# 216. Special Events: 8:00 AM-8:50 AM 337 AB

# M. Scott Myers Award for Applied Research: A Synthetic Validation Approach to Developing Job-Specific Test Batteries

This study examined a synthetic validation approach to develop and validate test batteries for 478 exempt jobs at Capital One. This presentation explores the basics of conducting a synthetic validation study, issues associated with its application in a large organization, and its many practical benefits.

Kristl Davison, University of Mississippi, *Host*Jeff W. Johnson, PDRI, an SHL Company, *Presenter*Kenneth T. Bruskiewicz, PDRI, an SHL Company, *Presenter*Jeffrey D. Facteau, SHL, *Presenter*Amy Powell Yost, Capital One, *Presenter*Robert Driggers, CEB Valtera, *Presenter* 

Submitter: Kristl Davison, kdavison@bus.olemiss.edu

Tracy X. Xiong, University of Waterloo, Co-Chair

# 217. Symposium/Forum: 8:00 AM-8:50 AM 339 AB

### Fostering Creativity and Innovation Within Teams: Challenges and Opportunities

This session focuses on identifying a wide range of factors that affect creativity and innovation within teams.

Presentations embrace empirical lab and field research findings to identify unique antecedents that can either facilitate or hinder team creativity. An invited discussant will offer comments and facilitate audience interaction with the presenters.

Wendi Adair, University of Waterloo, *Co-Chair*John Cordery, University of Western Australia, Cristina B. Gibson,
University of California-Irvine, Patrick D. Dunlop, University of
Western Australia, Yana Grushina, University of Western Australia, *The Impact of Structure on Global Innovation Teams* 

Semin Park, Seoul National University, Exploitative Learning for Creativity: Cost and Benefit Approach

Tracy X. Xiong, University of Waterloo, Wendi Adair, University of Waterloo, *The Relationship Between Team Member Multicultural Experience and Team Creativity* 

Joshua Fairchild, The Pennsylvania State University, Lily
Cushenbery, The Pennsylvania State University, Sarina M.
Maneotis, Sentis, Amanda J. Drescher, The Pennsylvania State
University, Samuel T. Hunter, The Pennsylvania State University,

Evaluating an Intervention for Team Creative Performance

Paul Paulus, University of Texas at Arlington, *Discussant* 

Submitter: Tracy Xiong, txxiong@uwaterloo.ca

# 218. Poster: 8:00 AM–8:50 AM Ballroom of the Americas Prefunction Area Performance Management & Appraisal/Motivation

# 218-1 Examining Public Service Motivation and Affective Commitment in School Teachers

This study evaluates the relationship between public service motivation (PSM) and affective commitment in public school teachers. Through the application of correlational and t-test studies, the impact of teachers' PSM on commitment to the organization and the relationship between the school's effectiveness PSM and affective commitment were examined.

DeAnn H. Arnold, Louisiana Tech University Christopher T. Huynh, Louisiana Tech University James A. De Leon, Louisiana Tech University Brandon E. Dennis, Louisiana Tech University Lindsey M. Anderson, Louisiana Tech University Submitter: DeAnn Arnold, da@deannarnold.com

### 218-2 A Computational Model of Corner-Cutting Behavior and Goal Progress Velocity

Workers can sometimes perform tasks more quickly by "cutting corners." A computational model was developed to predict when individuals are most likely to cut corners. Cutting corners when it is safe to do so may be highly adaptive. The relationship between corner cutting and goal progress velocity is emphasized.

James W. Beck, University of Waterloo

Submitter: James Beck, James.Beck@uwaterloo.ca

#### 218-3 Understanding the Positive Effects of Mortality Awareness on Work Relationships

The relationships between mortality awareness, career calling, and generative work relationships were investigated among employees working in a death-salient occupation. As expected, career calling fully mediated the relationship between mortality awareness and patient attachment. Career calling also partially mediated the relationship between mortality awareness and supervisor relational identity.

Lindsay Brown, University of Georgia Lillian T. Eby, University of Georgia

Submitter: Lindsay Brown, b.lindsay.brown@gmail.com

#### 218-4 Effects of Benefits on Commitment Among Fulland Part-Time Employees

This study examined how health benefit use and satisfaction influence affective organizational commitment and union loyalty. Employee work status (full or part time) was hypothesized to moderate these relationships. Employee work status moderated the relationship between benefit use and affective commitment but did not moderate the other hypothesized relationships.

Skye K. Gillispie, Clemson University Robert R. Sinclair, Clemson University Crystal M. Burnette, Clemson University James E. Martin, Wayne State University

Submitter: Skye Gillispie, skyegillispie@gmail.com

### 218-5 Knowledge Sharing, Self-Enhancement Motive, and Abusive Supervision

Drawing on insights from COR theory, the purpose of this study is to examine how self-enhancement motive and abusive supervision may be separately and jointly related to determine the level of employees' knowledge sharing. Except for the main effect between self-enhancement and knowledge sharing, hypotheses were supported.

Seckyoung L. Kim, Seoul National University Yongsu Yoo, Seoul National University Soojin Lee, Seoul National University Jae Hyung Ahn, Seoul National University

Submitter: Seckyoung Kim, loretta75@naver.com

#### 218-6 The Influence of Feedback on Motivation

This study investigated the effects of various types of performance appraisal feedback on different types of motivation. It was found that people who were given developmental feedback were more intrinsically motivated than people who were given evaluative feedback.

Lisa M. Plant, University of Windsor Greg A. Chung-Yan, University of Windsor Joanna M. Kraft, University of Windsor

Submitter: Lisa Plant, plantl@uwindsor.ca

#### 218-7 Who Is Empowered? A Dispositional Basis to **Psychological Empowerment**

This study examined whether the Big 5 and core self-evaluation individually and incrementally accounted for variance in psychological empowerment over and above structurally empowering features. Data from 229 participants provide evidence that core self-evaluation and, to a lesser extent Extraversion and Emotional Stability, are associated with psychological empowerment.

Daniel V. Simonet, University of Tulsa Anupama Narayan, The University of Tulsa Courtney A. Nelson, University of Tulsa Submitter: Dan Simonet, dvsimonet@gmail.com

#### 218-8 Justice Delayed Is Justice Denied: Procrastination's Role in Arbitration Delay

Using arbitrators, this study investigated procrastination's impact on slippery deadlines, where the due date can be autonomously extended. Consistent with temporal motivation theory, procrastination was largely explained by expectancy, value, and sensitivity to time related traits and skills, which together accounted for 73% of the variance in procrastination.

Piers Steel, University of Calgary Daphne Taras, Edwards School of Business Allen Ponak, University of Calgary John D. Kammeyer-Mueller, University of Florida

Submitter: Piers Steel, piers.steel@haskayne.ucalgary.ca

#### 218-9 Team and Dispositional Goal Orientations and Performance: Integrating Self-Regulation

This study examined the simultaneous influence of individual dispositional and team-level goal orientations, and homologous self-regulatory processes on individual performance. Results showed that dispositional performance orientations were associated with higher negative affect resulting in lower performance, whereas team-level learning climates were associated with lower negative affect resulting in higher performance.

Esther R. Unger-Aviram, Sapir Academic College, Israel Tal Katz-Navon, The Interdisciplinary Center, Herzliya Caryn J. Block, Columbia University

Submitter: Esther Unger-Aviram, unger@sapir.ac.il

#### 218-10 Goal Importance and Goal Proximity Interact to **Predict Resource Allocation**

Motivation is thought to guide all human behavior. Resource allocation is the mechanism by which motivation drives behavior. In a longitudinal study conducted over a month, this study

found that goal proximity (i.e., due date) and goal importance interactively predicted resource allocation decisions.

Anastasia L. Milakovic, Ohio University Michael A. Warren, Ohio University Allison N. Tenbrink, Ohio University Jeffrey B. Vancouver, Ohio University Leah Halper, Ohio University Amanda R. Cameron, Ohio University Justin M. Weinhardt, Ohio University

Submitter: Michael Warren, mw174807@ohio.edu

#### 218-11 Changes in Self-Regulated Learning Strategies **Across Different Tasks**

This study explores the use of self-regulated learning strategies from task to task in a computer-supported collaborative learning environment. Learning strategies are assessed through a content analysis of communication between students working on team projects. Results show that self-regulated learning strategy use varies over time as task demands change.

Kimberly Sue Wilson, University of Tulsa Anupama Narayan, University of Tulsa

Submitter: Kimberly Wilson, kwilson8808@yahoo.com

#### 218-12 Investigating the Relationship Between Perceived **Organizational Support and Goal Commitment**

This study reveals that POS leads to increased goal commitment through its positive effects on organizational identification and self-efficacy. The positive effects of POS on organizational identification and self-efficacy are strengthened by perceived organizational competence. Goal commitment mediates the relationships between its antecedents and in-role and extra-role performance.

Dianhan Zheng, University of Houston Robert Eisenberger, University of Houston Zhuxi Wang, University of Houston Kyoung Yong Kim, University of Houston

Submitter: Dianhan Zheng, dzheng@mail.uh.edu

#### 218-13 Comedy or Tragedy? Examining HR Interventions Using a Storytelling Arc

A qualitative research method was used to examine how senior HR and I-O practitioners make sense of their first-hand experiences leading organizational change initiatives. A storytelling arc was used as an organizing metaphor, capturing personal sensemaking and dynamic changes over time that are sometimes missed in other research methodologies.

Jillian McLellan, Seattle Pacific University Yolanda L. Winberg, Seattle Pacific University Paul R. Yost, Seattle Pacific University

Submitter: Jillian McLellan, jrmc0619@gmail.com

#### 218-14 Change Hurts: The Relationship Between **Organizational Change and Financial Loss**

This research examines the relationship between organizational change and financial losses using a global database of reinsurance losses. The results indicate that insured losses attributed to the organization and its employees are preceded by an organizational change initiative more often than not. Implications for organizational change research are considered.

Lars D. Mellert, Amstein + Walthert Progress AG

Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY Bernd Wilke, University of St. Gallen

Justina M. Froelich, Baruch College and the Graduate Center, CUNY

Submitter: Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

### 218-15 Differential Effects of Two Organizational Interventions on Employee Attitudes

The effectiveness of 2 organizational development initiatives was assessed: a reward/recognition program and an employee support-focused position at a nonprofit organization. Results show that employees preferred recognition over reward. Employees found the support-focused position to be effective and an indicator of organizational support. Both initiatives predicted job satisfaction and engagement.

Kimberly Sue Wilson, University of Tulsa Anupama Narayan, University of Tulsa

Submitter: Kimberly Wilson, kwilson8808@yahoo.com

### 218-16 High Performance Organizations and Macroeconomic Performance

The study developed a comprehensive model linking characteristics of high-performance organizations (HPOs) with macro-economic performance and then empirically assessed the model using a global survey across 27 countries. Findings suggest characteristics that enable firms to gain and sustain superior business results also enhance macroeconomic performance.

Haiyan Zhang, Kenexa, an IBM Company Milton Hugo Salas Martinez, Kenexa, an IBM Company Jack W. Wiley, Kenexa, an IBM Company

Submitter: Haiyan Zhang, haiyan.zhang@kenexa.com

# 218-17 A Large-Scale, Longitudinal Investigation of Performance Improvement Following Multisource Feedback

This study characterizes performance change following multisource feedback (MSF) as generally weak and positive. This growth trajectory is examined via key antecedents (experience, developmental activities, initial performance), moderators (rater source, performance dimension), and consequences (promotion). Results identify less-experienced and weak-performing employees as the most likely to improve following MSF.

Sean P. Baldwin, HumRRO

Brian J. Hoffman, The University of Georgia

Submitter: Sean Baldwin, seanpbaldwin@gmail.com

## 218-18 Role of Empathic Concern and Planning in Delivering Performance Feedback

When supervisors provide performance feedback to their poorest performing employees, supervisor expectations about the extent to which the employee will challenge and/or accept the feedback leads to discomfort, which can lead to rating inflation. The role of the supervisor's empathic concern and planning how to deliver the feedback are considered.

