100. Poster Session: 7:30 AM–8:20 AM
Ballroom C
Groups/Teams

100-1 The Influence of Narcissism In the Team Context
This study investigated the influence of narcissism on team performance, citizenship behaviors, and peer ratings. Results indicated that team-level narcissism negatively influenced task performance and citizenship behaviors, and individual-level narcissism negatively influenced peer ratings. This highlights the need to consider individual differences, particularly narcissism, in the formation of work groups.

Ryan J. Felty, Appalachian State University
Brian G. Whilaker, Appalachian State University
Jacqueline Z. Bergman, Appalachian State University
Shawn Bergman, Appalachian State University
Submitter: Jacqueline Bergman, bergmanjz@appstate.edu

100-2 Complementary Measures of Early Team Dynamics in Establishing Effective Teamwork
Control theory was used to compare the effects of first impressions and synchronous physiological activity between teammates during early team formation. Analyses of 2-person teams (N = 55) indicated that first impressions predict interpersonal outcomes while physiological compliance predicts subjective and objective performance outcomes. Implications for future team research are discussed.

Andrea M. Bizarro, University of Connecticut
Robert Henning, University of Connecticut
Submitter: Andrea Bizarro, andrea.bizarro@uconn.edu

100-3 A Longitudinal Study of Metaperceptions and Performance in Virtual Teams
This is a longitudinal examination of the relationship between team meta-accuracy and team performance in virtual teams. Teams that held more accurate metaperceptions on the trait of competence (i.e., participants accurately perceived how team members perceived their competence) at Time 1 tended to perform better on subsequent team projects.

Jill C. Bradley-Geist, California State University, Fresno
Seth A. Kaplan, George Mason University
Julie B. Olson-Buchanan, California State University, Fresno
Samantha Holland, George Mason University
Submitter: Jill Bradley-Geist, jbradley@csufresno.edu

100-4 Revisiting Strategic Core Theory of Teams: Implications of Greater Interdependence
This study investigated whether the strategic core theory of teams holds in environments of reciprocal interdependence. Data on National Basketball Association teams offered support for hypotheses that career experience, team experience, and job skill predict team performance but that the impact of the strategic core is mitigated by reciprocal interdependence.

B. Parker Ellen III, Florida State University
Andrew L. Sutton III, Florida State University
Submitter: B. Parker Ellen III, bpe11@my.fsu.edu

100-5 Decision Making Style Diversity and Faultlines in Teams
This study extends diversity research to examine intragroup differences in decision styles and both surface-level and deep-level diversity faultlines. Results revealed that faultline strength moderated the relationship between rational decision-making style diversity and process conflict. Findings support the need to simultaneously examine multiple types of team diversity.

Dinora R. Fitzgerald, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Gul Okudan-Kremer, The Pennsylvania State University
Submitter: Dinora Fitzgerald, drf5042@psu.edu

100-6 Time Urgency Diversity, Coordination Difficulties, and Performance in Chef Teams
Time-related dispositions of members are potentially crucial in teams and are likely to have important implications for team performance. In support, this study found that high task interdependence and low mean conscientiousness exacerbated the coordination problems experienced by high time urgency diversity teams in 55 student chef teams.

Susan Mohammed, Pennsylvania State University
Dinora R. Fitzgerald, Pennsylvania State University
David Livert, Pennsylvania State University
Kent K. Alipour, Pennsylvania State University
Submitter: Dinora Fitzgerald, drf5042@psu.edu

100-7 Virtual Teamwork: Potential Downfalls and Recommendations for Overcoming Them
Organizations are growing to rely both on teamwork and the virtual work environment simultaneously. Although virtual teamwork offers organizations a host of benefits, it also can produce unintended negative consequences. This theoretical paper explores potential negative consequences of utilizing virtual teamwork. Further, it offers strategies to mitigate such potential consequences.

David S. Geller, SHRM
Submitter: David Geller, davidsgeller@gmail.com

100-8 Cohesion: Examining Its Development in Virtual, Distributed Teams
The mechanisms through which cohesion is developed in the context of virtual, distributed teams is examined. Findings revealed that identity, with colocated and distributed subgroups more so than with the team as a whole, plays an important role and that distribution and virtuality influence the development of these identities.

Rebecca Grossman, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Rebecca Grossman, rebeccagrossman@knights.ucf.edu

100-9 Dynamic Team-Efficacy in Relation to Routine Versus Adaptive Performance
This laboratory study involving 97 3-person teams examined the dynamic effects of team efficacy on performance across performance episodes characterized by routine and novel demands. Results showed that team efficacy had a positive between-team effect and a negative within-team effect on performance; however, negative within-team effects were offset during novel demands.

Matthew L. Arsenault, University of Oklahoma
Derek L. Mracek, University of Oklahoma
Jay H. Hardy, University of Oklahoma
Eric A. Day, University of Oklahoma
Submitter: Jay Hardy, jhhardy@ou.edu
100-10 Forming Identifications With Multiple Foci Through Social Interactions at Work

This poster investigates behavioral antecedents of the development of identifications with different foci. Applying a social interaction perspective, social support and feedback from coworkers and supervisors were examined. Using a structural equation modeling approach, results confirm that these antecedents differentially predict identification with the team, the supervisor, and the profession.

Christian A. Horstmeier, Jacobs University Bremen
Astrid C. Homan, University of Amsterdam
Sven Voelpel, Jacobs University Bremen
Submitter: Christiane Horstmeier, c.horstmeier@jacobs-university.de

100-11 Social Ties and Initial Trust in Virtual Teammates

By manipulating social network information, this poster investigated whether the presence of social ties between an individual and a future virtual teammate influences perceived trustworthiness and trusting behavior towards the unknown teammate. Mixed support was found for the hypothesized relationship between social ties and perceived trustworthiness on trusting behavior.

Eric W. Kuo, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitter: Eric Kuo, ewkuo@ncsu.edu

100-12 Does Virtuality Matter? A Meta-Analysis on Team Cognition and Performance

We are a virtual society and competitive organizations parallel this phenomenon. Firms are hiring more virtual teams; thus, it is important to examine the effect virtuality has on their behavior and effectiveness. This meta-analysis addresses this need by investigating whether virtuality moderates the relationship between team cognition and performance.

