter: Kathryn Bartol, kbartol@rhsmith.umd.edu

This study investigated the interplay between leadership, humor, and leader–follower relationship quality. Using a video vignette study, the results demonstrated that the effect of leadership style (transformational vs. pseudotransformational) on relationship quality was mediated by social distance, whereas humor style (self-deprecating vs. aggressive) was not significant.

Julian I. Barling, Queen’s University
Colette Hopton, Queen’s University
Submitter: Alyson Byrne, abyrne@business.queensu.ca

148-4 Money as Social Exchange Currency: Financial Rewards and LMX
We present a theoretical analysis regarding the effects of financial reward satisfaction on perceived leader–member exchange (LMX) quality and employee work outcomes. We argue that these effects are contingent on the perceived degree of leader involvement in the reward decision and certain individual differences of the employees.

Stephen H. Courtright, University of Iowa
Steven D. Charlier, University of Iowa
Submitter: Stephen Courtright, stephen-courtright@uiowa.edu

148-5 Differentiated Ratings and Leadership Perceptions: The Impact of Collectivism Orientation
This experiment was designed to compare differentiated ratings of LMX behaviors with consistent LMX ratings across subordinates and their effects on perceptions of leadership effectiveness and leader interactional justice. Individuals’ collectivistic cultural orientation played a moderating role in the relationship between LMX ratings and leadership perceptions.

Janelle R. Enns, University of Lethbridge
Mahfooz A. Ansari, University of Lethbridge
Sharmila Jayasingam, University of Malaya
Submitter: Janelle Enns, janelle.enns@uleth.ca

148-6 The Role of the Self in the Leadership Categorization Process
This study was conducted to examine the role of one’s self-perceptions of leadership in predicting both leadership prototypes and leadership perceptions of others. The results demonstrated that leadership prototypes mediated the relationship between self-perceptions of leadership abilities and ratings of leadership characteristics of target actors.

Roseanne J. Foti, Virginia Tech
Victoria Robson, Virginia Tech
Submitter: Roseanne Foti, rfo@vt.edu

148-7 Examining the Relationship Between Leader Type and Intercountry Disputes
The global influence that the world’s heads of state have is significant. To better understand this influence, their leader type (charismatic, ideological, or pragmatic) and their orientation (personalized or socialized) were evaluated as predictors of engagement in intercountry disputes and alliance formation.

Tamara Friedrich, University of Oklahoma
Sam T. Hunter, Pennsylvania State University
Katrina E. Bedell Avers, Federal Aviation Administration
Dawn L. Eubanks, University of Bath
148-8 The Influence of Supervisors on Employee Perceptions of Organizational Support

This paper examines leader influence on follower POS. Follower perceptions of supervisor transformational leadership were significantly related to follower POS, whereas leader POS was negatively related to follower POS. Further, the interaction of leader POS with follower perceptions of transformational leadership explained significant variance in follower POS.

Russell Guay, University of Iowa
Amy Colbert, University of Iowa
Submitter: Russell Guay, rguay47564@aol.com

148-9 Shaping Ethicality Perceptions and Employee Outcomes With Leader Political Skill

Two studies were conducted to examine the impact of leader political skill on employee perceptions of ethical leadership. Results indicated that politically skilled leaders were perceived as more ethical than unskilled leaders and that these perceptions promoted organizational commitment and inhibited deviant employee behavior.

Paul Harvey, University of New Hampshire
Anne Buckless, University of New Hampshire
Anthony J. Pescosolido, University of New Hampshire
Kenneth J. Harris, Indiana University Southeast
K. Michele Kacmar, University of Alabama
Submitter: Paul Harvey, paul.harvey@unh.edu

148-10 The F-Word: The Follower Label, Work Attitudes, and Well-Being

Exploring what it means to be a “follower,” this experiment randomly assigned participants to a “follower,” “leader,” or “no label” condition. The follower label was associated with decreased intrinsic motivation, disinterest in performing extra-role behaviors, and depressed positive mood. Future avenues for research are discussed.

Colette Hoption, Queen’s University
Amy M. Christie, Queen’s University
Julian I. Barling, Queen’s University
Submitter: Colette Hoption, choption@business.queensu.ca

148-11 Leader–Member Exchange: Importance of Self-Identity Level Congruence

This study investigated the role of leader–member self-identity similarity in relationships between supervisors and subordinates. Results indicated that self-identity similarity, particularly on relational self-identity, was associated with higher quality relationships. Interactive effects of similarity on multiple self-identity levels were also explored. Implications and directions for future research are discussed.