Kristophor G. Canali, U.S. Office of Personnel Management Submitter: Kristophor Canali, kgc99001@yahoo.com

#### 218-19 Predictors of Performance Outcomes in the Telework Environment

This study was conducted to analyze the relationships of perceived trust, autonomy, and communication of performance expectations with performance outcomes for a teleworking population. Furthermore, analyses were run to test if engagement mediated the relationships among these variables and performance. Results showed all independent variables predicted performance outcomes.

Ryan V. Hendricks, U.S. Office of Personnel Management Submitter: David Geller, davidsgeller@gmail.com

#### 218-20 Regulatory Focus/Fit and Utilization of Corrective Task Feedback

Regulatory focus/fit theory was tested as an explanation of variability in utilization of corrective task feedback that also conveyed evaluative performance feedback. Results did not support the regulatory focus/fit predictions, suggesting fit effects are difficult to achieve in complex feedback environments where corrective feedback also provides feedback sign information.

Neil M. A. Hauenstein, Virginia Tech University Andrew M. Miller, Virginia Tech University Jaron T. Holmes, Office of Personnel Management

Submitter: Neil Hauenstein, nhauen@vt.edu

# 218-21 Do Incremental Theorists Penalize Others' Failure to Demonstrate Positive Change?

Across 2 studies it is shown that incremental theorists (i.e., individuals who view human traits as malleable) are more punitive towards declining performance trends than entity theorists (i.e., individuals who view human traits as static). Incremental theorists penalize others' failure to demonstrate positive change when rating dynamic performance.

Julie J. Lanz, Florida International University Cort W. Rudolph, Florida International University

Submitter: Julie Lanz, julie.lamer@gmail.com

## 218-22 Does 360 Feedback Lead to Performance Improvement?

Although the use of 360 feedback is common in today's organizations, there have been few longitudinal studies evaluating improvement that occurs following 360 degree feedback. Across 2 time points, feedback resulted in small competency improvements. Perceptions of a high quality feedback environment relate to improvements in multiple dimensions.

Stanton Mak, Michigan State University Catherine Ott-Holland, Michigan State University Ann Marie Ryan, Michigan State University

Submitter: Stanton Mak, smak196@gmail.com

#### 218-23 Trust-in-Supervisor: The Relationship Driving Feedback Behaviors

This study examined the interaction between contextual and relational factors predicting 3 feedback behaviors: inquiry, mitigating, and avoiding. Only feedback mitigating and avoiding were driven by employees' trust in supervisor. Contrary to expectation, the effect was stronger in highly political contexts.

Rana Moukarzel, Florida Institute of Technology Stephen F. Young, Florida Institute of Technology Matthew J. Monnot, Pacific Lutheran University Lisa A. Steelman, Florida Institute of Technology Haitham A. Khoury, American University of Beirut

Submitter: Rana Moukarzel, rana.moukarzel@gmail.com

### 218-24 Raters' Motivation to Give Feedback and Multisource Feedback Rating Biases

This study examines factors affecting raters' motivation to give feedback—specifically, rater type (superior, peers, subordinates), interpersonal affect, and feedback environment—and its impact on rating leniency and halo. HLM results based on 761 observer ratings mostly supported our hypotheses but also uncovered differential relationships for leniency and halo.

Christine Koh, Nanyang Technological University Kok-Yee Ng, Nanyang Technological University Soon Ang, Nanyang Technological University Jeffrey C Kennedy, Nanyang Business School Hwee Bin Tay, Centre for Leadership Development

Submitter: K. Yee Ng, akyng@ntu.edu.sg

### 218-25 Relative Importance of Major Job Performance Dimensions in Korean Contexts

Based on a study of 111 Korean employees at a large company, researchers found that task-based performance dimensions (task performance, OCB-O, and CWB-O) are significantly more important than interpersonal performance dimensions (OCB-I and CWB-I) in determining administrative-purpose, overall job performance ratings (%RW = 88% vs. 12%).

Jae Young Choi, Virginia Commonwealth University Chao Miao, Virginia Commonwealth University In-Sue Oh, Temple University

Submitter: In-Sue Oh, insue.oh@gmail.com

#### 218-26 A Multidimensional Measure of Observer Attributions for Performance

This study was conducted to examine the factor structure and construct validity of the newly created Multidimensional Observer Attributions for Performance Scale (MOAPS). Confirmatory factor analysis supported the intended 4-factor structure, and each of the 4 observer attributions was found to contribute unique variance towards performance ratings.

Kevin J. Rutherford, Florida International University Michael B. Harari, Florida International University Cort W. Rudolph, Florida International University Submitter: Kevin Rutherford, kruth004@fiu.edu

# 218-27 Damned If She Does or Doesn't: Agreeableness, Gender, and Performance

Across 2 studies, evidence was found that the relationship between Agreeableness and job performance was weaker when employees were either high or low in Agreeableness and was stronger when employees had moderate levels of Agreeableness. However, this pattern existed only for female employees.

Andrew Li, West Texas A&M University Jonathan A. Shaffer, West Texas A&M University Jessica Bagger, California State University, Sacramento Amit K. Nandkeolyar, Indian School of Business Srinivas Ekkirala, Indian School of Business

Submitter: Jonathan Shaffer, jshaffer@wtamu.edu

## 218-28 Vertical and Horizontal Individualism and Collectivism Orientations and Feedback-Seeking Behaviors

This study investigated how individuals' cultural orientations, as defined by horizontal and vertical individualism and collectivism, relate to the strategies (monitoring and inquiry) and sources (peer and supervisor) utilized for seeking feedback in their organizations.

Chantale Wilson, University of Akron Joelle D. Elicker, University of Akron Mary Sully de Luque, Thunderbird School of Global Management

Submitter: Chantale Wilson, cnw18@zips.uakron.edu

### 218-29 Increasing Positive Emotions Following Negative Feedback: How Empathy Can Help

This video-based lab study investigated empathy as a technique that managers can use when delivering negative feedback. Specifically, participants exposed to empathic feedback experienced a greater increase in positive emotions and were more likely to rate a hypothetical manager as effective compared to a no-empathy control group.

Stephen F. Young, Florida Institute of Technology Rana Moukarzel, Florida Institute of Technology Lisa A. Steelman, Florida Institute of Technology Erin M. Richard, Florida Institute of Technology James Gallo, Florida Institute of Technology

Submitter: Stephen Young, stephenyoung86@gmail.com

### 218-30 Employee Performance and Potential for Promotion, Training, and Development Recommendations

Allocation decisions regarding employee promotion, training, and development are crucial, yet little is known about how managers use ratings of job performance and employee potential to inform these decisions. This study uses a policy capturing design to compare how supervisors and human resource managers make decisions about employees.

Francoise J. Cadigan, University of Manitoba Kasey D. Martin, University of Manitoba David Kraichy, University of Calgary Krista L. Uggerslev, Northern Alberta Institute of Technology Neil Fassina, University of Manitoba

Submitter: Francoise Cadigan, francoisec@gmail.com

# 218-31 Attitudinal and Performance Outcomes of Investments in Employee Development

This study examined how investing into training impacted employee perceptions and unit performance. Specifically, multilevel structural equation modeling was used and found that investment in training fostered a climate of high involvement work processes and a unit-level positive organizational regard. These perceptions contributed to unit performance.

John W. Lynch, University of Georgia Robert J. Vandenberg, University of Georgia Submitter: John Lynch, jwlynch@uga.edu

# 218-32 Multitasking Performance: A Function of Preference and Ability

This study examines the usefulness of multitasking ability assessments for predicting work related criteria. Multitasking ability demonstrated predictive validity and incremental validity for multitasking performance. Polychronicity was found to moderate the relationship between multitasking ability and both supervisor ratings of overall job performance and multitasking performance.

Kristin R. Sanderson, Florida International University Valentina Bruk Lee, Florida International University Chockalingam Viswesvaran, Florida International University Sara Lambert Gutierrez, SHL Tracy Kantrowitz, SHL

Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

# 219. Special Events: 8:00 AM-8:50 AM Grand G

#### Perspectives on Independent Consulting in I-O

Panelists with a variety of backgrounds and tenure as independent I-O consultants will share their experiences, advice, and lessons learned. Topics of discussion will include starting an independent consulting practice, establishing clients, generating work, growing the practice, creating research and practitioner partnerships, and weathering economic struggles.

Elizabeth A. McCune, Microsoft Corporation, *Chair*Martin Lanik, Global Assessor Pool LLC, *Panelist*Sandra R. Fiaschetti, Magnet Consulting, *Panelist*Laura S. Hamill, Paris Phoenix Group, *Panelist*Daniel Fisher, Fisher Rock Consulting, *Panelist*Hennie J. Kriek, TTS Talent Group/University of South Africa, *Panelist* 

Submitter: Elizabeth McCune, elizabeth.mccune@live.com

### 220. Debate: 8:00 AM-8:50 AM Grand H

#### Do Leadership Questionnaires Say More About Followers Than Leaders?

Follower reports of leadership are widely used to inform both theory and practice, but their use remains controversial with respect to their validity as a measurement of leaders' behavior. This debate will highlight different points of view, examine each side's assumptions, and seek common ground to foster potential solutions.

Robert G. Lord, University of Akron, *Moderator*Tiffany Hansbrough, Fairleigh Dickinson University, *Presenter*Birgit Schyns, Durham University, *Presenter*Ronald E. Riggio, Claremont McKenna College, *Presenter* 

# Submitter: Tiffany Hansbrough, thansb@fdu.edu 221. Roundtable/Conversation Hr: 8:00 AM-8:50 AM

#### Assessment Centers: What Makes Assessors Competent?

The study of what makes a good assessor is at best in its early infancy. The aim of this session is to identify critical competencies of quality assessors with the goal of propelling research, best practice, and collaboration on this important topic.

Lynn Collins, Sandra Hartog & Associates/Fenestra, *Host* Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc, *Host* Submitter: Lynn Collins, lynn.collins@fenestrainc.net

222. Master Tutorial: 8:30 AM-9:50 AM
335 A
1.5 CE credits for psychology purposes available

#### The WOW! Factor: Design 101 for Technology-Delivered Tests

Innovative item types are becoming more prevalent among electronically delivered assessments. Practitioners are wooed by the wide range of possibilities in terms of graphical enhancement of items. Adding too much pizzazz, or "wow," however, can have unintended consequences. Experienced panelists provide an overview of UI design principles.

Tami Licht, Development Dimensions International (DDI), *Presenter* Eric J. Sydell, Shaker Consulting Group, *Presenter* Kim Karanovich, Development Dimensions International (DDI), *Presenter* Submitter: Donald Lustenberger, dondc95@gmail.com

## 223. Symposium/Forum: 8:30 AM-9:50 AM 335 BC

#### The Interactionist Approach to CWB: Broadening Our Approach

The interactionist approach examines how the relationship between stressors and CWB varies based on personality. The papers in this symposium expand that approach by examining how personality affects how employees respond to both stressors and social resources, and may contribute to both CWB and citizenship behavior depending on work conditions.

Lisa M. Penney, University of Houston, *Chair*Zhiqing E. Zhou, University of South Florida, Laurenz L. Meier,
University of South Florida, Paul E. Spector, University of South
Florida, *Personality, Job Stressors, and Counterproductive*Work Behavior: A Three-Way Interaction

Lisa M. Penney, University of Houston, L. A. Witt, University of Houston, Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI), Marinus van Driel, Van Driel Consulting/DEOMI, Daniel P. MacDonald, Defense Equal Opportunity Management Institute (DEOMI), Effects of Servant Leadership on Deviance: A Conditional Process Model

Xinxuan Che, University of South Florida, Paul E. Spector, University of South Florida, *Nicely Treated People Don't Engage in Nasty Things? Seems Not* 

Suzy Fox, Loyola University-Chicago, *Narcissism, CWB, OCB, Leadership and Bullying: Who's Calling the Shots?* 

Submitter: Lisa Penney, Ipenney@uh.edu

# 224. Panel Discussion: 8:30 AM-9:50 AM 336 AB

### Catalysts and Best Practices in On-the-Job Leadership Development

Given all that there is to know about on-the-job development, organizations still struggle to make it happen. This panel will highlight some of the "best practices" to leverage on-the-job development by identifying developmental assignments, enhancing individuals' ability to learn, shaping HR practices, and developing a culture that supports experience-based development.

