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.

Krist 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: Krist Davison, kdavison@bus.olemiss.edu

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.

Tracy X. Xiong, University of Waterloo, Co-Chair
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
Paul Paulus, University of Texas at Arlington, Discussant
Submitter: Tracy Xiong, tx2xiong@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.

Paul Paulus, University of Texas at Arlington, Discussant
Submitter: Tracy Xiong, tx2xiong@uwaterloo.ca

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 Full- and 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. Burnett, 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 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.

28th Annual Conference 2013 SIOP Conference
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.

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

218-16 High Performance Organizations and Macroeconomic Performance

The study developed a comprehensive model linking characteristics of high-performance organizations (HPOs) with macroeconomic 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.

Submitter: Kimberly Wilson, University of Tulsa

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.

Submitter: Haiyan Zhang, Kenexa, an IBM Company

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.


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.

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.

Submitter: Neil Hauenstein, Virginia Tech University

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.

Submitter: Julie Lanz, Florida International University

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.

Submitter: Stanton Mak, Michigan State University

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.
However, this pattern existed only for female employees. The relationship was stronger when employees had moderate levels of Agreeableness. Consistent with the predictions, a significant interaction was found between Agreeableness and job performance. Overall, the interaction was weaker when the 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. Shafer, West Texas A&M University
Jessica Bagger, California State University, Sacramento

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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

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This study investigates 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

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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.

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

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

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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, julych@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
Choockalingam Visvesvaran, 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
Henni 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

Grand I

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, dond@95@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
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, lpenny@uuh.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. Flunkett, Carlson, Panelist
Brad Borland, Kelly Services, Inc., Panelist
Sylvester Taylor, Center for Creative Leadership, Panelist
Submitter: Paul Yost, yostp@spu.edu

Society for Industrial and Organizational Psychology, Inc.
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
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
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 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 Dumanli, 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
Submitter: Stephanie Klein, stephanie.klein@shl.com

230. Panel Discussion: 8:30 AM–9:50 AM Grand A
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-
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 Singletery 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
Christian Spitzmuller, University of Frankfurt/University of Houston, Zhuxi Wang, University of Houston, Russell A. Matthews, Bowling Green State University, Gwenth G. Fisher, University of Michigan, Candice Perks, University of Houston, Jing Zhang, University of Houston, Lane Strawthern, 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

233. 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
Nancy T. Tippins, CEB Valtera, Discussant

234. Symposium/Forum: 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
Alcia A. Grandey, Pennsylvania State University, Tyler J. Siezak, 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, reiter-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
Devashesh 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, zkalinoski@yahoo.com
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

Althoughwork–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 Dichtert, Graduate Center/CUNY, Baruch College
Submitter: Brittany Mercado, brittany.mercado@baruch.cuny.edu

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

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

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

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.

Yongsu Yoo, Seoul National University
Abhishek Srivastava, West Virginia University
Seokhwa Yun, Seoul National University
Submitter: Minyoung Cheong, mycheong@snu.ac.kr

This study explored 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

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

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, jbauber58@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
Iain 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, milcrowley@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. Lapiere, University of Ottawa
Silvia Bonaccio, University of Ottawa
Alicia D. McLellan, University of Ottawa
Submitter: Laurent Lapiere, lapiere@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. Ehret, San Diego State University
Tressa Schultz, 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 distributed.

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.9@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.

Yongsuok Jung, Richard Ivey School of Business
Charlice Hurst, Richard Ivey School of Business
Chang Wook Jung, Korea Air Force Academy
Submitter: Yongsuok 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 Alich, 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/DIA CLERC, 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
Sonen Dumani, University of South Florida, Fred G. Macoukij, 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. Pflaut, 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
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, Anthony Tech 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!
Caroline 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, Arial Lechko, 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

Panelist
Panelist
Panelist
Panelist
Panelist
Submitter: Barbara Fritzsche, Barbara.Fritzsche@ucf.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 to be delineated.

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. Telrich, 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, Berkbeck, 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

Panelist
Panelist
Panelist
Panelist
Submitter: Timothy Clayton, TJClayton210@gmail.com

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 Chamir, 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. Sooak, 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, Weiye 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 Coutts, 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