Christina N. Lacerenza, University of Central Florida
Shannon L. Marlow, University of Central Florida
Kara L. Colley, University of Central Florida
Dana Joseph, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Christina Lacerenza, clacerenza@knights.ucf.edu

100-13 How and When Psychological Collectivism Influences Employee Outcomes

With data from 31 teams and 135 employees, this poster examined the mediating role of team identification in linking individuals’ psychological collectivism to task performance and job satisfaction, and how individual-level (i.e., role clarity and functional background diversity) and team-level (i.e., psychological collectivism diversity) factors moderated the effect of psychological collectivism.

Yifan Song, Peking University
Yihao Liu, University of Florida
Junqi Shi, Sun Yat-Sen University
Valeria Alterman, University of Florida
Le Zhou, University of Florida
Shenjiang Mo, Sun Yat-sen University
Submitter: Yihao Liu, danielhao323@gmail.com

100-14 Leader Proactive Personality, Member Need for Approval, and Team Performance

In an attempt to better understand team performance, this poster examined and demonstrated the interactions among leader proactive personality, individual member need for approval, and team need for approval in relation to team commitment and performance. Findings highlight the role of need for approval in the team context.

Mengqiao Liu, Wayne State University
Jason L. Huang, Wayne State University
Benjamin Biermeier-Hanson, Wayne State University
Yuhui Li, Institute of Psychology, Chinese Academy of Sciences
Zhen Wang, Renmin University of China
Submitter: Mengqiao Liu, mengqiao.liu@wayne.edu

100-15 Leader Versus Team Political Skill: Comparing the Predictive Power

This study explores the impact of team versus leader political skill in a team context. Both were found to be important predictors of team effectiveness, but distributed influence from within the team accounted for the effectiveness of the team above the political skill of the appointed team leader.

Elena Lvina, Concordia University
Gary Johns, Concordia University
Christian Vandenberghe, HEC Montreal
Submitter: Elena Lvina, elenalvina@hotmail.com

100-16 Generalized Self-Efficacy and Perceived Conflict in Dyadic Teams

This study examined the crossover relationships between generalized self-efficacy and perceived conflict in dyads working on an interdependent creative task. Using the actor–partner interdependence model, actor and partner effects were found for generalized self-efficacy and task conflict. Only an actor effect was found for generalized self-efficacy and relationship conflict.

Christopher A. Madaj, University of Akron
Dan V. Simonet, University of Tulsa
Anupama Narayan, University of Tulsa
Submitter: Anupama Narayan, anupama-narayan@utulsa.edu

100-17 Third-Party Violation of Justice and Interpersonal Trust in Dyads

This study utilized the actor–partner interdependence model to examine the relationship between third party violation of justice and trust in dyads. Negative reciprocal effects were found for both procedural and interpersonal justice on member’s trust. Lack of third party violation of interpersonal justice was related to enhanced trust in partner.

Shane M. Curtis, The University of Tulsa
Kalli A. Hannam, The University of Tulsa
Anupama Narayan, The University of Tulsa
Submitter: Anupama Narayan, anupama-narayan@utulsa.edu

100-18 Team Cohesion: A Meta-Analytical Investigation of Its Nomological Network

This meta-analysis examines the nomological network of team level cohesion. It does so by finding support and uncovering the direction and magnitude of relationships that cohesion has with team size, task interdependence, team processes, intragroup conflict, emergent states, and team-member satisfaction.

Vias Nicolaides, George Mason University
Qikun Niu, George Mason University
José M. Cortina, George Mason University
Submitter: Vias Nicolaides, vnicolai@gmu.edu
100-19 A Team-Centric View of Conflict: Implications for Team Outcomes

A team-centric approach to study intrateam conflict using latent profile analysis was used. Across 2 samples, 4 intrateam conflict profiles emerged. In Sample 1, the 4 profiles differentially predicted team process and emergent states. In Sample 2, 1 profile emerged as superior to others in predicting team performance.

Thomas A. O’Neill, University of Calgary
Matthew J. W. McClaran, University of Western Ontario
Hayden Woodley, University of Western Ontario
Natalie J. Allen, University of Western Ontario
Submitter: Thomas O’Neill, toneill@ucalgary.ca

100-20 How Virtuality and Task Demonstrability Affect Decision-Making Teams

This poster investigated team processes and emergent states in decision-making teams performing a “hidden profile” task. It manipulated face-to-face and virtual conditions, and instructions involving choosing an optimal solution versus rank-ordering alternatives. These factors interacted to reveal novel insight about their multiplicative effects in decision-making teams.

Thomas A. O’Neill, University of Calgary
Samantha E. Hancock, University of Calgary
Nicole L. Larson, University of Calgary
Stephanie J. Law, University of Calgary
Katarina Zivkov, University of Calgary
Submitter: Thomas O’Neill, toneill7@gmail.com

100-21 The Role of the Star Player in a Cohesive Group

This study examines how the highest score of competencies within a group moderates the relationship between group cohesiveness and group performance. Results indicate that the relationship becomes stronger as the highest level of competencies of a group increases.

Hae Sang Park, University of Illinois at Chicago
Sooyoung Shin, Yeungnam University
Hyoun Sook Lim, University of Connecticut
Submitter: Hae Sang Park, hpark84@uic.edu

100-22 Cognitive and Personality Predictors of Peer Trust

Longitudinal data on 227 individuals in 69 teams demonstrated that individual differences affect cognitive and affective trust over time, with stronger influences on cognitive trust. Peer ratings of trust were subsequently related to each peer’s contributions to the team project and overall performance.

Andrew M. Naber, Texas A&M University
Stephanie C. Payne, Texas A&M University
Sheila S. Webber, Suffolk University
Submitter: Stephanie Payne, scp@tamu.edu

100-23 Exploring the Emergence and Dynamics of Team Cohesion

Cohesion is one of the most popularly-studied constructs in research regarding teamwork. In this poster, we highlight its emergent and dynamic nature within an input-process-outcome framework. Using data from teams collaborating over the course of a few weeks, we describe and test temporal relationships among cohesion’s various predictors and outcomes.

Marina Pearce, Michigan State University

100-24 Field Studies and Longitudinal Experiments on Virtual Teams: A Meta-Analysis

In Study 1, results show that virtual teams in industry do as well as or better than face-to-face teams on various performance-related and psycho-social outcomes. In Study 2, results demonstrate that experimental studies must adopt longitudinal designs to produce findings relevant to the field.