Paul R. Yost, Seattle Pacific University, *Chair*Emily M. Pelosi, Seattle Pacific University, *Co-Chair*Cindy McCauley, Center for Creative Leadership, *Panelist*Mary M. Plunkett, Carlson, *Panelist*Brad Borland, Kelly Services, Inc., *Panelist*Sylvester Taylor, Center for Creative Leadership, *Panelist*Submitter: Paul Yost, yostp@spu.edu

Grand I

# 225. Symposium/Forum: 8:30 AM-9:50 AM 340 AB

#### New Insights Into Personality Test Faking: Consequences and Detection

Personality test faking has been a concern in industrial-organizational psychology for years. It is essential to understand its impact and explore methods for reducing deleterious effects in employment decision making. In this symposium, cutting-edge research is presented that addresses the detection of personality test faking and the consequences of ignoring faking.

Nathan T. Carter, University of Georgia, Chair

Nathan T. Carter, University of Georgia, Michael J. Zickar, Bowling Green State University, *Personality Test Faking at the Level of the Selection Decision* 

Andrew Speer, Central Michigan University, Neil Christiansen, Central Michigan University, **Response Biases in Personality Scores of Job Incumbents: Criterion-Related Validity** 

Amy R. Gammon, Ripon College, Mei-Chuan Kung, Select International, Inc., Matthew S. O'Connell, Select International, Inc., Kristin M. Delgado, Select International, Inc./Wright State University, Richard L. Griffith, Florida Institute of Technology, What if Several Indicators of Applicant Faking Behavior Were Triangulated?

Benjamin A. Tryba, Florida Institute of Technology, Neil Christiansen, Central Michigan University, Richard L. Griffith, Florida Institute of Technology, Pamela S. Jackson, Florida Institute of Technology, Robert L. Kopp, Florida Institute of Technology, *Lonely at the Top? Effects of Faking Throughout the Distribution* 

Robert P. Tett, University of Tulsa, *Discussant* 

Submitter: Nathan Carter, carternt1981@gmail.com

# 226. Community of Interest: 8:30 AM-9:50 AM 342

#### Millennials at Work

Brodie Gregory, PDRI, *Host*Charles N. Thompson, Taylor Strategy Partners, *Host*Kara R. Jeansonne, PDRI, *Coordinator* 

# 227. Symposium/Forum: 8:30 AM-9:50 AM 343 AB

#### Green I-O Consulting: Growing Your Practice to Include Environmental Sustainability

This symposium is intended to motivate and enable I-O consultants to expand their practices to include environmental sustainability. Presenters include thought-leading academics central to establishing SIOP's sustainability agenda, internal I-O consultants from large organizations with strong sustainability programs, and an external consultant with unique expertise in environmental sustainability consulting.

John P. Muros, AT&T, Co-Chair

Stephan Dilchert, Baruch College, Co-Chair

John P. Muros, AT&T, Going After the Green: Expanding I-O Practice to Include Sustainability

Stephan Dilchert, Baruch College, Deniz S. Ones, University of Minnesota, *Guiding Organizational Greening Efforts Through Internal and External Benchmarking* 

Subhadra Dutta, PepsiCo, Christopher R. Honts, Central Michigan University, Christopher T. Rotolo, PepsiCo, *Influencing Environmental Sustainability Behaviors Through HR Processes*  Elaine Greenway, Walmart Stores, Inc., Lessons Learned and Skills Required for Large-Scale HR Sustainability Projects Anna Clark, EarthPeople, Effective Branding, Marketing, and Communicating for Sustainability Consulting Services

Submitter: John Muros, jawnpm@hotmail.com

### 228. Symposium/Forum: 8:30 AM-9:50 AM 344 AB

#### Investigating Workplace Relationships From a Diversity Perspective

Many organizational phenomena are relational. In light of increasing emphasis on diversity in the workplace, examination of how demographic differences take effect in relational contexts is warranted. Three empirical studies, encompassing several relational constructs and types of diversity, are presented that address how diversity shapes relationships and influences relational outcomes.

Jennifer Wessel, The University of Akron, *Co-Chair*Brent J. Lyons, Michigan State University, *Co-Chair*Brent J. Lyons, Michigan State University, Sabrina D Volpone,
Temple University, Jennifer Wessel, The University of Akron, *Supervisor–Subordinate Relationship Diversity:*Consequences for Abusive Supervision

Winny Shen, University of South Florida, Soner Dumani, University of South Florida, Andeneshea S. Kemp, University of South Florida, Consequences of Gender and Leadership Identity Conflict and Facilitation

Jennifer Wessel, The University of Akron, Coworker Relationship Perceptions and Depression Disclosure

Lisa H. Nishii, Cornell University, Discussant

Submitter: Jennifer Wessel, jwessel@uakron.edu

# 229. Panel Discussion: 8:30 AM-9:50 AM 346 AB

# Nothing Endures but Change: I-O's Role in Organizational Transformations

Change happens but is often painful. I-O equips us to drive effective change, even when not directly tasked with change management. Experienced panelists will share strategy and practices for successful organization transformation and for visibility. Session is designed for midcareer professionals facing change, though it will benefit all SIOP attendees.

Stephanie R. Klein, SHL, *Chair*Laura Baranowski, Wells Fargo, *Panelist*Cathy L. Z. DuBois, Kent State University, *Panelist*Kevin M. Kramer, Honeywell, *Panelist*Lizzette Lima, PDRI, *Panelist*Norm E. Perreault, Independent Consultant, *Panelist* 

# 230. Panel Discussion: 8:30 AM-9:50 AM Grand A

Submitter: Stephanie Klein, stephanie.klein@shl.com

### When it Comes to Practice, Do Applicant Reaction Models Matter?

This session provides an integrated scientist–practitioner perspective on the practical value of applicant reaction models. Established researchers will present theoretical models of applicant reactions to selection systems. Experienced practi-

tioners will discuss the techniques they use in practice and whether these techniques map onto theoretical models. An interactive discussion will follow.

Julie M. McCarthy, University of Toronto, *Chair* Wayne F. Cascio, University of Colorado, *Co-Chair* Talya N. Bauer, Portland State University, *Panelist* Donald M. Truxillo, Portland State University, *Panelist* Todd Carlisle, Google, *Panelist* Victoria A. Davis, Marriott International, *Panelist* 

Submitter: Julie McCarthy, julie.mccarthy@rotman.utoronto.ca

# 231. Panel Discussion: 8:30 AM-9:50 AM Grand B

# The Digital Frontier: Facilitating Teamwork Through Bits and Bytes

I-O psychologists have begun to look into how technology facilitates teamwork but with little understanding how specific tools influence team effectiveness. With the digital age here, it is critical to understand where the science on technology in teams stands and where it needs to go in the future.

Christopher Wiese, University of Central Florida, *Co-Chair* Marissa L. Shuffler, University of Central Florida, *Co-Chair* Zachary N. J. Horn, Aptima, Inc., *Co-Chair* Travis Maynard, Colorado State University, *Panelist* Stephen M. Fiore, University of Central Florida, *Panelist* Robert McCormack, Aptima, Inc., *Panelist* 

Submitter: Christopher Wiese, ChrisWWiese@gmail.com

# 232. Symposium/Forum: 8:30 AM-9:50 AM Grand C

# Examining Overqualification and Positive Outcomes: When Are They Possible?

The research on overqualification has mainly examined negative consequences of overqualification. Defined, overqualified employees have surplus talent and thus can be excellent employees if managed properly; yet empirical evidence is lacking. This symposium explores largely ignored positive attitudinal and behavioral consequences of overqualification and factors that stimulate these positive outcomes.

Aleksandra Luksyte, The University of Western Australia, *Chair*Katina W. Thompson, Florida State University, David M Sikora,
California Polytechnic State University, Pamela L. Perrewe,
Florida State University, Gerald R. Ferris, Florida State
University, *Person–Job Fit as Mediator Between Employment Qualifications and Hiring Recommendations* 

Frances M. McKee-Ryan, University of Nevada, Reno, Bret L. Simmons, University of Nevada, Reno, *Overqualified Employees' Retention: The Role of Core Self-Evaluations and Engagement* 

Leigh Rokitowski, SUNY New Paltz, Doug C. Maynard, SUNY New Paltz, *Overqualification and Job Crafting: Exploring Main Effects and Moderators* 

Aleksandra Luksyte, The University of Western Australia, How to Increase Creativity of Overqualified Employees? Examining Organizationally Based Strategies

Berrin Erdogan, Portland State University, *Discussant*Submitter: Aleksandra Luksyte, alex.luksyte@uwa.edu.au

# 233. Symposium/Forum: 8:30 AM-9:50 AM Grand D

#### Transitions to Motherhood: Workplace Experiences During Pregnancy and Postpartum

The transition to motherhood represents a common, yet psychologically dynamic and complex, process for working women. In light of the potential obstacles faced by pregnant women and working mothers, the proposed symposium aims to address yet unstudied substantive issues associated with the overlap of motherhood and employment.

Kristen P. Jones, George Mason University, **Co-Chair**Eden B. King, George Mason University, **Co-Chair**Whitney Botsford Morgan, University of Houston-Downtown, Sarah Singletary Walker, University of Houston-Downtown, Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, **Reducing Discrimination Toward Pregnant Job Applicants: A Field Study** 

Christiane Spitzmueller, University of Frankfurt/University of Houston, Zhuxi Wang, University of Houston, Russell A. Matthews, Bowling Green State University, Gwenith G. Fisher, University of Michigan, Candice Perks, University of Houston, Jing Zhang, University of Houston, Lane Strathearn, Children's Nutrition Research Center, Got Milk? Workplace Factors Related to Breastfeeding Among Nursing Mothers

Kristen P. Jones, George Mason University, Eden B. King, George Mason University, Veronica L. Gilrane, George Mason University, Tracy C. McCausland, George Mason University, *I Can't Get No Satisfaction: Attitudes During Pregnancy and Postpartum* 

Submitter: Kristen Jones, kjonesz@gmu.edu

# 234. Symposium/Forum: 8:30 AM-9:50 AM Grand E

#### Goin' Mobile: Employers, Applicants, and Their References

For some applicant populations, access to mobile technology surpasses that of the PC. This symposium is designed to (a) present research on the use of mobile-based testing (MBT) in the applied setting and (b) use these results to address practical decision making and psychometric integrity of MBT.

Cynthia A. Hedricks, SkillSurvey, Inc., *Chair*Sarah S. Fallaw, SHL, Tracy Kantrowitz, SHL, *Testing Via Smart Mobile Devices: Examining Global HR Perspectives*Ben Hawkes, Kenexa, an IBM Company, *Developing Evidence-Based Guidelines for Testing on Mobile Devices*Debora D. Mitchell, Sprint, Michael Blair, Sprint, *Goin' Mobile: A Mobile Provider's Foray Into Mobile Assessments* 

Disha D. Rupayana, SkillSurvey, Inc., Cynthia A. Hedricks, SkillSurvey, Inc., **Smart Mobile Devices Vesus PC: Reference Feedback on Applicant Competence** 

Nancy T. Tippins, CEB Valtera, Discussant

Submitter: Cynthia Hedricks, chedricks@skillsurvey.com

# 235. Panel Discussion: 8:30 AM-9:50 AM Grand F

#### Cybersecurity and I-O: Practical Applications for a Critical Workforce

Cybersecurity professions are growing exponentially to help prevent threats to government and private industry, leaving HR and training professionals overloaded with challenges. A panel

of professionals who work closely with the cybersecurity workforce will provide insight into unique challenges of this field and practical solutions for selection and workforce development.

Tara Thorne, PDRI, *Co-Chair*Kristina M. Kayton, PDRI, *Co-Chair*Nicholas L. Vasilopoulos, National Security Agency, *Panelist*Dennis E. Michael, FedEx Services, *Panelist*Steven D. Ashworth, San Diego Gas & Electric, *Panelist*Jeff Raithel, Department of Defense, *Panelist* 

Submitter: Kristina Kayton, Kristina.Kayton@pdri.com

# 236. Symposium/Forum: 8:30 AM-9:50 AM Grand J

#### Understanding Employee Motivation to Perform Emotional Labor

Emotional labor research is one of the largest areas of emotions research for organizational scholars. Yet, many researchers consider similar designs and measures. This set of studies offers key theoretical and methodological extensions to revitalize emotional labor research by highlighting how employees can be motivated to perform emotional labor.