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 maquiladoras (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 Brownsville
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
<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>Authors</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>253-4</td>
<td>A Multilevel Cross-Cultural Examination of Role Overload and Organizational Commitment</td>
<td>David M. Fisher, DePaul University</td>
<td><a href="mailto:dfisher1@depaul.edu">dfisher1@depaul.edu</a></td>
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<tr>
<td>253-5</td>
<td>Perceived Underemployment Mediates the Relation Between Skill Utilization and Attitudes</td>
<td>Leah Hamilton, Mount Royal University; Victoria Esses, University of Western Ontario; Joan Finegan, University of Western Ontario</td>
<td>Leah Hamilton, <a href="mailto:lhamilton@mtroyal.ca">lhamilton@mtroyal.ca</a></td>
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<tr>
<td>253-6</td>
<td>Cultural Intelligence and Future Expatriate Adjustment</td>
<td>Kyle C. Huff, Georgia Gwinnett College; Marieke C. Schilpzand, Georgia Institute of Technology</td>
<td><a href="mailto:kchuff@gmail.com">kchuff@gmail.com</a></td>
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<tr>
<td>253-7</td>
<td>Using Reliability to Investigate the Nature of Cultural Intelligence</td>
<td>Kyle C. Huff, Georgia Gwinnett College; Marieke C. Schilpzand, Georgia Institute of Technology</td>
<td><a href="mailto:kchuff@gmail.com">kchuff@gmail.com</a></td>
</tr>
<tr>
<td>253-8</td>
<td>The Role of Cultural Differences in Expatriate Adjustment</td>
<td>Amanda Milner, Occidental College; Brian H. Kim, Occidental College</td>
<td><a href="mailto:briankim@oxy.edu">briankim@oxy.edu</a></td>
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<tr>
<td>253-9</td>
<td>Cultural Differences in OCB: From East to Mideast to West</td>
<td>Meng Li, <a href="mailto:meng.monalee@gmail.com">meng.monalee@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>253-10</td>
<td>Evaluation of Job Performance Behaviors: Do Raters’ Cultural Values Matter?</td>
<td>Vipanchi Mishra, University at Albany, SUNY</td>
<td><a href="mailto:vmishra@iona.edu">vmishra@iona.edu</a></td>
</tr>
<tr>
<td>253-11</td>
<td>They Were Framed! The Development of Contextualized Individual Culture Measures</td>
<td>Amber N. Schroeder, Western Kentucky University; Patrick J. Rosopa, Clemson University; Donna E. Mahaffey, ScentAir; Brooke A. Baker, Clemson University</td>
<td><a href="mailto:amber.schroeder@wk.edu">amber.schroeder@wk.edu</a></td>
</tr>
<tr>
<td>253-12</td>
<td>Facets of Cultural Intelligence (CQ): Relations to Cross-Cultural Adjustment</td>
<td>Klaus J. Templer, Singapore Institute of Manangement</td>
<td><a href="mailto:kjtempler@unisim.edu.sg">kjtempler@unisim.edu.sg</a></td>
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<tr>
<td>253-13</td>
<td>Examining the Theory of Planned Behavior Across Levels of Collectivism</td>
<td>Amanda Milner, Occidental College; Brian H. Kim, Occidental College; Terry A. Beehr, Central Michigan University; Meng Li, Central Michigan University</td>
<td><a href="mailto:kchuff@gmail.com">kchuff@gmail.com</a>; <a href="mailto:meng.monalee@gmail.com">meng.monalee@gmail.com</a>; <a href="mailto:meng.monalee@gmail.com">meng.monalee@gmail.com</a>; <a href="mailto:lhamilton@mtroyal.ca">lhamilton@mtroyal.ca</a></td>
</tr>
</tbody>
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**253-4** The relationship between role overload and organizational commitment was examined in a multinational context, indicating 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.

**253-5** 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.

**253-6** 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.

**253-7** 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.

**253-8** 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.

**253-9** Data from American, Chinese, and Kuwait public school teachers showed that collective beliefs of individuals can predict OCB-O 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.

**253-10** 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.

**253-11** 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.

**253-12** 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.

**253-13** This longitudinal study investigated the theory of planned behavior’s functioning across levels of collectivism, examining 548 U.S. and Indian participants contemplating online volunteering. Overall, attitudes, subjective norms, and perceived behavioral control predicted online volunteering intentions and behavior. The relative influence of these 3 antecedents, however, depended on participants’ collectivism orientation.
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 country demographic characteristics. In addition, the focus is on those individuals that are younger, more highly educated, are higher SES, and from larger 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, txiong@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 Leichkook, 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
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.

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

253-25 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 Teowork 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 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 Artistro, 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 OCB Pays off

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. Smith, 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
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, dpati@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 job-related 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 Tscacoumis, 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, **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 Wadowaki, 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 G. Sharf, Employment Risk Advisors, Inc., **Presenter**
Stephen J. Zaccaro, George Mason University, **Presenter**
Reesad 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 rumination as predictors and outcomes of work–family interactions.

Satoris S. Culbertson, Kansas State University, **Chair**
Remus Ilies, National University of Singapore, **Co-Chair**
Zen Goh, National University of Singapore, **Co-Chair**
Katrina J Lin, National University of Singapore, **Co-Chair**
Nahren Ishaya, Daniels Consulting Group, **Co-Chair**
Roya Ayman, Illinois Institute of Technology, **Co-Chair**
Karen Korabik, University of Guelph, **Co-Chair**
*Why the Guilt? How Overload Hurts and Why Control Helps*
Chelsea D. Glynn, Clemson University, **Chair**
Carrie A. Bulger, Quinnipiac University, **Co-Chair**
Guilt, Shame, Segmentation Preferences,
and
**Work/Personal Life Domain Crossing Online**
Whitney Botsford Morgan, University of Houston-Downtown, **Chair**
Sara J. Perry, University of Houston-Downtown, **Co-Chair**
Yingchun Wang, University of Houston-Downtown, **Co-Chair**
Lillian T. Eby, University of Georgia, **Chair**
Tanja C. Laschober, University of Georgia, **Co-Chair**
Rumination Propensity and Work–Nonwork Conflict: Can Recovery Experiences Help?
Submitter: Satoris Culbertson, satoris@ksu.edu

262. **Roundtable/Conversation: 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: 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