Radostina Purvanova, Drake University
Submitter: Radostina Purvanova, ina.purvanova@drake.edu

100-25 Team Composition and Performance in Face-to-Face, Virtual, and Hybrid Teams

Team-level g emerged as the most important predictor of team performance in face-to-face and hybrid teams; in contrast, in virtual teams, a different team input factor—meeting length—emerged as the most influential. Team-level Agreeableness had negative long terms effects in face-to-face and hybrid teams, whereas virtual teams were unaffected.

Radostina Purvanova, Drake University
Submitter: Radostina Purvanova, ina.purvanova@drake.edu

100-26 The Bright Side of Meetings: Empowerment Through Satisfying Meetings

This poster argues that satisfying meetings can empower rather than deplete employees. Time-lagged data were obtained through online surveys (N = 248 (t1), N = 148 (t2)). As hypothesized, meeting satisfaction predicted psychological empowerment. Meeting load moderated this effect. Employees with more meetings were more empowered by satisfying meetings.

Stephanie J. Sands, University of Nebraska-Omaha
Joseph A. Allen, University of Nebraska-Omaha
Nale K. Lehmann-Willenbrock, VU University Amsterdam
Submitter: Stephanie Sands, ssands@unomaha.edu

100-27 From Perception to Structure: A Typology of Intrateam Conflict

Organizational research has mainly captured intrateam conflict through the perceptions of its members, neglecting the pattern of actual negative interactions between team members. Adopting a social network approach, this poster proposes a typology of intrateam conflict that is based on the structure of negative ties between its members.

Jung Won Lee, HEC Paris
Mathis Schulte, HEC Paris
Submitter: Mathis Schulte, schulte@hec.fr

100-28 Impact of Virtuality and Leader Centrality on Team Performance

This study aimed to explore the role of leader centrality and degree of virtuality in a multilevel model of team performance. Centrality and virtuality were found to significantly influence the relationship between team cognitive ability, cohesion, and trust as antecedents of team efficacy and performance.

Heng C. Xie, Michigan State University
Christine M. Y. Kermond, Michigan State University
Steve W. J. Kozlowski, Michigan State University
Submitter: Marina Pearce, marina@msu.edu
100-29 Leading Together Yet Apart: Collective Leadership in Distributed Virtual Teams

This research examines how leadership emerges as a collective function of teams and how distribution and virtuality impact its emergence. Social network analyses from a study of 188 teams reveal that distribution and virtuality interact to predict the degree of collective leadership, which is in turn positively associated with performance.

Marissa L. Shuffler, Clemson University
Shawn Burke, University of Central Florida
Nastassia M. Savage, University of Central Florida
William S. Kramer, Clemson University
Eduardo Salas, University of Central Florida

Submitter: Marissa Shuffler, mshuffler@clemson.edu

100-30 Pleasure Working With You: Personality, Stress, and Satisfaction in Teams

Using a variant of the input–process–output model, this poster examines both intra- and interpersonal effects of the Big 5 on team satisfaction in via emergent stress in dyads working on a creative task. Using the actor–partner interdependence mediation model, multiple indirect actor and partner effects were found. Conclusions will be discussed.

Dan V. Simonet, University of Tulsa
Anupama Narayan, The University of Tulsa

Submitter: Dan Simonet, dvsimonet@gmail.com

100-31 The Influence of Team Composition on Team Flexible Coordination

This study examines the influence of team-generic and team-specific compositional factors on team flexible coordination. Specifically, collective orientation heterogeneity was examined as a moderator of the relationship between mean collective orientation and flexible coordination. A similar relationship was investigated for the influence of variation in member familiarity on flexible coordination.

Amanda L. Thayer, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida

Submitter: Amanda Thayer, athayer@ist.ucf.edu

100-32 Toward Development and Validation of an Unobtrusive Unit Cohesion Measure

This effort involves the development and validation of an unobtrusive, behavioral measure of military unit cohesion. Items were developed using inductive and deductive approaches. Results provide support for the reliability of the measure and confirmatory factor analysis indicates a 3-factor higher order model best fit the data.

Amanda L. Thayer, University of Central Florida
Megan E. Gregory, University of Central Florida
Rebecca Grossman, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida

Submitter: Amanda Thayer, athayer@ist.ucf.edu

100-33 Goal Orientation and the Absorption of Unique Information in Teams

Team decision-making research using the hidden profile paradigm suggests teams can make suboptimal decisions due to failing to share unique information. Using ERGM social network models, this poster shows that dyadic similarity in prove goal orientation, and dissimilarity in avoid goal orientation, predict dyadic information sharing in teams.

Sidni A. Vaughn, Georgia Institute of Technology
Amy M. Wax, Georgia Institute of Technology
Daniel A. Newman, University of Illinois at Urbana-Champaign
Leslie A. DeChurch, Georgia Institute of Technology

Submitter: Sidni Vaughn, sidnivaughn@gmail.com

100-34 Homophily, Familiarity, and the Self-Organization of Creative Teams

This study explored the relation between similarity, familiarity, and team self-assembly in high and low performing groups. Results indicated a heavy reliance on familiarity when making selection decisions. Furthermore, low performing teams tended to rely more heavily on familiarity than did high performing teams.

Amy M. Wax, Georgia Institute of Technology
Kathryn Dalrymple, Georgia Institute of Technology
Leslie A. DeChurch, Georgia Institute of Technology
Bruce Walker, Georgia Institute of Technology

Submitter: Amy Wax, amymwax@gmail.com

100-35 Intergroup Relations, Leader Communication, and Speaking Up in Healthcare Teams

A simulation study with 45 healthcare professionals organized in 4 to 6 person teams revealed an interaction between intergroup relations and leader communication on speaking up. Team leaders' endorsement of the word “we” had a positive impact for team members with negative perceptions of the physician nurse relationship.

Mona Weiss, ETH Zurich
Michaela Kolbe, ETH Zurich
Gudela Grote, ETH Zurich
Micha Dambach, University Hospital Zurich
Adrian Marty, University Hospital Zurich
Carl Schick, University Hospital Zurich
Donat R. Spanh, University Hospital Zurich
Bastian Grande, University Hospital Zurich

Submitter: Mona Weiss, monaweiss@ethz.ch

100-36 Individual and Team Skill Acquisition Over Time

This study investigated the performance trajectories of individuals and teams performing a complex task. Results indicate that individuals and teams display similar rates of skill acquisition. In addition, results demonstrated that declarative knowledge was a stronger predictor of performance at the individual level than the team level of analysis.