Allison S. Gabriel, University of Akron, *Co-Chair*Jason Dahling, The College of New Jersey, *Co-Chair*Allison S. Gabriel, University of Akron, Michael A. Daniels, Bowling Green State University, James M. Diefendorff, University of Akron, Gary J. Greguras, Singapore Management University, *Distinguishing Emotional Labor Actors Using Latent Profile Analysis* 

Helena Hong, University of New South Wales, Markus Groth, University of New South Wales, Stephen J. Frenkel, University of New South Wales, *Daily Effects of Emotion Regulation and* the Role of Self-Determination

Jason Dahling, The College of New Jersey, Samantha Le Chau, Novo Nordisk Inc., *Going Above and Beyond: Prosocial Motivation Impacts Customer Service Ratings* 

Alicia A. Grandey, Pennsylvania State University, Tyler J. Slezak, Pennsylvania State University, *When Pride Becomes Shame: Organizational Identification and Self-Regulation During Scandal* S. Douglas Pugh, Virginia Commonwealth University, *Discussant* 

Submitter: Allison Gabriel, asg19@zips.uakron.edu

# 237. Panel Discussion: 9:00 AM-9:50 AM 337 AB

### Creativity and Innovation in Organizations—An Academic–Practitioner Dialogue

Creativity and innovation have been touted as important factors in organizational success and survival. The purpose of this panel is to bring together academics studying creativity and innovation and practitioners concerned about the topic to discuss the current state of research and practice and gaps between science and practice.

Roni Reiter-Palmon, University of Nebraska-Omaha, *Panelist* Christina E. Shalley, Georgia Institute of Technology, *Panelist* Daniel P. Russell, Aon Hewitt, *Panelist* Cara C. Bauer, Novo Nordisk, Inc, *Panelist* 

Submitter: Roni Reiter-Palmon, rreiter-palmon@unomaha.edu

# 238. Panel Discussion: 9:00 AM-9:50 AM 339 AB

#### Dynamic Criteria and Performance Variability: Where Are We Now?

Research that has begun to examine the short-term dynamic properties of job performance (i.e., within-person performance variability) has brought to light new issues with prior conceptualizations of static criteria. A panel of experts in this area will discuss these issues as well as current and future research initiatives.

Michael B. Harari, Florida International University, *Co-Chair*Cort W. Rudolph, Florida International University, *Co-Chair*Christopher M. Barnes, Virginia Tech, *Panelist*Devasheesh Bhave, Concordia University, *Panelist*Reeshad S. Dalal, George Mason University, *Panelist*Ronald H. Humphrey, Virginia Commonwealth University, *Panelist* 

Submitter: Michael Harari, mhara003@fiu.edu

# 239. Poster: 9:00 AM-9:50 AM Ballroom of the Americas

### Job Performance/Citizenship & Counterproductive Behavior/Engagement

### 239-1 Integrity, Ego Depletion, and the Interactive Impact on Counterproductive Behavior

This study examined the relationships among integrity, ego depletion, and off-task behavior. A significant interaction found that when ego depleted, high and low integrity individuals were just as likely to engage in off-task behavior. Temporary detriments in self-control appear to negate the relationship between integrity and counterproductive behavior.

Joshua D. Bazzy, Tusculum College David J. Woehr, University of North Carolina Charlotte Submitter: Joshua Bazzy, jbazzy@tusculum.edu

# 239-2 Application of Item Response Theory to Counterproductive Work Behavior (CWB)

This study demonstrates the applicability of item response theory (IRT) analyses to the understanding of counterproductive work behavior (CWB). CWB response characteristics suggest that commonly used analyses may be inappropriate. The study shows that interpersonal (CWB-I) and organizational (CWB-O) items differ in discrimination and precision, illustrating why IRT may be preferred.

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign Mengyang Cao, University of Illinois at Urbana-Champaign

Submitter: Nichelle Carpenter, ncc7@illinois.edu

# 239-3 Ethical Schemas and Implicit Moral Associations Predict Counterproductive Work Behaviors

This study measured ethical knowledge structures and the IAT to assess implicit moral associations in predicting counterproductive work behaviors. Prior researchers have investigated moral development using decision-making tasks, which may have some limitations. Two sets of data were collected to develop the structural knowledge assessment. Results supported our expectations.

Zach Kalinoski, Aptima, Inc.
Debra Steele-Johnson, Wright State University
Submitter: Zach Kalinoski, ztkalinoski@yahoo.com

#### 239-4 Why Does Customer Incivility Impair Service Performance?

This study explains when and why customer incivility impairs employee service performance. It was found that the strength of the mediated relationship between customer incivility and employee service performance (via employee intrinsic motivation) varied based on employee core self-evaluations.

Eugene Yui Jin Kim, Georgia Institute of Technology David J. Yoon, University of Minnesota

Submitter: Eugene Kim, Eugene.Kim@scheller.gatech.edu

### 239-5 Exploring Family–Work Conflict's Relationship With Work Counterproductivity and Organizational Citizenship

Although work–family conflict has been the focus of intense study, family–work conflict (FWC) has received less attention. This study examined FWC and a broad set of counterproductive work behaviors (CWB) and organizational citizenship. Relationships were strongest with organizational and interpersonal CWB, followed by a negative association with organizationally targeted citizenship.

Brittany K. Mercado, Graduate Center/CUNY, Baruch College Stephan Dilchert, Graduate Center/CUNY, Baruch College

Submitter: Brittany Mercado, brittany.mercado@baruch.cuny.edu

## 239-6 Effect of Scale Anchors on Measurement of Counterproductive Work Behavior

This study examined the effect of response scale anchors on self-reported counterproductive work behavior (CWB) and beliefs about others' CWB. By creating 3 versions of a common CWB scale in which response anchors differed, self-reported CWB and beliefs about others' CWB were compared across control, frequent, and infrequent scale anchors.

Natalie A. Wright, North Carolina State University Brandy N. Parker, The Friday Institute for Educational Innovation Adam W. Meade, North Carolina State University

Submitter: Natalie Wright, nawright@ncsu.edu

#### 239-7 Who Improves Your Creativity?: Knowledge Sharing From Different Sources

This study aims to investigate the effects of knowledge sharing of different referents—supervisor and coworkers—on employee's creativity. The results verified the positive relationship of supervisor's knowledge sharing with employee's creativity. In addition, the interaction effect of supervisor's and coworkers' knowledge sharing on employee's creativity was identified.

Minyoung Cheong, Seoul National University Yongsu Yoo, Seoul National University Abhishek Srivastava, West Virginia University Seokhwa Yun, Seoul National University

Submitter: Minyoung Cheong, mycheong@snu.ac.kr

# 239-8 Intrinsic Motivation—Creativity Relationship With Moderating Mechanisms of Supervisor Knowledge Sharing

This longitudinal study tries to resolve the inconsistent relationship between intrinsic motivation and creativity by introducing moderators. Results showed that the positive moderating effect of supervisor knowledge sharing on this relationship and 2 underlying mechanisms (expertise and supervisor encouragement of creativity) mediates the moderating effect of supervisor knowledge sharing.

YeunJoon Kim, Seoul National University

Submitter: YeunJoon Kim, dean.kim21@gmail.com

### 239-9 Person-Organization Fit and Individual Performance: Exploring Mediating and Moderating Mechanisms

This paper tests a moderated mediation model in which person–organization fit is associated with individual performance. Data from 299 employees reveal that individuals who fit with their organization report higher performance, and this relationship is mediated by employee engagement. Further, organizational trust strengthens the relationship between engagement and performance.

Kerstin Alfes, Tilburg University Amanda D. Shantz, York University

Submitter: Kerstin Alfes, kerstin.alfes@gmail.com

### 239-10 Using Telecommuting to Engage Government Employees: Does Supervisory Status Matter?

Some government agencies use telecommuting to retain an engaged workforce. This study examines whether the effectiveness of granting or withholding permission to telecommute and telecommuting intensity on improving satisfaction, engagement, and retention of federal employees are equal for supervisors and nonsupervisors. Research and practical implications are discussed.

Dana E. Sims, ASPR, Department of Health and Human Services Submitter: Dana Sims, dana.e.sims@gmail.com

# 239-11 Engaging Employed Professionals: Reconceptualizing the Role of Collective Identification

Extant research suggests engagement by employed professionals is driven by how they identify with discrete collectives (i.e., organization, profession). This paper proposes a paradigm shift to consider the role of a primary collective identification (i.e., profession), its influence on subsequent collective identifications (i.e., organization), and how those relationships drive engagement.

Gregory W. Stevens, Auburn University

Submitter: Gregory Stevens, gws0002@auburn.edu

# 239-12 Conceptualization and Performance Implications of Service Employees' Boreout

This study offers insights on the phenomenon of boreout as lack of motivation and well-being, associated with a crisis of meaning at work, job boredom, and content plateauing. The boreout dimensions differently affect service employees' innovative work behavior, and customer support moderates the boreout–innovativeness relationship.

Ruth M. Stock-Homburg, Technische Universität Darmstadt Sandra Ohly, University of Kassel

Submitter: Ruth Stock-Homburg, rsh@stock-homburg.de

### 239-13 Measuring Employee Engagement: Toward Consensus in Constructs and Instruments

Based on Kahn's (1990) trivariate model of employee engagement, this study compared 4 popular measures. Exploratory and confirmatory factor analyses demonstrate several small modifications that can both shorten and improve model fit for Rich et al.'s (2010) and May et al.'s (2004) measures. The 4 measures also showed convergent validity.

Wei Wang, University of Illinois at Urbana-Champaign Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Wei Wang, wwang37@illinois.edu

### 239-14 The Role of Citizenship Pressure Within the Organization

A cross-sectional study investigated how citizenship pressure related to employee motivations, performance, attitudes, and strains. Coworker reports were also obtained for some variables. The findings suggest that the citizenship pressure is associated with a host of negative employee and organizational outcomes.

Jeremy Bauer, University of South Florida
Kevin Loo, University of South Florida
Jacob Seybert, University of South Florida
Raymond Charles Ottinot, University of South Florida
Kevin L. Askew, University of South Florida
Meng Uoy Taing, University of South Florida
Submitter: Jeremy Bauer, jbauer58@gmail.com

# 239-15 Felt Trust and Task Performance: A Laboratory Experiment

This study was conducted to clarify the relationship between felt trust and task performance. Through the applications of social exchange theory, the relationship between the trust participants felt and their performance on a work simulation exercise was observed using a unique experimental methodology.

Scott A. Cassidy, University of Guelph Harjinder Gill, University of Guelph

Submitter: Scott Cassidy, cassidys@uoguelph.ca

#### 239-16 Self-Serving Motivational and Supervisor-Employee Relational Antecedents of OCB

This study examined a self-serving motivational antecedent of OCBs and a potential relational moderator of these relationships. Results from matched supervisor—employee ratings showed that impression management motives predicted voice but not helping. Leader—member exchange had a weak prediction on helping but did not play a moderating role.

Tsz-Ying Chan, University of Colorado, Boulder/University of Nottingham lain Coyne, University of Nottingham

Submitter: Tsz-Ying Chan, tsz.chan@colorado.edu

# 239-17 Examining the Conscientiousness-Adaptive Performance Relationship at Global and Facet Levels

This study sought to advance the understanding of adaptive job performance by investigating the global and facet level Conscientiousness—adaptive performance relationship, examining the incremental validity of Conscientiousness above cognitive ability when predicting adaptive performance, testing job autonomy as a moderator, and limiting the variability of adaptive requirements.

Megan L. Crowley, Indiana University-Purdue University Indianapolis John T. Hazer, Indiana University-Purdue University Indianapolis

Submitter: Megan Crowley, mlilcrowley@gmail.com

# 239-18 Curvilinear Effects of Perceived Organizational Support on Individual Outcomes

There is an implicit assumption that increasing perceived organizational support results in increasing outcomes. There are theoretical and practical reasons to question whether these relationships may be curvilinear. Our hierarchical linear modeling results suggest that the relationship between POS and key individual outcomes may best be represented as curvilinear.