Erin Jackson, University of South Florida
Russell E. Johnson, University of South Florida
Submitter: Erin Jackson, erinmjackson@gmail.com
position in an organizational social network and consequentially affects which members of their managerial cohort with whom they interacted, because existing leadership literature upholds that interaction is fundamental to leadership effectiveness.

Imelda C. McCarthy, Aston Business School
Submitter: Imelda McCarthy, imccarthy@aston.ac.uk

148-17 A Longitudinal Examination of LMX, Ability, Differentiation, and Team Performance

Leader–member exchange (LMX) theory posits that good leaders form dyadic relationships with followers that differ in quality, and that differentiation positively affects team performance. This notion was tested using longitudinal data from 3 studies of small teams. Results show positive effects for differentiation on team performance at certain time periods.

Loren J. Naidoo, Baruch College, CUNY
Charles A. Scherbaum, Baruch College, CUNY
Harold W. Goldstein, Baruch College, CUNY
George B. Graen, University of Louisiana-Lafayette
Submitter: Loren Naidoo, Loren.Naidoo@Baruch.cuny.edu

148-18 Leader–Member Exchange Development During Leader Succession—Social Comparison Perspective

Utilizing social comparison theory (SCT), I proposed an innovative and comprehensive theoretical model in understanding the effect of prior leaders in the development of leader–member exchange (LMX) between new leaders and members, as well as leader effectiveness.

Mingzhu (Amy) Nie, Michigan State University
Submitter: Mingzhu (Amy) Nie, niemingz@msu.edu

148-19 Linking Leadership Style and Succession Planning Outcomes: A Socio-Analytic Approach

This study attempts to fill a void in the succession planning literature by examining several alternative models of the extent to which leadership style (consideration and initiating structure) relates directly to ratings of high potential and indirectly through mediators (getting along and getting ahead) derived from socioanalytic theory.

In-Sue Oh, University of Iowa
Bennett E. Postlethwaite, University of Iowa
Michael K. Mount, University of Iowa
Linda S. Zachar, Panera Bread of Iowa
Submitter: In-Sue Oh, in-sue-oh@uiowa.edu

148-20 The Effects of Leader Behavioral Integrity on Follower Creativity

This online experimental study examined the role that leader behavioral integrity plays in fostering follower creativity. Using partial least squares analysis, we found that leader behavioral integrity is related to a follower’s sense of psychological safety, which in turn helps followers think more creatively and engage in greater risk taking.

Gretchen Vogelgesang, SUNY-New Paltz
Submitter: Michael Palanski, mpalanski@calumet.purdue.edu

148-21 Relationship Quality: The Effect of Dyad Diversity Composition and Time

This study investigates the impact of demographic make-up of the leader–subordinate dyad and relationship length on LMX and trust. A total of 182 employees from a large telecommunications company participated in the analysis. Diversity and length of relationship both contributed to building and maintaining trusting relationships.

Yelena Polyashuk, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Jennifer L. Roberts, Illinois Institute of Technology
Submitter: Yelena Polyashuk, yelena25@sbcglobal.net

148-22 Who's Your Leader? Follower Personality and Leadership Style Preferences

Relationships between followers’ personality and their preferences for leadership styles was investigated. In a sample of 173 undergraduate students, Big Five traits gave rise to differential preferences in terms of charismatic, relationship-oriented or task-oriented leadership. Practical implications and limitations are discussed.

Daniel Winick, University of South Florida
Ozgun Burcu Rodopman, University of South Florida
Asli Goncu, University of South Florida
Thomas R. Gordon, University of South Florida
Russell E. Johnson, University of South Florida
Submitter: Ozgun Rodopman, orodopma@mail.usf.edu

148-23 Performance Outcomes of CEOs’ Culture-Building Actions Mediated by Entrepreneurial Culture

Does entrepreneurial culture, measured by entrepreneurial orientation (EO), consisting of innovation, proactivity, and risk taking, mediate the effects of CEOs’ culture-building actions on various measures of organizational performance? Results showed that risk taking was the most powerful mediator, innovation was also a significant mediator, and proactivity was not a mediator.

Marshall Sashkin, George Washington University
Ayman El Tarabishy, George Washington University
Submitter: Marshall Sashkin, sashkin@gwu.edu


This study examined how those facing a leadership problem use effective forecasting to articulate a viable vision. Effective forecasting may be a result of specific considerations surrounding the problem scenario. Results revealed that forecasting strength was related to vision strength and focusing on certain issues can improve forecasting.