Craig D. White, Texas A&M University
Gonzalo J. Munoz, Texas A&M University
Andrew M. Naber, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Olabisi A. Asenuga, Texas A&M University
Inchul Cho, Texas A&M University
Nathanael L. Keiser, Texas A&M University
Hawaii Convention Center 2014 SIOP Conference

100-37 Multiple Commitments and Intergroup Conflicts in Organizations

This poster examined how conflicts between organizational subunits (i.e., teams, departments) are managed based on employees’ commitment to both their subunit and the overall organization. Findings from an experimental study indicate that a strong subunit commitment leads to organizationally disruptive conflict handling unless buffered and balanced by a strong organizational commitment.

Joerg Wombacher, University of Applied Sciences Northwestern
Joerg Felle, Helmut Schmidt University
Submitter: Joerg Wombacher, joerg.wombacher@fhnw.ch

100-38 The Relationship Between Team Proactive Composition and Innovative Performance

The relationships among team proactive personality composition, voice behavior, shared leadership, and innovation are investigated. From 103 project teams with 2 waves of data, as hypothesized, team proactive tendency is positively associated with innovation. Voice behavior mediates the relationship between proactive tendency and innovation, and shared leadership moderates the relationship.

Mei-Yu Yang, Chihlee Institute of Technology
Ying-Jie Chen, National Taiwan Normal University
Submitter: Mei-Yu Yang, caty@mail.chihlee.edu.tw

100-39 Elite Members’ Behavioral Influence in Teams

Drawing on minority influence theory, this poster examines how an elite team member influences team processes and ultimately team effectiveness. Specifically, it is found that the elite member’s behavioral influences on team processes and team effectiveness are contingent upon his or her network position in the team.

Ning Li, University of Iowa
Hailin Zhao, University of Iowa
Sheryl Walter, University of Iowa
Xinan Zhang, Shanghai Jiao Tong University
Jia Yu, University of Iowa
Submitter: Hailin Zhao, hailin-zhao@uiowa.edu

101. Symposium/Forum: 7:30 AM–8:50 AM
Room 303AB

Conducting Qualitative Research: Methodologies and Strategies for I-O Psychologists

Qualitative research offers a range of methodologies for studying organizational behavior. Four presentations will outline the strengths and limitations associated with using different qualitative research methodologies and offer insights for adapting these methodologies to conduct research and practice that will advance our understanding and management of behavior in organizations.

Michael J. Burke, Tulane University, Chair
Kelley O’Reilly, Western Michigan University, Grounded Theory
Michael J. Zickar, Bowling Green State University, Workplace Ethnography for All I-O Psychologists

102. Friday Seminars: 7:30 AM–10:30 AM
Room 304A

Trends in Professional Development

Biological Foundations of Organizational Behavior
This seminar will examine the physiological measurements available to researchers and practitioners in the study of organizations. The focus will be on 3 methods: molecular genetics (genes such as dopamine, serotonin, oxytocin), behavior genetics (using twin samples), and hormones (testosterone, cortisol). The challenges and opportunities of using these methods in the workplace will be discussed. Ethical issues that need to be paid attention to while doing this work will be examined.

Jayanth Narayanan, National University of Singapore, Presenter
Wen-Dong Li, Kansas State University, Presenter
Zhaoli Song, National University of Singapore, Presenter
Marylene Gagne, University of Western Australia, Coordinator

103. Panel Discussion: 7:30 AM–8:50 AM
Room 304B

Making the Case for Case-Based Learning in I-O Courses

The purpose of this panel discussion is to highlight the benefits of using case studies and offer insights into how to effectively incorporate them into I-O psychology courses. Panelists will provide tips for developing and selecting case studies, and discuss different approaches to effectively employ case studies in the classroom.

Satoris S. Culbertson, Kansas State University, Chair
Alexander T. Jackson, Kansas State University, Co-Chair
Robert B. Davison, Texas Tech University, Panelist
Edgar E. Kausel, University of Chile, Panelist
Paul M. Muchinsky, University of North Carolina-Greensboro, Panelist
Juan I. Sanchez, Florida International University, Panelist
Submitter: Satoris Culbertson, satoris@ksu.edu

104. Symposium/Forum: 7:30 AM–8:50 AM
Room 306A

I-O Psychology’s Contributions to Patching the STEM Career Pipeline

Preparing students for careers in STEM is an issue of critical national importance. This symposium highlights ways that I-O psychologists are working to address barriers to STEM career pursuit, with a focus on increasing representation of women and minorities. Papers progress chronologically, from high school to college and beyond.

Tara S. Behrend, George Washington University, Chair
Debra A. Major, Old Dominion University, Co-Chair
Sharon J. Lynch, George Washington University, Samuel E. Kaminsky, George Washington University, Tara S. Behrend, George Washington University, Nancy Spillane, George Washington University, Erin Peters Burton, George Mason University, Learning About Careers in Inclusive STEM-Focused High Schools
Kristina N. Bauer, University of West Florida, Debra A. Major, Old Dominion University, Karin A. Orvis, U.S. Army Research Institute, James M. Henson, Old Dominion University, Valerie J. Morganson, University of West Florida, Trends in Professional Development Among STEM Students: Supports and Barriers
105. Symposium/Forum: 7:30 AM–8:50 AM
Room 306B
Physical Environment and Performance in Organizations

Two theoretical and 2 empirical papers describe the physical environment in organizations and performance, including the role of workplace design on performance; how performance is affected by territorial infringement; office configurations, territoriality, and productivity; and the effect of coworking spaces on the emergence of community.

Elizabeth J. Sander, Griffith University, Co-Chair
Neal M. Ashkanasy, University of Queensland, Co-Chair
Oluremi B. Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, Karen A. J. Jahn, University of Melbourne, Office Configurations, Employee Territoriality, and Productivity
Elizabeth J. Sander, Griffith University, Arran Caza, Griffith University, Peter J. Jordan, Griffith University, Variety, Customizability, and Appeal: A Model of Workplace Environment
Graham Brown, University of Victoria, Chris Bell, York University, Sandra Robinson, University of British Columbia, Territorial Infringement and Performance
Peter Bacevice, University of Michigan, Lyndon Garrett, University of Michigan, Gretchen Spraitzer, University of Michigan, Working Alone Together: Coworking Spaces and a New Organizational Archetype
Submitter: Elizabeth J. Sander, l.sander@griffith.edu.au

106. Symposium/Forum: 7:30 AM–8:20 AM
Room 309
Competition Within and Between Teams: Its Origins and Consequences

Performance achievement goals and competition in team settings are important states/processes that have potentially beneficial or detrimental performance effects. This symposium combines 3 empirical studies examining how competition arises and how it affects individual/team performance. The studies focus on competition and/or performance goal orientation within individuals, within teams, and between teams.