Kenneth J. Harris, Indiana University Southeast K. Michele Kacmar, University of Alabama

Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

### 239-19 The Effectiveness of Supervisor Knowledge Sharing: Moderating Roles of Expertise

This longitudinal study found the positive relationship between supervisor knowledge sharing and task performance. The relationship was positively moderated by supervisors' expertise and negatively moderated by subordinates' expertise. Finally, the relationship was maximized under situations of high supervisors' expertise and low subordinates' expertise, and became negative under the opposite situation.

YeunJoon Kim, Seoul National University HyunMin Cho, Maersk

Submitter: YeunJoon Kim, dean.kim21@gmail.com

## 239-20 Interplay of Competence, Conflict, and Proactive Personality in Predicting OCB

This study investigates the interaction among proactive personality, competence, and interpersonal conflict at work in the prediction of organizational citizenship behaviors directed at individuals (OCBI) and organizations (OCBO). Data obtained from 165 subordinate—supervisor dyads showed significant 2-and 3-way interactions between the 3 predictors for OCBI and OCBO, respectively.

Jennifer L. Kisamore, University of Oklahoma Jeffrey Muldoon, Louisiana State University Eric Liguori, California State University, Fresno Jim Jawahar, Illinois State University

Submitter: Jennifer Kisamore, jkisamore@ou.edu

## 239-21 Factors Influencing Employees' Willingness to Constructively Resist their Manager's Decision

This study tested how manager-provided autonomy support and 3 situational factors (work climate, whether employee input was solicited, and public vs. private setting) affect employee willingness to constructively resist their manager's decision. With the exception of work climate, all main effects were statistically significant. None of the expected interactions were observed.

Laurent M. Lapierre, University of Ottawa Silvia Bonaccio, University of Ottawa Alicia D. McMullan, University of Ottawa

Submitter: Laurent Lapierre, lapierre@telfer.uottawa.ca

# 239-22 A Belt-and-Braces Approach to Promoting Employee Voice Behaviors

To draw attention to the antecedents of employee voice, this paper presents a discussion of how group system responsiveness and supervisor justice impact voice by integrating group-based self-esteem as a mediator and individual traditionality as a moderator. Multilevel data from China were used, and the model was supported.

Changchun Xiang, Three Gorges University Chenwei Li, The University of Alabama Lirong Long, Huazhong University of Science & Technology

Submitter: Chenwei Li, cli@cba.ua.edu

### 239-23 An Interpersonal Approach: Relational Identity and Helping in the Workplace

Although the positive influence of helping behavior has been consistently documented, there remains much to learn regarding the process underlying such behaviors in the workplace, and thus, how to promote such behavior. This study takes an interpersonal approach to understanding the influence of identity on this critical organizational behavior.

Charlotte L. Powers, Michigan State University
Submitter: Charlotte Powers, powers54@msu.edu

#### 239-24 OCB and Gender: A Policy Capturing Approach

This study investigated the effect of gender on the relationship between OCB and performance evaluations. Using policy capturing, it was found that men received higher ratings for performing helping than women, women received higher ratings for performing Conscientiousness, and male raters punished women more than men for not performing Conscientiousness.

Bahareh Soltani, San Diego State University Abdifatah A. Ali, Michigan State University Mark G. Ehrhart, San Diego State University Tressa Schultze, Bridgepoint Education Chrystal A. Ensey, Southern California Gas Company

Submitter: Bahareh Soltani, soltani.berry@gmail.com

### 239-25 Power Laws and Lognormal Distributions in Performance Data

O'Boyle and Aguinis (2012) argued that performance follows a power law distribution. This study examined recent discussions in the statistics literature that demonstrate that lognormal distributions are often misclassified as power laws. The researchers considered the potential generating mechanisms for performance and will discuss methods for differentiating power law distributions from similarly distributions.

Seth M. Spain, Binghamton University Peter D. Harms, University of Nebraska-Lincoln Marcus Crede, George Washington University Bradley J. Brummel, The University of Tulsa

Submitter: Seth Spain, smspain@gmail.com

### 239-26 How Leader–Member Exchange (LMX) Facilitates the Expression of Proactivity

This study proposes a contingency perspective of proactivity by investigating the extent to which the expression of proactive personality at work is facilitated by high leader–member

exchange (LMX). Consistent with predictions, proactive personality had a conditional indirect effect on adaptive performance.

Matthias Spitzmuller, National University of Singapore Frederick P. Morgeson, Michigan State University Jennifer D. Nahrgang, Arizona State University

Submitter: Matthias Spitzmuller, bizms@nus.edu.sg

### 239-27 Employee Voice, Values, Practices and Organizational Climate: A Conceptual Integration

Drawing from social information processing theory, this study proposes a more comprehensive conceptual framework of employee voice. It integrates and clarifies how new types of voice (i.e., promotive/challenging, prohibitive, supportive, and silence) are impacted by the role of top management values, middle management practices, and organizational voice climates.

John J. Sumanth, Southern Methodist University Maribeth L. Kuenzi, Southern Methodist University Submitter: John Sumanth, jsumanth@cox.smu.edu

### 239-28 Overqualification Increases Performance? Consider Skill Atrophy and Social Support

This study clarifies the perceived overqualification—job performance relationship. A moderated mediation model was developed in which the relationship is moderated by 2 forms of personal resources: skill retention/atrophy and work-based social support. Field data from 414 self-initiated expatriates and their supervisors supported the model.

Mei Ling Tan, Nanyang Technological University Christine Koh, Nanyang Technological University Linn Van Dyne, Michigan State University Soon Ang, Nanyang Technological University

Submitter: Mei Ling Tan, ta0036ng@ntu.edu.sg

### 239-29 Social Perspective Taking: A Cultural Analysis Skill for Effective Performance

This study investigated the effects of a course designed specifically to develop social perspective taking (SPT) in enlisted members of the U.S. Air Force. SPT was related to several cross–cultural competency skills and attitudes. Furthermore, SPT predicted performance on a novel transfer task and overall course performance.

Katie M. Gunther, Air Force Culture and Language Center Jennifer S. Tucker, Air Force Culture and Language Center Patricia L. Fogarty, Air Force Culture and Language Center Submitter: Jennifer Tucker, Jennifer. Tucker. 3(@us.af.mil

#### 239-30 Dispositional Antecedents and Situation Moderators of Organizational Cynicism

This paper identifies the dispositional variables that predict organizational cynicism and uncovers the mediating role of cynicism in the relations between dispositions and supervisor rated job performance. It was also found that supervisory support acts as a moderator to mitigate the effects of organizational cynicism on organizational citizenship behaviors.

Kristyn A. Scott, Ryerson University
David Zweig, University of Toronto-Scarborough
Submitter: David Zweig, zweig@utsc.utoronto.ca

# 239-31 Core Self-Evaluations, Interpersonal Relationships, and Organizational Citizenship Behaviors

This study hypothesized that CSE would be positively, but differentially, related to leader—member exchange and team member exchange, and that exchange relationships would mediate between CSE and OCB. In a multisource design, based on data collected from military cadets in S. Korea, support was found for the hypothesized model.

Yongsuhk Jung, Richard Ivey School of Business Charlice Hurst, Richard Ivey School of Business Chang Wook Jung, Korea Air Force Academy

Submitter: Yongsuhk Jung, yjung.phd@ivey.ca

# 240. Special Events: 9:00 AM-9:50 AM Grand G

## APA's Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities

In this session, panelists will provide an overview of APA's Psychologically Healthy Workplace Program and review the history of SIOP's involvement. Special emphasis will be given to opportunities for I-O psychologists to participate and how SIOP and APA can continue to strengthen ties and collaborate to pursue common goals.

Robert Bloom, Performance Management Associates, *Presenter* David W. Ballard, American Psychological Association, *Presenter* Rex P. Gatto, Private Practice, *Presenter* 

Ivonne Moreno-Velazquez, University of Puerto Rico/Carlos Albizu University, *Presenter* 

Laura L. Freeman, ServiceMaster, *Presenter* Jerilyn Hayward, ServiceMaster, *Presenter* 

Submitter: Tracy Kantrowitz, tracy.kantrowitz@shl.com

# 241. Symposium/Forum: 9:00 AM-9:50 AM Grand H

#### The Cultural Conundrum: Training Cross-Cultural Competence

Cross-cultural competence (3C) training has become increasingly prevalent, but questions remain regarding the best ways in which to design and implement these training programs. This presentation provides an overview of 3C training history, design considerations, 3C training in universities, and 3C training best practices.

Marinus van Driel, Van Driel Consulting/ DEOMI, *Chair*Amy Alrich, Institute for Defense Analyses, *The Institutionalization*of Cross-Cultural Competence (3C) in the Military

Bianca Trejo, Defense Equal Opportunity Management Institute, Christopher C. Butts, K. Parks Consulting (KPC), Kizzy M. Parks, K. Parks Consulting Inc., Daniel P. McDonald, Defense Equal Opportunity Management Institute, *Applying the ISD Approach to Cross-Cultural Training* 

Sharon Glazer, University of Maryland, Emalynn Robinson, Lawrence Berkeley National Laboratory, *Cross-Cultural Competence:* From Theory to Practice

Jessica L. Wildman, Florida Institute of Technology, Thomas S. Skiba, Florida Institute of Technology, Brigitte K. Armon, Florida Institute of Technology, Rana Moukarzel, Florida Institute of Technology,

Best Practices for 3C Training: A Culture-General Perspective Robert Greene Sands, Booz Allen Hamilton/DIACLERC, Discussant

Submitter: Marinus van Driel, marinus@vandrielconsulting.com

# 242. Roundtable/Conversation Hr: 9:00 AM-9:50 AM Grand I

#### Working Toward an I-O Advocacy Agenda

One of SIOP's goals is to be the advocate and champion of I-O psychology to policy makers. SIOP has been developing the committee, staff, and partnership infrastructure to orchestrate efforts to do this. Hosts of this conversation hour will describe SIOP's emerging infrastructure and facilitate discussion of an advocacy agenda.

Deirdre J. Knapp, HumRRO, *Host*Seth A. Kaplan, George Mason University, *Host*Submitter: Deirdre Knapp, dknapp@humrro.org

# 243. Symposium/Forum: 10:30 AM-11:50 AM 335 A

#### Understanding and Promoting Inclusion in the Workplace

Given the increasingly diverse workplace, researchers and practitioners have a vested interest in promoting workplace inclusion. The 4 studies included in this symposium, 3 empirical and 1 theoretical, address 3 critical questions: (a) What is workplace inclusion? (b) Why is workplace inclusion important? (c) How do we promote workplace inclusion?

Winny Shen, University of South Florida, **Co-Chair**Adrienne R. Carter-Sowell, Texas A & M University, **Co-Chair**Soner Dumani, University of South Florida, Fred G. Macoukji,
University of South Florida, Winny Shen, University of South
Florida, **By Any Other Name: Exploring Definitions of Diversity and Inclusion** 

Sandra Robinson, University of British Columbia, Wei Wang, University of British Columbia, Jane O'Reilly, The University of British Columbia, *Organizational Practices to Reduce the Occurrence and Impact of Ostracism* 

Stephanie N. Downey, University of Georgia, Lisa van der Werff,
Dublin City University, Victoria C. Plaut, University of California
Berkeley, *Diversity Practices Predicting Employee Trust and Engagement: Does Inclusion Moderate?* 

Amanda Anderson, George Mason University, Afra S. Ahmad, George Mason University, Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Sara Ragone, George Mason University, Rachel J. Feyre, Aptima, Sooyeol Kim, George Mason University, *Training Strategies to Reduce Bias in Evaluations of Female Leaders* 

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

Submitter: Winny Shen, wshen@usf.edu

# 244. Panel Discussion: 10:30 AM-11:50 AM 335 BC

#### Recruiting and Retaining Military Veterans as Employees: Success Stories

Hundreds of thousands of veterans are looking for employment. Many companies are having trouble recruiting and retaining veterans as employees. This panel assembles representatives from 5 companies that have found ways to successfully address the cultural, communications, and other problems that drive veterans away from employment.