Amanda Shipman, University of Oklahoma
Cristina L. Byrne, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Amanda Shipman, ashipman@psychology.ou.edu
148-25 eLeadership and Social Internet Experience on Integrative Virtual Team Tasks
This study investigates the influences of a participative style of leadership and experience socializing through computer-mediated communications on an integrative task in teams where team members had more task knowledge than the leader. Results found significant interactions between participative leadership and online experience on virtual team outcomes.
Melissa Staniewicz, University of Tennessee, Knoxville
Harold W. Goldstein, Baruch College, CUNY
Joan R. Rentsch, University of Tennessee, Knoxville
Submitter: Melissa Staniewicz, mzullo@utk.edu

148-26 How LMX Shapes Creative and Noncreative Performance
Results of this field study suggest high LMX employees believe their supervisors hold both creative and conscientious role appraisals for them and that such perceptions lead to corresponding performance. A significant interaction suggests focal performances are highest when the corresponding role appraisal is strong and contrasting role appraisal is weak.
Pamela Tierney, Portland State University
Steven M. Farmer, Wichita State University
Submitter: Pamela Tierney, pamti@sba.pdx.edu

148-27 Linking Transformational Leadership and Team Performance: A Conflict Management Approach
Data were collected from 3 sources in a longitudinal manner from 108 teams in China. Analysis suggests that transformational leadership affects team adoption of cooperative conflict management that lead to team effectiveness and then team performance. Results suggest that team developing cooperative conflict management contributes to effective transformational leadership.
Xinan Zhang, Shanghai Jiao Tong University
Cao Qing, University of Connecticut
Dean W. Tjosvold, Lingnan University, Hong Kong
Submitter: Dean Tjosvold, tjosvold@ln.edu.hk

148-28 Trait and Behavioral Theories of Leadership: A Meta-Analysis
This article uses meta-analytic techniques to examine the relative validity of trait and behavioral theories of leadership. Results indicate that behaviors explain more variance in leadership effectiveness than traits but suggest that a more integrative model where leader behaviors mediate the relationship between leader traits and effectiveness is warranted.
Daniel S. Derue, University of Michigan
Jennifer D. Nahrgang, Michigan State University
Ned M. Wellman, University of Michigan
Stephen E. Humphrey, Pennsylvania State University
Submitter: Ned Wellman, ewellman@umich.edu

148-29 LMX as a Mediator Between Abusive Leadership and Work Behaviors
We investigated the relationship between abusive leadership and employees’ work behaviors (task performance, OCBO, and OCBI) through its impact on leader–member exchange relationship (LMX). Using data collected from 366 supervisor–subordinate dyads, we found that LMX fully mediated the negative effects of abusive leadership on subordinates’ task performance, OCBO, and OCBI.
Erica H. H. Xu, The Hong Kong Polytechnic University
Catherine Lam, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Submitter: Erica Xu, 06900770r@polyu.edu.hk

148-30 Do “In-Agreement” Leaders Have Better Organizational Performance? A Mediation Test
This study examined the role of organizational contextual variables based on the service-profit chain in linking leaders’ multisource feedback rating congruence to organizational performance. Polynomial regression results showed that, in almost all cases, employee and customer opinions fully mediated the relationship between 3-dimensional feedback rating congruence and organizational performance.
Matthew S. Kleinman, New York Life Insurance Company
W. Warner Burke, Teachers College, Columbia University
Submitter: Matthew Kleinman, msk2115@columbia.edu

148-31 Are Leaders Self-Deceptive? Evidence From a College Sample
This study investigated self-deception as a predictor variable for leadership roles. Assessments were completed for self- and other deception, as well as for group membership and leadership roles. Zero-order correlations and hierarchical regression models assessed the relationship and predictive value of self-deception for leadership.
Gregory W. Stevens, Auburn University
Caroline F. Keating, Colgate University
Submitter: Gregory Stevens, gws0002@auburn.edu

148-32 Managing the Work–Family Divide: LMX and Flexible Work Arrangements
This investigation explores how organizations and employees can minimize existing tension between work and home and leverage the benefits stemming from positive spillover. With a sample of 152 employees, it was found that leader–member exchange, social skill, and flexible work arrangements influenced work–family conflict and work–family enrichment.
Altovise Rogers, University of Houston
Evan L. Weinberger, University of Houston
Submitter: Altovise Rogers, amrogers@mail.uh.edu
149. Interactive Posters: 11:30 AM–12:20 PM
Napoleon D1-D2

Neglecting Family Effectively: Achieving a Work/More Work Balance
Jesse Michel, Florida International University, Facilitator

149-1 Effects of Work–Family Guilt on Pro- and Antisocial Work Behaviors
This paper explores the behavioral outcomes of guilt in the work–family domain. Results provide support for the hypotheses that FIW guilt is associated with prosocial behaviors when employees are satisfied with their jobs and that WIF guilt can lead to antisocial behaviors when individuals intend to leave their jobs.