Edwin A. J. Van Hooft, University of Amsterdam, Chair
Heleen van Mierlo, Erasmus University Rotterdam, Co-Chair
Melvyn R. W. Hamstra, University of Amsterdam, Co-Chair
Ghiyoun Park, Singapore Management University, Richard P. DeShon, Michigan State University, The Effect of Boredom on Intergroup Competition
Lise Jans, University of Groningen, Melvyn R. W. Hamstra, University of Amsterdam, Tom Postmes, University of Groningen, Achievement Goals in Work Groups: Social Influences and Effects on Performance
Heleen van Mierlo, Erasmus University Rotterdam, Edwin A. J. Van Hooft, University of Amsterdam, Gera Noordzij, Erasmus University Rotterdam, Team Achievement Goals, Cooperation/Competition, and Performance in Elite Sports Teams
John E. Mathieu, University of Connecticut, Discussant
Submitter: Edwin Van Hooft, e.a.j.vanhooft@uva.nl

107. Panel Discussion: 7:30 AM–8:50 AM
Room 311
Predictive Analytics: Evolutionary Journey From Local Validation to Big Data

Senior experts from applied research organizations and academia discuss the evolution of predictive analytics: how estimating validity from local samples, then generalizing validity from these samples, provides the foundation to the application of validity evidence. Subsequently, the panelists will discuss the importance of predictive analytics in big data.

Alok Bhupatkar, American Institutes for Research, Chair
Dwayne G. Norris, American Institutes for Research, Panelist
Tobin Kyte, ACT, Panelist
Frank A. Bosco, Virginia Commonwealth University, Panelist
Matthew Fleisher, Marriott International, Panelist
Submitter: Alok Bhupatkar, abhupatkar@air.org

108. Symposium/Forum: 7:30 AM–8:50 AM
Room 314
Discrimination in the Workplace: Contemporary Issues Facing Women Today

Although greater gender parity exists in fields previously dominated by men, stereotypes of women’s competence and family intentions persist. This symposium examines contemporary workplace issues including community and women’s pursuit of science careers, disclosing pregnancy before job interviews, negotiating for others, gender differences in salary expectations, and reactions to discrimination.

Bettina J. Casad, University of Missouri-St. Louis, Chair
Therese Macan, University of Missouri-St. Louis, Chair
Bettina J. Casad, University of Missouri-St. Louis, Jessica L. Eastin, University of Missouri-St. Louis, Emily A. Ingalls, University of Missouri-St. Louis, James L. Cox, University of Missouri-St. Louis, Breanna R. Wexler, University of Missouri-St. Louis, Person-Environment Fit: Communal Goals Shape Women STEM Majors’ Math Perceptions
Tracy H. Muldering, University of Missouri-St. Louis, Therese Macan, University of Missouri-St. Louis, Pre- and Post-Interview Evaluations of Pregnant Job Applicants
Jennie Giron, Claremont Graduate University, Michelle Bligh, Claremont Graduate University, Who Motivates You? Negotiation Outcomes for Self Versus Others
Emily A. Ingalls, University of Missouri-St. Louis, Mark E. Tubbs, University of Missouri-St. Louis, The Impact of Job Type and Gender on Salary Expectations
Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Shakema Lynch, St. John’s University, Michelle (Miki) Hebl, Rice University, Factors Influencing Reactions to Gender Discrimination in the Workplace
Submitter: Bettina Casad, casadbj@umsl.edu

109. Master Tutorial: 7:30 AM–8:50 AM
Room 316C
Building and Testing Temporal Theories in Psychology

After reviewing differential and temporal theories, participants learn how to avoid assumptions and how to use temporal thinking, how to observe and quantify temporal phenomena, and how to build temporal theories based on heuristics. Next, they learn making critical choices in case studies that can test such theories.

Robert A. Roe, University of Maastricht, Presenter
Submitter: Robert A. Roe, r.roe@maastrichtuniversity.nl
110. Symposium/Forum: 7:30 AM–8:50 AM
Room 317A
Personality Dynamics at Work: Conceptual, Empirical, and Methodological Advances
Scholarship on personality continues to be a large area of organizational research. This symposium highlights new developments in this domain that adopt a dynamic rather than static approach to personality functioning. The focus is on changes in traits and states, and how these relate to fluctuations in organizationally relevant criteria.
Bart Wille, Ghent University, Co-Chair
Christopher D. Nye, Michigan State University, Co-Chair
Bart Wille, Ghent University, Filip De Fruyt, Ghent University, Long-Term Correlated Change Between Big Five Traits and Work Attitudes
Christopher D. Nye, Michigan State University, Joshua J. Jackson, Washington University in St. Louis, Rachel T. King, Bowling Green State University, Does Exiting the Workforce Affect Personality Traits in Older Workers? Annika Nuebold, Bielefeld University, Guenter W. Maier, Bielefeld University, Newcomer Plasticity: A Measurement-Burst Study on Core Self-Evaluations
Joeri Hofmans, Vrije Universiteit Brussel, Jonas Debusscher, Vrije Universiteit Brussel, Filip De Fruyt, Ghent University, Time-Lagged Relationships Between Core Self-Evaluations and Performance
Murray R. Barrick, Texas A&M University, Discussant
Submitter: Bart Wille, bart.wille@ugent.be

111. Symposium/Forum: 7:30 AM–8:50 AM
Room 317B
Novel Approaches to Affective Spillover
Affective spillover has received much research attention in recent years. This symposium is a collection of papers that “think outside the box” in their approach, stimulating creative ways to conceptualize affective spillover research. The papers, 1 theoretical and 3 empirical, offer new perspectives in the study of affective spillover.
Remus Ilies, National University of Singapore, Chair
Zen W. Goh, National University of Singapore, Co-Chair
Remus Ilies, National University of Singapore, Katrina J. Lin, National University of Singapore, Positive Affective Experiences: Contrast Effect on Job Satisfaction
Nikos Dimotakis, Georgia State University, Dina Leheta, Georgia State University, Conscientiousness and Affective Spillover: The Mediating Role of Escape-Focused Coping
Zen W. Goh, National University of Singapore, Emotion Boundaries: Managing Affective Spillover With Boundaries
David T. Wagner, Singapore Management University, Kelly S. Wilson, Purdue University, Work–Family Integration and the Spillover From Job to Life Satisfaction
Submitter: Zen Goh, zen.gohwanchen@gmail.com