Nathan D. Ainspan, United States Army, *Chair* Megan K. Leasher, Macy's, Inc., *Panelist* 

John P. Muros, AT&T, *Panelist*Trent J. Burner, Walmart Stores, Inc., *Panelist*Julia Bayless, Sodexo, Inc., *Panelist*Allen M. Kamin, GE, *Panelist* 

Submitter: Nathan Ainspan, nate@ainspan.com

# 245. Symposium/Forum: 10:30 AM-11:50 AM 336 AB

#### Pretty, Funny, Crude, and Open: Contemporary Research on Self-Presentation

This symposium presents a snapshot of contemporary research on self-presentation. The study examined whether a job applicant's email username can be used to predict job performance, if job applicants should attempt humor during an interview, if people respond more favorably to physically attractive mentors, or whether culture affects how much a person will self-disclose.

Barbara A. Fritzsche, University of Central Florida, *Chair*Jessica M. Lillegaard, Minnesota State University, Juan Benavidez,
TeleTech Inc., Anthony M. Pascoe, TeleTech Inc., Kate Malter
McLean, TeleTech Inc., *Is SlackerGirl@mail.com as Lazy as She Claims?* 

Jolene M. Meyer, SHL, Pamela Congemi, Target Corporation, *Job Seekers Pay Attention: Email Domain Matters!* 

Carollaine Garcia, Northrop Grumman, Kimberly A. Smith-Jentsch, University of Central Florida, *The Attractiveness Bias in an Online Peer Mentoring Program* 

Laura C. Gallaher, NASA Kennedy Space Center, Barbara A. Fritzsche, University of Central Florida, Ariel Lelchook, Gettysburg College, *Using Humor During Employment Interviews* 

Justin Marcus, Ozyegin University, Who Discloses on Facebook?

Personality and Self-Construal Factors

Daniel Sachau, Minnesota State Univ-Mankato, *Discussant* 

Submitter: Barbara Fritzsche, Barbara.Fritzsche@ucf.edu

# 246. Symposium/Forum: 10:30 AM-11:50 AM 337 AB

#### Common Method Variance Biases: Evidence and Remedies

Despite the substantial attention paid to common method variance (CMV)-related biases, their importance and existence is still debated. This symposium provides evidence for the biasing effects of multiple sources of CMV in 2 contexts (i.e., higher-order constructs and meta-analytic data) and provides a discussion of remedies for potential CMV biases.

Nathan P. Podsakoff, University of Arizona, *Chair*Nathan P. Podsakoff, University of Arizona, Steven W. Whiting,
Indiana University, David Welsh, University of Arizona, Ke Mai,
University of Arizona, *Detecting CMV Biases Across Studies:*The Case of OCB

Russell E. Johnson, Michigan State University, Christopher C. Rosen, University of Arkansas, Chu-Hsiang Chang, Michigan State University, **Biasing Effects of Common Method** Variance on Higher-Order Constructs

Philip M. Podsakoff, Indiana University, Scott B. MacKenzie, Indiana University, *Procedural Remedies for Dealing With (Common) Method Bias* 

Lawrence R. James, Georgia Institute of Technology, Discussant

Submitter: Ke Mai, kemai@email.arizona.edu

# 247. Panel Discussion: 10:30 AM-11:50 AM 339 AB

#### Far From Elementary: I-O and HR Management in K-12 Education

The primary objective of this panel is to facilitate a discussion of the ways I-O psychologists can contribute to human resource management (HRM) for professionals involved in elementary, middle, or high school education (i.e., K–12). Among the topics to be discussed are performance evaluations, selection, retention, training, and legal compliance.

Timothy P. Clayton, American Institutes for Research, *Chair*Andrew C. Loignon, University of North Carolina-Charlotte, *Panelist*Lorin M. Mueller, Federation of State Boards of Physical Therapy, *Panelist* 

James T. Austin, Ohio State University, *Panelist*Sara J. Roberts, Omaha Public Schools, *Panelist*Angela P. Minnici, American Institutes for Research, *Panelist* 

Submitter: Timothy Clayton, TJClayton210@gmail.com

## 248. Symposium/Forum: 10:30 AM-11:50 AM 340 AB

#### Perceived Organizational Support and Employee Well-Being

The study of perceived organizational support (POS) continues to accelerate. However, the significant implications for occupational health psychology are only just beginning be delineated. A 4-paper study relates POS to challenges and hindrances in the workplace, absenteeism and presenteeism, types of support (work–family), and individual differences (self-efficacy).

M. Gloria Gonzalez-Morales, University of Guelph, Co-Chair
 Robert Eisenberger, University of Houston, Co-Chair
 Dianhan Zheng, University of Houston, M. Gloria Gonzalez-Morales, University of Guelph, Robert Eisenberger, University of Houston, Kyoung Yong Kim, University of Houston, Salar Mesdaghinia, University of Houston, Benjamin A. Farmer, University of Houston, Challenge-Hindrance Appraisals: The Influence of POS and Organizational Resources

Lois E. Tetrick, George Mason University, Clifford R. Haimann, George Mason University, *Perceived Organizational Support:* a Resource to Promote Employee Well-Being

Jarrod M. Haar, University of Waikato, Lynn M. Shore, San Diego State University, **Differences in Reciprocity With Support Perceptions Towards Absenteeism and Turnover** 

Neil Conway, Birkbeck, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Sciences, *Examining the Relationship Among POS, Self-Efficacy, and Affective Well-Being* 

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

# 249. Community of Interest: 10:30 AM-11:50 AM 342

#### **Partnering With Healthcare Organizations**

Sallie J. Weaver, Johns Hopkins School of Medicine, *Host* Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, *Host* Jessica M. Nicklin, University of Hartford, *Coordinator* 

#### 250. Symposium/Forum: 10:30 AM-11:50 AM 343 AB

#### Leadership and Follower and Organizational Identities

Effective leadership influences employees' and organizational identities. Although the interplay between identity and leadership has been examined in the literature, research in this area is still insufficient and fragmented. The aim of this symposium is to present cutting-edge research on the dynamic relationships among leadership, identity, identification, and performance.

Weichun Zhu, Pennsylvania State University, Chair Stephan Boehm, University of St. Gallens, David Dwertmann, Cornell University, Heike Bruch, University of St. Gallen, Boas Shamir, Hebrew University, CEO Charisma and Organizational Performance

Sung Soo Kim, McGill University, Transformational Leadership and Multiple-Foci Identification

Helen Liu, Pennsylvania State University, Sumita Raghuram, Pennsylvania State University, Leader-member Perception of Organizational Identification and Member Turnover

John J. Sosik, Pennsylvania State University-Great Valley, Jae Uk Chun, Korea University, Anthony Blair, Eastern University, Natalie Fitzgerald, Pennsylvania State University, Possible Selves in the Lives of Transformational Faith Community Leaders

Weichun Zhu, Pennsylvania State University, Hongwei He, Warwick University, Linda K. Trevino, Pennsylvania State University, Melody Chao, Hong Kong University of Science and Technology, Weiyue Wang, University of Salford, Songqi Liu, Pennsylvania State University, Ethical Leadership Effects: Roles of Identifications and Entity Morality Theory

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

Submitter: Weichun Zhu, wzhu@psu.edu

#### 251. Symposium/Forum: 10:30 AM-11:50 AM 344 AB

#### Context, Emotions, and Performance

One theoretical and 3 empirical papers describe the how organizational contexts shape members' emotions and performance. Presentations deal with the effect of open-office layout, how organizational values/culture affects employee job competencies and responses to supervisor abuse, and how an organization's emotional display rules impact performance in a call center setting.

Neal M. Ashkanasy, University of Queensland, Chair James M. Diefendorff, University of Akron, Chair Remi Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, Karen A. Jehn, University of Leiden, Emotions and Conflict in the Modern Open Office

Laura Petitta, University of Rome Sapienza, Valerio Ghezzi, University of Rome Sapienza, Organizational Culture and Emotional Contagion as Predictors of Job Competencies

Christopher Coultas, University of Central Florida, Maritza R. Salazar, Claremont Graduate University, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, Effects of Cultural Values/Norms on Affective Responses to Incivility

Cecily Becker, University of Akron, James M. Diefendorff, University of Akron, Matthew D. Sloan, University of Akron, Allison S. Gabriel, University of Akron, Display Rules as Context: Influences on Resource Depletion and Performance

Paul E. Tesluk, SUNY at Buffalo, Discussant

Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

252. Master Tutorial: 10:30 AM-11:50 AM

346 AB 1.5 CE credits for psychology purposes available

#### Applications of Bifactor Models to Big Five Data

The application of bifactor models to personality data, focusing on the Big 5, will be covered. The tutorial will include types of data appropriate for bifactor models, alternative models, computer programs, potential problems, and an overview of research on the impact of bifactor models on relationships among personality variables.

Michael Biderman, University of Tennessee-Chattanooga, *Presenter* Submitter: Michael Biderman, Michael-Biderman@utc.edu

#### 253. Poster: 10:30 AM-11:20 AM **Ballroom of the Americas**

#### Global & Cross-Cultural Issues/Organizational **Culture & Climate**

#### 253-1 The Importance of International Competencies in **Industrial-Organizational Psychology Graduate Curricula**

I-O psychology graduate program faculty in the U.S. rated the importance of various competencies for international effectiveness in I-O psychology. Results showed attitudes and values to be most important, but also personal characteristics, KSAs, and experiences were rated highly. Those with more international experience tended to give higher ratings.

Jaye K. Murray, U.S. Office of Personnel Management Beverly G. Burke, Middle Tennessee State University Mark C. Frame, Middle Tennessee State University Richard G. Moffett III, Middle Tennessee State University

Submitter: Beverly Burke, beverly.burke@mtsu.edu

#### 253-2 Evaluating Coping Strategies Mexican Workers Use When Exposed to Violence

This study explored whether coping strategies moderate effects of exposure to community violence on workplace outcomes. Employees at 2 Mexican maguiladoras (N = 156) completed measures of exposure, stress, coping, and turnover, and supervisors provided evaluations. Problem-focused strategies lessened effects of exposure on workplace outcomes, but emotion-focused strategies magnified these effects.

Cody B. Cox, Texas A&M University San Antonio Jennie Johnson, University of Texas at Browsnville Tom Coyle, University of Texas at Brownsville Yessica Rodriguez, University of Texas at Brownsville Jessica Carmona, University of Texas at Brownsville

Submitter: Cody Cox, ccox@tamusa.tamus.edu

#### 253-3 The Big Five Personality Traits and Expatriate Adjustment: A Meta-Analysis

This meta-analysis reviews the relationship between the Big 5 personality traits and expatriate adjustment using data from 32 studies (34 independent samples). Results indicate small to moderate positive relationships among all Big 5 traits and 3 facets of expatriate adjustment (general, interaction, and work adjustment).

Seydahmet Ercan, Rice University Samuel T. McAbee, Rice University

Submitter: Seydahmet Ercan, seydahmetercan@gmail.com

# 253-4 A Multilevel Cross-Cultural Examination of Role Overload and Organizational Commitment

The relationship between role overload and organizational commitment was examined in a multinational context, including whether this relationship was affected by various contextual influences. Empowerment was examined as an indicator of job context, cooperative climate as an indicator of workplace context, and national culture as an indicator of global context.

David M. Fisher, DePaul University

Submitter: David Fisher, dfisher1@depaul.edu

### 253-5 Perceived Underemployment Mediates the Relation Between Skill Utilization and Attitudes

These studies contribute to understanding of immigrant underemployment by empirically examining the role that perceived underemployment plays in the relation between skill utilization and job attitudes. Results from 2 studies demonstrated that perceived underemployment mediates the relation between skill utilization and job satisfaction and turnover intentions.

Leah Hamilton, Mount Royal University Victoria Esses, University of Western Ontario Joan Finegan, University of Western Ontario Submitter: Leah Hamilton, Ihamilton@mtroyal.ca

#### 253-6 Cultural Intelligence and Future Expatriate Adjustment

This study examined the effects of cultural intelligence (CQ) on 3 types of expatriate adjustment using a longitudinal field study of 400 expatriates in Japan. Results indicate that CQ is predictive of future adjustment when CQ is measured during the assignment but not when CQ is measured using a retrospective pretest.