Whitney E. Botsford, EASI Consult
Eden B. King, George Mason University
Jennifer M. Demarais, Army Research Institute
Cordelia Maguire, George Mason University
Submitter: Whitney Botsford, wbotsfor@gmu.edu

149-2 A Qualitative Analysis of Strategies for Coping with Work–Family Stressors
This paper heeds the call by researchers to further investigate the coping strategies individuals use to manage work and family stressors using a qualitative study design. The coping strategies identified were categorized into 2 broad factors: internally focused and externally focused coping strategies. Specific strategies and general themes are discussed.

Malissa A. Clark, Wayne State University
Anne C. Bal, Wayne State University
Ludmila Zhdanova, Wayne State University
Boris B. Baltes, Wayne State University
Submitter: Malissa Clark, malissa@wayne.edu

149-3 The Relationship Between Work–Family Culture, Work–Family Interference, and Well-Being
This study examined whether work–family interference functions as mediator in the link between work–family culture and well-being, hereby distinguishing between a negative, energy depleting process and a positive, motivation generating process. Results clearly demonstrate the crucial role of supportive work–family cultures in preventing burnout and enhancing work engagement.

Maria Peeters, Utrecht University
Wietske de Regt, Utrecht University
Cobi Water, Institute for Work & Stress
Evangelia Demerouti, Utrecht University
Submitter: Jan de Jonge, j.d.jonge@tue.nl

149-4 Interactive Effects of Community Embeddedness and Work–Life Permeability on Stress
The purpose of this study is to investigate the relationship between off-the-job embeddedness, workplace stress, and boundary management strategy. Results showed a positive relationship between off-the-job embeddedness and stress associated with work demands but also revealed that a boundary management strategy favoring integration weakened the relationship.

Andrew T. Hinrichs, Texas A&M University
Wendy R. Boswell, Texas A&M University
Ryan D. Zimmerman, Texas A&M University
Brian W. Swider, Texas A&M University
Submitter: Andrew Hinrichs, ahinrichs@mays.tamu.edu

150. Symposium/Forum: 11:30 AM–1:00 PM
Nottaway

Personality and Within-Individual Relationships: New Research Findings and Directions
This symposium examines personality and within-individual processes at work. Using experience-sampling methods, the 4 studies address unique topics in the study of personality, including construct validity issues in within-individual personality variation, antecedents and boundary conditions of that within-individual variation, and the influence of managers’ personalities on employees.

Brent A. Scott, Michigan State University, Chair
Eric D. Heggestad, University of North Carolina Charlotte
Heather Gordon, University of North Carolina Charlotte
Charlie L. Reeve, University of North Carolina Charlotte,
Do Contextualized Personality Measures Predict Personality in Context?
Daniel Heller, Tel Aviv University, Noam Weinblatt, Tel Aviv University,
A Within-Individual Examination of Work and Family Role-Based Personalities
Jason L. Huang, Michigan State University, Ann Marie Ryan, Michigan State University,
Examining Personality States and Situations in Customer Service Jobs
Brent A. Scott, Michigan State University, Jason A. Colquitt, University of Florida, Layne Paddock, Columbia University, Timothy A. Judge, University of Florida, The Role of Manager Empathy on Employees’ Daily Well-Being
Murray R. Barrick, Texas A&M University, Discussant
Submitter: Brent Scott, scott@bus.msu.edu

151. Roundtable Discussion/Conversation Hour: 11:30 AM–1:00 PM
Oak Alley

Talent Management and Enterprise Software: Round 2
At SIOP 2008 we conducted this session, and audience members stated they absolutely wanted to have a deeper discussion at SIOP 2009. Three experts in the fields of enterprise software and talent management solutions will facilitate a discussion about the blending of I-O content and processes with enterprise software.

Nathan J. Mondragon, Taleo, Host
Tobin V. Anselmi, Creative Metrics, Inc., Host
Lisa Kobe Cross, Taleo, Host
Submitter: Nathan Mondragon, mmondragon@taleo.com