112. Special Events: 7:30 AM–8:20 AM
Room 318A
Executive Board Invited Session: Career Study of People With Advanced Degrees in I-O Psychology
This study employed interviews with practitioners working in academia, consulting, industry, and government. Career paths in I-O psychology and the critical experiences that define success and lead to advancement within each practice area are identified. Final steps include validating this qualitative work and reporting results to SIOP stakeholders.
Michael L. Trusty, Rolls Royce, Chair
Dennis Doverspike, University of Akron, Presenter
Alexandra I. Zelin, University of Akron, Presenter
Margaret Lider, University of Akron, Presenter
Gary W. Carter, PDRI, a CEB Company, Presenter
Tracy Kantrowitz, CEB, Discussant
Submitter: Michael Trusty, mtrusty3@gmail.com

113. Symposium/Forum: 7:30 AM–8:50 AM
Room 318B
Exploring Learning Agility’s Links With Other Constructs
To advance understanding of the meaning of learning agility, findings regarding the link between learning agility and other constructs in its nomological net will be compared and contrasted across 4 different studies. By sharing findings across studies, the conceptual boundaries of learning agility can be explored and refined.
Neta Moye, PDRI, a CEB Company, Chair
Josh W. Allen, Florida International University, Chokkalingam Viswesvaran, Florida International University, Valentina Bruk-Lee, Florida International University, Clarifying Learning Agility: A Construct Validation
Mark Van Buren, CEB, Warren Howlett, CEB, Beyond Learning to Application: A Practical Extension of Learning Agility
Kelsey C. Herb, Organizational Effectiveness Strategies, Suzanne M. Miklos, Organizational Effectiveness Strategies, Louis R. Forbringer, Catholic Health Initiatives, Learning Agility in Healthcare Performance Outcomes
Scott DeRue, University of Michigan, Discussant
Kenneth P. De Meuse, Tercon Consulting, Discussant
Submitter: Neta Moye, neta.moye@pdri.com

114. Symposium/Forum: 7:30 AM–8:50 AM
Room 322AB
Personality Measurement Without (Much) Faking: Alternatives to Self-Report Likert Scales
Although personality measures have been shown to predict employee job performance, concerns remain over the transparent nature of self-report Likert scales. Three alternative approaches will be presented: observer reports, IRT-based forced choice, and a rapid response method. Validation results will be presented and future directions of personality assessment discussed.
Adam W. Meade, North Carolina State University, Co-Chair
Neil Christiansen, Central Michigan University, Co-Chair
Stephen Stark, University of South Florida, Fritz Drasgow, University of Illinois at Urbana-Champaign, Oleksandr Chemyshenko, Nanyang Technological University, Christopher D. Nye, Michigan State University, Leonard White, U.S Army Research Institute for the Behavioral and Social Sciences, Forced Choice Methods for High Stakes Personality Testing
Bernard E. Voss, Central Michigan University, Scott Alshanski, Central Michigan University, Neil Christiansen, Central Michigan University, Convergence and Discrimination of Observer Personality Ratings From Work Simulations
Brian S. Connelly, University of Toronto, Philipp A. Wollscheid, University of Connecticut, Disentangling Lies, Exaggeration, and Self-Grandeur in Personality With Observer Reports
Cynthia A. Hedricks, SkillSurvey, Inc., Chet Robie, Willfrid Laurier University, Robert E. Ployhart, University of South Carolina, Disha D. Rupayana, SkillSurvey, Inc., Use of Other-Ratings and Technology to Address Applicant Faking
Adam W. Meade, North Carolina State University, Gabriel Pappalardo, North Carolina State University, Development of an Efficient and Faking-Resistant Rapid Response Assessment Method
Submitter: Adam Meade, awmeade@ncsu.edu
115. Panel Discussion: 7:30 AM–8:50 AM
Room 323A
Social Networking: Selection’s Dream Come True or a Virtual Nightmare?
Organizations currently use social networking sites for personnel decisions. This practice, however, presents many legal challenges and currently lacks empirical examination. The purpose of this panel discussion is to address the necessary legal considerations and future research needed to use social networking sites for personnel decision making.

Richard J. Chambers, Louisiana Tech University, Co-Chair
Zachary N. J. Horn, Aptima, Inc., Co-Chair
Shawn Bergman, Appalachian State University, Panelist
Jamie L. Winter, Development Dimensions International (DDI), Panelist
Bart Weathington, University of Tennessee at Chattanooga, Panelist
Kevin B. Tamanini, Development Dimensions International (DDI), Panelist
Jeff Feuquay, Psychology-Law Center, LLC/Russell, Brown & Breckenridge, Panelist

Submitter: Richard Chambers, richchambers@gmail.com

116. Symposium/Forum: 7:30 AM–8:50 AM
Room 323B
Advancing Corporate Social Responsibility Theory Through I-O Psychology
This symposium illustrates that the field of I-O psychology is ideally positioned to address the current gap in theory development to explain the effects of organizations’ social and environmental responsibility on stakeholders. Presenters describe advanced-stage theoretical frameworks that delineate key explanatory mechanisms and boundary conditions of these effects.

Chelsea R. Willness, University of Saskatchewan, Chair
Ante Glavas, University of Notre Dame, Herman Aguinis, Indiana University, Microfoundations of Corporate Social Responsibility
Drew Mallory, Purdue University, Deborah E. Rupp, Purdue University, Leader Member Exchange and Corporate Social Responsibility
Akwasi I. Opoku-Dakwa, Rutgers-The State University of, Relational Work Design and Employee Engagement in Corporate Volunteering
David A. Jones, University of Vermont, Chelsea R. Willness, University of Saskatchewan, Environmental Management Practices: Pre- and Post-Hire Effects, Mechanisms, and Moderators
Magda Donia, University of Ottawa, Carol-Ann Tetrault Sirsly, Carleton University, Employee Attributions of Corporate Social Responsibility as Substantive versus Symbolic

Submitter: Chelsea Willness, willness@edwards.usask.ca

117. Alternative Session Type: 7:30 AM–8:50 AM
Room 323C
Building a Volunteer Leadership Pipeline for I-O Psychologists
This session focuses on the development of I-O psychology volunteer leaders in the UK. It reviews a development program’s context, competency framework, components, lessons learned, evaluation, and delegate experience. The discussant considers how it might meet SIOP’s leadership needs. Attendees are invited to share their experiences with volunteer leadership development.