Kyle C. Huff, Georgia Gwinnett College Marieke C. Schilpzand, Georgia Institute of Technology

Submitter: Kyle Huff, kchuff@gmail.com

### 253-7 Using Reliability to Investigate the Nature of Cultural Intelligence

This paper investigates the reliability of cultural intelligence (CQ) over time via a 3-part longitudinal field study of 400 native English speaking expatriates working in Japan. Results indicate that, although test–retest reliability is low, the coefficient alpha reliability is high, providing evidence for its state-like nature.

Kyle C. Huff, Georgia Gwinnett College Marieke C. Schilpzand, Georgia Institute of Technology

Submitter: Kyle Huff, kchuff@gmail.com

# 253-8 The Role of Cultural Differences in Expatriate Adjustment

This study aimed at determining which of 2 commonly used measures of cultural differences better predicted adjustment for expatriates. Newer mathematical models including relative weights and dominance analysis were used in this research. Results indicated that Hofstede's measure of cultural distance predicted adjustment, unlike Torbiorn's cultural novelty.

Amanda Milner, Occidental College Brian H. Kim, Occidental College

Submitter: Brian Kim, briankim@oxy.edu

#### 253-9 Cultural Differences in OCB: From East to Mideast to West

Data from American, Chinese, and Kuwaiti public school teachers showed that collective beliefs of individuals can predict OCBO and can also moderate the relationship between job satisfaction and OCB-I. Kuwaiti teachers were at least as strongly individualistic as U.S. teachers and more than the Chinese teachers.

Othman H. Alkhadher, Kuwait University Terry A. Beehr, Central Michigan University Meng Li, Central Michigan University

Submitter: Meng Li, meng.monalee@gmail.com

#### 253-10 Evaluation of Job Performance Behaviors: Do Raters' Cultural Values Matter?

The influence of rater values of individualism and collectivism on the relative importance of task, citizenship, and counterproductive performance behaviors in making overall performance ratings was investigated. Findings indicated that, as compared to collectivists, individualistic raters placed more weight on task and counterproductive behaviors and less weight on citizenship behaviors.

Vipanchi Mishra, University at Albany, SUNY Sylvia G. Roch, University at Albany, SUNY

Submitter: Vipanchi Mishra, vmishra@iona.edu

### 253-11 They Were Framed! The Development of Contextualized Individual Culture Measures

Although the benefits of contextualization in personality measurement have been demonstrated, the use of noncontextualized measures of individual culture remains the norm. Thus, utilizing 2 samples totaling more than 1,000 participants, work and nonwork measures of individualism and collectivism were developed and validated using a frame-of-reference approach.

Amber N. Schroeder, Western Kentucky University

Patrick J. Rosopa, Clemson University

Donna E. Mahaffey, ScentAir

Brooke A. Baker, Clemson University

Submitter: Amber Schroeder, amber.schroeder@wku.edu

# 253-12 Facets of Cultural Intelligence (CQ): Relations to Cross-Cultural Adjustment

This study with foreign professionals shows that all dimensions of Earley/Ang's (2003) and Thomas/Inkson's (2004) CQ models are related to cross–cultural adjustment. Results further show that, for varying degrees for interaction/work/general adjustment, behavioral–CQ explains variance beyond cognitive–CQ, metacognitive–CQ explains variance beyond these, and motivational–CQ beyond all CQ ability facets.

Klaus J. Templer, Singapore Institute of Manangement Submitter: Klaus J. Templer, kjtempler@unisim.edu.sg

### 253-13 Examining the Theory of Planned Behavior Across Levels of Collectivism

This longitudinal study investigated the theory of planned behavior's functioning across levels of collectivism, examining 548 U.S. and Indian participants contemplating online volunteerism. Overall, attitudes, subjective norms, and perceived behavioral control predicted online volunteerism intentions and behavior. The relative influence of these 3 antecedents, however, depended on participants' collectivism orientation.

Lori Foster Thompson, North Carolina State University Steven R. Toaddy, North Carolina State University Kyle Morgan, North Carolina State University Eric W. Kuo, North Carolina State University Alexandra K. Mullins, North Carolina State University

Submitter: Lori Foster Thompson, Ifthompson@ncsu.edu

### 253-14 Globalization and Work-Related Values: The Moderating Role of Demographic Characteristics

This study examines the relation between globalization and work-related values across several countries and across different demographic groups within country. More specifically, it examines the impact of within county demographic characteristics. In addition, the focus is on those individuals that are younger, more highly educated, are higher SES, and from large cities.

David J. Woehr, University of North Carolina at Charlotte Irina F. Cozma, Development Dimensions International (DDI)

Submitter: David Woehr, dwoehr@uncc.edu

# 253-15 The Effects of Message Order and Culture on Influence Strategies

Previous research has documented the prevalent influence of message order on message persuasiveness in judgement and decision making. This study investigates the effects of response mode and information order, and considers additionally the role of culture. Results provided support for the impact of culture on primacy or recency effects.

Tracy X. Xiong, University of Waterloo Wendi Adair, University of Waterloo

Submitter: Tracy Xiong, txxiong@uwaterloo.ca

## 253-16 Collaborating for High Performance: A Qualitative Study of Relational Climate

The purpose of this qualitative study is to identify differences between primary care clinics that differ in both their overall performance and their change in performance over 3 years. Results confirm and extend prior research indicating the relational climate is associated with performance.

Justin K. Benzer, VA Healthcare System David C. Mohr, U.S. Government

Katerine Osatuke, VHA NCOD/Miami University Kelly L. Stolzmann, Department of Veterans Affairs

Submitter: Justin Benzer, justin.benzer@va.gov

## 253-17 Organizational Culture Strength and Organizational Performance: Comparing Differing Approaches

This study investigates the utility of different operationalizations of culture strength (i.e., statistical vs. perceptual). Approaches were compared by investigating the role strength plays in the culture–performance relationship and through looking at the strength–content relationship. So far, this is the only study that has compared different operationalizations of strength.

Nathalie Castano, NASA

Lindsey M. Kotrba, Denison Consulting

Ariel Lelchook, Gettysburg College

Benjamin Biermeier-Hanson, Wayne State University

Daniel R. Denison, International Institute for Management Development

Submitter: Nathalie Castano, nathalie.castano@wayne.edu

# 253-18 The Medical Student Safety Attitudes and Professionalism Survey

Little is known regarding medical students' perceptions about patient safety. 228 graduating medical students were surveyed about teamwork, safety, error disclosure culture, and professionalism. Data suggest that a large proportion of students are exposed to clinical experiences that are not conducive to safe and professional patient care.

Jason M. Etchegaray, University of Texas Medical School at Houston Josh M. Liao, Harvard Medical School

S. Tyler Williams, University of Texas Medical School at Houston David H. Berger, Baylor College of Medicine

Sigall K. Bell, Harvard Medical School

Eric J. Thomas, University of Texas Medical School at Houston

Submitter: Jason Etchegaray, Jason. Etchegaray@uth.tmc.edu

#### 253-19 A Competitive Work Environment, a Cross-National Analysis

This study uses data from 839 American and Indian employees to show differences in competitive work environment across countries and investigates the relationships among competitive work environment, psychological contract breach, and performance outcomes. Locus of control and trait competitiveness were shown to moderate these relationships.

Christopher T. Frost, Shaker Consulting Group Kimberly E. O'Brien, Central Michigan University Stacey R. Kessler, Montclair State University

Submitter: Christopher Frost, christophertfrost@gmail.com

#### 253-20 An Integrative Model of Patient Safety Culture

This study proposes an integrative model of patient safety culture, including 4 components. The model was tested by 62 nursing units. The researchers found that error management and error prevention culture can reduce adverse events through nurturing trust. A violation prevention culture has a mixed relationship with adverse events through trust and blame.

Xiangyu Gao, National University of Singapore Shuhua Sun, National University of Singapore Michael Frese, National University of Singapore Charmaine Childs, National University of Singapore

Submitter: Xiangyu Gao, g0800765@nus.edu.sg

#### 253-21 The Distinctiveness of Safety Climate and Violence Prevention Climate

The purpose of this study was twofold: (a) to confirm the distinctiveness of safety climate and violence prevention climate, and (b) to explore the relationships between and among the 2 climate constructs, domain-specific motivation and compliance, and related safety and well-being outcomes.

Michele W. Gazica, University of South Florida Paul E. Spector, University of South Florida

Submitter: Michele Gazica, mgazica@mail.usf.edu

### 253-22 We See it Differently: Differential Perceptions of Women in STEM

This study examined how differential perceptions of workplace diversity climates affect work outcomes for female and male

STEM and non-STEM faculty in academia. Findings showed that perceptual discrepancy from others relates to increased job burnout and turnover intentions and that gender and academic department play a role in these relationships.

Iris R. Hill, Texas A&M University Amber L. Smittick, Texas A&M University Kathi N. Miner, Texas A&M University Submitter: Iris Hill, irishill12@gmail.com

### 253-23 A Meta-Analysis of Antecedents, Moderators, and Consequences of Service Climate

By conducting a meta-analysis of 58 independent samples (N = 9,363), support was found for service climate as a critical linkage between internal and external service parameters. Also found were several theory- and method-related moderating effects on the relationships between service climate and its correlates.

Ying Hong, McMaster University
Jia (Jasmine) Hu, University of Notre Dame
Kaifeng Jiang, Rutgers University
Hui Liao, University of Maryland

Submitter: Kaifeng Jiang, kaifeng.jiang@gmail.com

#### 253-24 Multilevel Effects of Individual Trust and Trust Climate

Based on data collected from a large university, multilevel analyses revealed that trust climate explained variance in employee outcomes beyond that accounted for by individual-level trust and that the relationships between individual trust and job-related outcomes were stronger under a positive trust climate.

Lixin Jiang, Washington State University Vancouver Tahira M. Probst, Washington State University Vancouver Submitter: Lixin Jiang, lixin.jiang@email.wsu.edu

## 253-25 Perceptual Fit of Organizational Values: A Shared Reality Perspective

Using the competing values framework as theoretical basis to classify organizational values, this study explored the antecedent and consequence of perceptual fit with supervisor. Drawing on shared reality theory, the study found the employee's perceptual fit of organizational values with supervisor would influence employee effectiveness and be influenced by leadership.

Li-Fang Chou, National Cheng Kung University Yu-Sheng Hung, National Cheng Kung University Shou-Chi Lin, Institute of Human Resource Management Chin-Kang Jen, Institute of Human Resource Management

Submitter: Shou-Chi Lin, kimongi@hotmail.com

### 253-26 The Impact of Work Unit Culture on Telework Performance

This study investigates the connection between cultural traits (consistency, involvement, adaptability, and mission) and the impact of telework on performance at the work unit level. Results indicate that there is a unique positive effect of cultural consistency on telework performance above and beyond leadership support for telework and telework attitudes.

Levi R. Nieminen, Denison Consulting Lindsey M. Kotrba, Denison Consulting Felix Thai, Middle Tennessee State University Ia Ko, Denison Consulting Daniel R. Denison, International Institute for Mai

Daniel R. Denison, International Institute for Management Development Submitter: Levi Nieminen, levi.nieminen@gmail.com

# 253-27 Ethical Climate, Self-Construal, and Unethical Decision Making

This study examined how individuals' self-construal (independent versus interdependent) interacted with a fictitious organization's ethical climate (caring versus instrumental) to predict unethical decision making. No group differences were found by construal type; however, individuals with stronger self-construals made less unethical decisions particularly when the climate expectations called for more ethical behavior.

Chad C. Parson, Baruch College and The Graduate Center, CUNY Daniele Artistico, Baruch College, CUNY Kristin L. Sommer, Baruch College, CUNY Harold W. Goldstein, Baruch College, CUNY

Submitter: Chad Parson, chad.parson@baruch.cuny.edu

#### 253-28 Organizational Support for Technology Use Over Time

This study developed a construct of system support climate (SSC) and mapped dimensions to a stage model of system implementation. Preliminary evidence based on a survey of course management system users suggests different forms of organizational support are more or less helpful depending on the stage of technology implementation.

Amie L. Skattebo, Pennsylvania State University Submitter: Amie Skattebo, als383@psu.edu

### 253-29 Development and Validation of the Climate for Health Weight Scale

This 3-stage study was conducted to create a scale assessing workplace climate for healthy weight maintenance. Modern and classical methodologies were combined to produce a 3-factor, 14-item scale that is concise, high in information, and construct valid. The processes and analyses involved in the study are discussed in detail.