Gene K. Johnson, Working Matters Ltd, Chair
Roxane L. Gervais, Health and Safety Laboratory, Presenter
Hazel Stevenson, People Transform Limited, Presenter
Doyin Atewologun, Queen Mary University, Presenter
Ingrid K. Hickman, Birkbeck College, Presenter
Kurt Kraiger, Colorado State University, Presenter
Submitter: Gene Johnson, johnson_gene@hotmail.com

118. Friday Seminars: 7:30 AM–10:30 AM
Room 324 3 CE credits for attending. Extra fee/preregistration required.
Cultural Encounters: The Impact of Cultural Differences on Interpersonal Processes in Work Organizations
This seminar will focus on cultural differences and interpersonal processes in organizations. Two experts will summarize how organizational psychologists study cultural differences (e.g., discussing values, cultural distance, and culture tightness–looseness), how these differences operate at different levels of analysis (e.g., individuals, teams, organizations, and nations), and how these differences influence—and can be managed—in interpersonal work encounters (e.g., leading a global team, adapting as an expatriate).

Gilad Chen, University of Maryland, Presenter
Bradley Kirkman, North Carolina State University, Presenter
Lance Ferris, The Pennsylvania State University, Coordinator
Submitter: Lance Ferris, lanceferris@gmail.com

119. Symposium/Forum: 7:30 AM–8:50 AM
Room 327
 Widening the Safety Lens by Exploring Macro-Organizational Factors
This session advances a recent stream of safety research that identifies the importance of organizational factors typically considered separately to safety in predicting safety outcomes. Practitioners from academia, consulting, and the private sector present results of applied research and discuss relevant experience in managing employee safety within this context.

Autumn D. Krauss, Sentis, Chair
Nick Turner, University of Manitoba, Human Resource Management Practices and Safety
Ia Ko, Denison Consulting, Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, From Safety Culture to Effective Organizational Culture (For Safety)
Lixin Jiang, University Wisconsin Oshkosh, Tahira M. Probst, Washington State University Vancouver, Safety–Production Incompatibility and Employee Safety: Impacts of Multiple Climates
Tristan Casey, Sentis, Autumn D. Krauss, Sentis, It’s a Jungle Out There: Subcontractor Safety in Australian Construction
Robert R. Sinclair, Clemson University, Discussant
Submitter: Allison Ellis, allison.ellis@sentis.net

120. Community of Interest: 7:30 AM–8:50 AM
Room 328
Fostering Field-Based/On-the-Job Informal Learning
Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), Host
Wendy L. Bedwell, University of South Florida, Coordinator

121. Symposium/Forum: 7:30 AM–8:50 AM
Theatre 310
A Lifespan Perspective on Stress and Well-Being at Work
The presentations in this symposium test different propositions of a lifespan perspective on emotion regulation, stress, and well-being in the workplace. Using a variety of methodological approaches

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and samples from 3 countries, results go beyond bivariate associations and explore the mechanisms and boundary conditions of linear and curvilinear age effects.

Hannes Zacher, The University of Queensland, Co-Chair
Susanne Scheibe, University of Groningen, Co-Chair
Susanne Scheibe, University of Groningen, Katharina Kub, University of Groningen, The Older-Age Advantage: Emotion Regulation and Workplace Affect
Laura Venz, University of Mannheim, Myriam Kalde, University of Mannheim, Sabine Sonnentag, University of Mannheim, Workplace Affect: A Diary Study on the Role of Age
Jennifer R. Rineer, Portland State University, Donald M. Truxillo, Portland State University, Leslie B. Hammer, Portland State University, Todd Bodner, Portland State University, Brittie Shepherd, Portland State University, Job Characteristics Positively Relate to Older Construction Workers’ Satisfaction
Hannes Zacher, The University of Queensland, Nerina Jimmieson, The University of Queensland, Prashant Borda, Australian National University, Explaining Curvilinear Relationships Between Age and Occupational Strain and Well-Being
Mo Wang, University of Florida, Discussant
Submitter: Hannes Zacher, h.zacher@psy.uq.edu.au

122. Poster Session: 8:30 AM–9:20 AM
Ballroom C
Testing/Assessment

122-1 Calibration of Trust: Is It Overrated?
Three operationalizations of calibration are presented and predictors and outcomes are examined. Only 1 operationalization was significantly associated with task performance and ability to identify aid errors. Combined, the 3 accounted for only 9% and 4% of the variance in these outcomes. Calibration may not be as essential as previously thought.
Stephanie M. Merritt, University of Missouri-St. Louis
Deborah Lee, University of Missouri-St. Louis
Jennifer L. Unnerstall, University of Missouri-St. Louis
Kelli Huber, University of Missouri-St. Louis
Submitter: Stephanie Merritt, merritts@umsl.edu

122-2 Testing Relative Validity of Three Personality Scales for Predicting Performance
This poster examines the relative validity of 3 personality measurement methods (noncontextualized self-ratings, contextualized self-ratings, and observer ratings) for predicting overall job performance and its facets. Results suggest that contextualized measures of Conscientiousness and Neuroticism add incremental validity for predicting performance over the validity of noncontextualized and observer ratings.
Jonathan A. Shaffer, West Texas A&M University
Andrew Li, West Texas A&M University
Jessica Bagger, California State University, Sacramento
Submitter: Jessica Bagger, baggerj@csus.edu

122-3 Cybervetting: A Common Antecedents Model
Few scholarly efforts have been made to standardize and validate cybervetting practices, despite an increasing number of hiring managers engaging in these practices to screen job applicants. This project advances a theoretical framework connecting online and workplace behavior and attempts to provide empirical evidence for it.
Julia L. Berger, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Jasmine Y. Khosravi, Bowling Green State University
Don C. Zhang, Bowling Green State University
Rachel T. King, Bowling Green State University
Submitter: Julia Berger, yberger@bgsu.edu

122-4 Does Faking Influence the Process Underlying Responses to Personality Measures?
The study examined the process underlying the response to personality assessments in high-stake contexts. A 3-way ANOVA revealed that respondents adopted a changing person strategy when faking, which implies that respondents still followed an ideal point response process to answer personality items.
Mengyang Cao, University of Illinois at Urbana-Champaign
Louis Tay, Purdue University
Jing Luo, University of Illinois at Urbana-Champaign
Fritz Dragowski, University of Illinois at Urbana-Champaign
Submitter: Mengyang Cao, pkucmy@gmail.com