Katherine A. Sliter, Indiana University-Purdue University Indianapolis Michael J. Zickar, Bowling Green State University Steve M. Jex, Bowling Green State University

Submitter: Katherine Sliter, sliterk@iupui.edu

# 253-30 Forecasting Profitability: Strong, Positive Climate for OCB Pays off

The influence of climate for OCB, climate strength, and their interaction on financial profitability of 207 restaurants were examined. Results show that climate for OCB is only associated with increased profitability when both climate for OCB is high and there is consensus among organizational members on the climate.

Lauren A. Wood, The University of Georgia Brian J. Hoffman, The University of Georgia Brian Frost, Kenexa, an IBM Company

Submitter: Lauren Wood, wood.lauren8@gmail.com

# 254. Symposium/Forum: 10:30 AM-11:50 AM Grand A

#### Incivility in the Workplace

In this session, 4 studies provide further insights into the causes and consequences of workplace incivility. These studies utilize multiple designs (i.e., survey, qualitative) and sources of data

(employee, coworker, leader, and customer) to answer pressing questions related to the prevalence of incivility in the workplace.

Crystal M Harold, Temple University, Chair

Amber L. Smittick, Texas A&M University, Kathi N. Miner, Texas A&M University, *Organizational Predictors of Uncivil Workplace Climates and Consequences for Employees* 

David D. Walker, University of British Columbia, Danielle van Jaarsveld, University of British Columbia, Daniel Skarlicki, University of British Columbia, *Civil Work Environments and Employee Responses to Customer Incivility* 

Crystal M. Harold, Temple University, Brian C. Holtz, Temple University, The Effect of Passive Leadership on Workplace Incivility

Deborah W. Searcy, University of Maryland, Cynthia Kay Stevens, University of Maryland, *Coping With and Retaliation for Chronic Individual Incivility* 

Lilia M. Cortina, University of Michigan, *Discussant* Submitter: Crystal Harold, charold@temple.edu

#### 255. Master Tutorial: 10:30 AM-11:50 AM

#### Grand B 1.5 CE credits for psychology purposes available

#### Data Analysis and Visualization With R

The open source R language is rapidly becoming the sin qua non for data analysis in academic and business settings around the world. Through numerous examples, this master tutorial will provide a gentle introduction to R while simultaneously providing a roadmap for future learning.

Robert I. Kabacoff, Management Research Group, *Presenter* Submitter: Robert Kabacoff, rob.kabacoff@mrg.com

# 256. Symposium/Forum: 10:30 AM-11:50 AM Grand C

### Building Shared Knowledge in Teams: Shaping Macrocognitive Processes

Macrocognition in teams involves individual and team cognitive processes to generate new knowledge to solve unique problems. Four empirical studies present different approaches to how information is shared among team members to generate new team knowledge. The research incorporates multilevel theory with a focus on dynamic processes in team cognition.

Georgia T. Chao, Michigan State University, *Co-Chair*Joan R. Rentsch, University of Tennessee, *Co-Chair*Georgia T. Chao, Michigan State University, Steve W. J. Kozlowski,
Michigan State University, James Grand, Michigan State University,
Michael T. Braun, Michigan State University, Goran Kuljanin,
Michigan State University, Daniel Pickhardt, Michigan State

University, Stanton Mak, Michigan State University, Macrocognition in Teams: Agent-Based Interventions and Emergence of Team Knowledge

Lisa A. Delise, University of Tennessee, Joan R. Rentsch, University of Tennessee, *Building Team Knowledge Using Visual Representations of Information* 

Stephen M. Fiore, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Wiese, University of Central Florida, Eduardo Salas, University of Central Florida, *Macrocognition in Teams: Collaborative* Cognition Inside and Outside the Head

Sara McComb, Purdue University, Deanna Kennedy, University of Washington Bothell, Eric Lavetti, Purdue University, Collaborating Through Disruptions: The Impact of Technology, Tasks, and Time

Submitter: Georgia Chao, chaog@bus.msu.edu

# 257. Symposium/Forum: 10:30 AM-11:50 AM Grand D

### Fairness in the Maelstrom: Organizational Justice During Large-Scale Organizational Change

Four papers explore predictors and consequences of employee fairness perceptions (regarding outcomes, procedures, and quality of interpersonal treatment) during ongoing large-scale organizational change. The results show that magnitude of change, status of the organization, employee expectations, and employees professional/organizational identification predict perceptions of and reactions to injustice.

David L. Patient, Catholic University of Portugal-CLSBE, *Chair*Tessa Melkonian, EM LYON Business School, *Chair*Guillaume Soenen, EM LYON Business School, *Chair*Guillaume Soenen, EM LYON Business School, Tessa Melkonian,
EM LYON Business School, Maureen L. Ambrose, University of
Central Florida, *Antecedents and Consequences of Justice Perceptions' Shifts During Change* 

Jukka Lipponen, Aalto University, Barbara M. Wisse, University of Groningen, *Fairness and Status Change as Predictors of Postmerger Identification* 

Martin R. Edwards, King's College London, Michael Clinton, King's College London, Nerina Jimmieson, The University of Queensland, Meeting (Dis)continuity Expectations and Procedural Justice: A Longitudinal Acquisition Study

David L. Patient, Catholic University of PortugaL-CLSBE, Maria F Saldanha, Catholic University of PortugaL-CLSBE,
Interpersonal Justice, Professional Identification, and
Employee Responses to Organizational Restructuring

Russell S. Cropanzano, University of Colorado, *Discussant* 

Submitter: David Patient, dapati@clsbe.lisboa.ucp.pt

# 258. Panel Discussion: 10:30 AM-11:50 AM Grand E

#### New Frontiers in Simulations for Selection: What's New? What's Next?

This panel will promote the sharing of innovative uses of jobrelated simulations for selection of employees in professional jobs. Panelists will discuss how technology has led to innovations, challenges, and additional opportunities to use simulations in selection processes. Future challenges and applications of simulations for employee selection will be discussed.

Mark C. Frame, Middle Tennessee State University, *Chair*Warren Bobrow, All About Performance, LLC, *Panelist*Lynn Collins, Sandra Hartog & Associates/Fenestra, *Panelist*Stuart S. Crandell, PDI Ninth House, *Panelist*Scott C. Erker, Development Dimensions International (DDI), *Panelist*Suzanne Tsacoumis, HumRRO, *Panelist* 

Submitter: Mark Frame, Mark.Frame@mtsu.edu

# 259. Symposium/Forum: 10:30 AM-11:50 AM Grand F

# Utilizing Novel Network-Based Methodology to Better Capture Organizational Phenomena

The popularity of network methodology continues to grow in organizational science. Though basic understanding of network analysis has become pervasive, understanding and application of more advanced techniques is minimal. This symposium brings together 4 methodology-focused papers

that illustrate and exemplify novel network techniques in drawing new inferences from old phenomena.

Daniel Doty, Georgia Institute of Technology, *Co-Chair*Arwen Hunter DeCostanza, U.S. Army Research Institute, *Co-Chair*Toshio Murase, Northwestern University, *Teams Are Becoming*Complex: Time to Think Networks

Daniel Doty, Georgia Institute of Technology, *Understanding the*Structural Impact of Multiplex Relationships on Collective
Performance

Andrew J. Slaughter, Texas A&M University, Exponential Random Graph Approaches to Cognitive Social Structures

Alan J. Daly, University of California, San Diego, Nienke M.
Moolenaar, University of Twente, *Longitudinal Social Network Analysis in Uncovering Complex Adaptive Systems* 

Submitter: Daniel Doty, d.doty@gatech.edu

# 260. Special Events: 10:30 AM-11:50 AM Grand G

### IGNITE: I-O Psychology's Influence on the World of Work

In the third installment of this invited IGNITE series, researchers and practitioners share their experiences in influencing society, government, industries, organizations, leaders, teams, or workers to change their attitudes or behavior. This talk focuses on prominent and meaningful changes and the I-O research and practice that influenced these changes.

Autumn D. Krauss, Sentis, *Chair*Kristin Charles, Amazon, Inc, *Co-Chair*Fred Oswald, Rice University, *Presenter*Janine Waclawski, PepsiCo, *Presenter*Allan H. Church, PepsiCo, *Presenter*Eduardo Salas, University of Central Florida, *Presenter*John C. Scott, APTMetrics, Inc., *Presenter*Kurt Kraiger, Colorado State University, *Presenter*David B. Peterson, Google, *Presenter*James C. Sharf, Employment Risk Advisors, Inc., *Presenter*Stephen J. Zaccaro, George Mason University, *Presenter*Reeshad S. Dalal, George Mason University, *Presenter* 

Submitter: Autumn Krauss, autumn.krauss@sentis.net

# 261. Symposium/Forum: 10:30 AM-11:50 AM Grand H

# Affect, Guilt, Shame, and Ruminations: Exploring Emotions in Work–Family Interactions

This symposium presents theoretically grounded research that examines an area with surprisingly limited research to date, namely the role of emotions as predictors, moderators, and outcomes within the work–family interface. Authors of 5 papers examine the role of affect, guilt, shame, resentment, and ruminations as predictors and outcomes of work–family interactions.

Satoris S. Culbertson, Kansas State University, *Chair*Remus Ilies, National University of Singapore, Zen Goh, National
University of Singapore, Katrina J Lin, National University of
Singapore, *Hours and Affective Experiences at Work*Influence Employees' Family Life

Nahren Ishaya, Daniels Consulting Group, Roya Ayman, Illinois Institute of Technology, Karen Korabik, University of Guelph, Why the Guilt? How Overload Hurts and Why Control Helps Chelsea D. Glynn, Clemson University, Carrie A. Bulger, Quinnipiac

University, Guilt, Shame, Segmentation Preferences , and

Work/Personal Life Domain Crossing Online

Whitney Botsford Morgan, University of Houston-Downtown, Sara J. Perry, University of Houston-Downtown, Yingchun Wang, University of Houston-Downtown, *Work–Family Guilt and Resentment as Predictors of Extrarole Behavior* 

Lillian T. Eby, University of Georgia, Tanja C. Laschober, University of Georgia, *Rumination Propensity and Work–Nonwork Conflict: Can Recovery Experiences Help?* 

Submitter: Satoris Culbertson, satoris@ksu.edu

# 262. Roundtable/Conversation Hr: 10:30 AM-11:20 AM Grand I

#### Quantifying Experiences at Work: Smartphone-Enabled Experience Sampling Method (ESM)

The objective of this session is to engage interested participants in a discussion on using smartphones to investigate workers' daily experiences. Experts will share their experiences of developing and conducting experience sampling method (ESM) studies using smartphone apps, with a goal to facilitate building a community of practice.

Masakatsu Ono, Claremont Graduate University, *Host* Robert Evans, Google, Inc., *Host* 

Submitter: Masakatsu Ono, bobono921@gmail.com

## 263. Panel Discussion: 10:30 AM-11:50 AM Grand J

#### What Are You Talking About?! Why I-Os Need ITs

Experienced panelists representing internal and external practitioners of I-O psychology reflect and react to survey responses from I-O colleagues. The purpose is to build on previous parallel panel discussions on the intersection of I-O and IT but in a prescriptive manner to help practitioners navigate challenges in delivering technology-laden projects.

Emily J. Stehura, Development Dimensions International (DDI), *Co-Chair* James H. Killian, Chally Group Worldwide, *Co-Chair* Stephanie R. Klein, SHL, *Panelist* David E. Ostberg, Evolv On Demand, *Panelist* Seth Zimmer, AT&T, *Panelist* 

Submitter: Emily Stehura, emily.stehura@ddiworld.com

# 264. Roundtable/Conversation Hr: 11:30 AM-12:20 PM Grand I

#### **How to Fix Performance Management**

Redesigning performance management programs seems to be the priority for many organizations these days. Inadequacies in program design as well as execution have not allowed for performance optimization within organizations. The chairs will share their own experiences and solicit the experiences of participants for a rich and thought provoking discussion.

Mariangela Battista, Guardian Life Insurance Company, *Host* Robin R. Cohen, Bank of America, *Host* Eric D. Elder, Corning, Inc., *Host* 

Submitter: Mariangela Battista, battistam@optonline.net