122-5 Investigating the Subpsychopathic Personality of Liars on Selection Tests
A study of over 47,000 customer service applicants indicated that dishonest responding is prevalent in selection settings. The construct of aberrant self-promotion (ASP) plays a role in explaining lying behavior. ASP applicants intentionally lie in more severe forms than normal applicants. Integrity tests can successfully screen out these subpsychopathic individuals.
Luye Chang, Select International, Inc.
Amie D. Lawrence, Select International, Inc.
Submitter: Luye Chang, SChang@selectintl.com

122-6 Impact of Applicant Retesting on Subgroup Differences and Criterion-Related Validity
This study assessed the impact of applicant retesting on subgroup differences and criterion-related validity using applied data, including tests of cognitive ability, spatial orientation, and job knowledge. Applicants’ retest scores were examined across each subtest by total sample and demographic subgroup in relation to academic and performance-based training outcomes.
Cory M. Modaire, Naval Aerospace Medical Institute
Lt. Brennan D. Cox, Naval Aerospace Medical Institute
LCDR Thomas C. Foster, Naval Aerospace Medical Institute
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Eric S. Vorm, Naval Aerospace Medical Institute
Submitter: Brennan Cox, cox.brennan@gmail.com

122-7 Impact of Retesting and Score Estimation on Criterion-Related Validity
This study examined how multiple testing attempts affected selection test scores and criterion-related validity on a primarily cognitive ability based battery using a true-applicant sample. Implications for retesting policy in organizational settings are discussed.
Sabrina M. Drollinger, Naval Aerospace Medical Institute
Cory M. Modaire, Naval Aerospace Medical Institute
Lt. Brennan D. Cox, Naval Aerospace Medical Institute
LCDR Thomas C. Foster, Naval Aerospace Medical Institute
Eric S. Vorm, Naval Aerospace Medical Institute
Submitter: Brennan Cox, cox.brennan@gmail.com
122-8 Evidence That g Isn't a Higher-Order Construct: Bifactor Fits Better

Using data from 13 tests, 29 datasets, and 1,145,532 test takers, stronger support for a bifactor model of general mental ability (g) was found than the traditional higher-order model. Under the bifactor model, each test has its own direct loading on g-non-g factors do not mediate its relationship with g.

Kevin A. Byle, U.S. Customs and Border Protection
Jeffrey M. Cucina, U.S. Customs and Border Protection
Submitter: Jeffrey Cucina, jcucina@gmail.com

122-9 General Mental Ability as a Latent Variable: Explaining the Unexplained

This study proposes that general mental ability (g) explains more criterion-relevant variance than is captured in tests of g. When viewed as a latent variable, g accounts for 58% of variance in medium complexity jobs (vs. 44% for tests of g) and likely accounts for most overprediction of minority-group performance.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Philip T. Walmsey, U.S. Office of Personnel Management
Submitter: Jeffrey Cucina, jcucina@gmail.com

122-10 Reconsidering the Search for Alternatives to General Mental Ability Tests

For many years, psychologists have searched for high-validity low-adverse impact alternatives to traditional g-loaded cognitive ability tests (g tests). This poster shows that superior replacements to g tests cannot mathematically exist and that traditional g tests will always add incremental validity over current and hypothetical alternatives (including g tests that lack group differences).

Jeffrey M. Cucina, U.S. Customs and Border Protection
Philip T. Walmsey, U.S. Office of Personnel Management
Submitter: Jeffrey Cucina, jcucina@gmail.com

122-11 Role of Mental Abilities and Conscientiousness in Explaining High-School Grades

This study examined the role of general and specific mental abilities and Conscientiousness in predicting high school academic performance using data from Project TALENT. Conscientiousness and g independently predicted high school grades, but there was no support for the multiplicative model. Specific abilities failed to add incremental validity over g.

Sharron Thompson Peyton, U.S. Customs and Border Protection
Jeffrey M. Cucina, U.S. Customs and Border Protection
Chihwei Su, U.S. Customs and Border Protection
Kevin A. Byle, U.S. Customs & Border Protection
Submitter: Jeffrey Cucina, jcucina@gmail.com

122-12 Something More Than g: Meaningful Memory Uniquely Predicts Training Performance

Carroll (1993) identified MM as a mental ability factor that reflects individual differences in the ability to learn and recall information that has meaningfully relationships. Evidence shows that a Meaningful Memory test predicts training performance (p=.511) even after controlling for the effects of general mental ability.

Chihwei Su, U.S. Customs and Border Protection
Jeffrey M. Cucina, U.S. Customs and Border Protection
Submitter: Jeffrey Cucina, jcucina@gmail.com
122-17 Detecting Unproctored Internet Test Cheating: A Question of Power

This study examined the practice of validating unproctored Internet tests (UITs) by comparing them to proctored retests. Results indicated that the nonlinear test information functions seen in many conventional instruments make standard error of measurement (SEM) cutoffs highly unsuitable and significantly reduce the power of item response theory (IRT) Z-tests.

Robert J. Harvey, Virginia Tech
Submitter: Robert Harvey, harveyrj@vt.edu

122-18 Different Belief Systems Predict Favorability Toward Different Employment Tests

The perceived usefulness of cognitive ability testing for selection was associated with believing in scientific determinism and with holding an implicit theory that workers are externally motivated. In contrast, the perceived usefulness of Conscientiousness testing for selection was associated with believing in free will and endorsing a strong work ethic.

Scott Highhouse, Bowling Green State University
Thaddeus B. Rada, Bowling Green State University
Submitter: Scott Highhouse, shighho@bgsu.edu

122-19 Validity Generalization Across College Applicant Pools: A Longitudinal Study

Local validity studies rely on the assumption that validity estimates from 1 incumbent sample will generalize to future applicant pools. This is tested using past performance and cognitive ability as predictors across multiple college applicant pools. Results are discussed in terms of the validity generalization and situational specificity hypotheses.

Christopher R. Huber, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, The University of Minnesota
Adam Beatty, University of Minnesota
Submitter: Christopher Huber, huber195@umn.edu

122-20 Transparent Assessment Center Dimensions: A Threat to Criterion-Related Validity?

Many ACs reveal information about dimensions to candidates, yet it is unclear whether dimension transparency affects criterion-related validity and candidates’ self-presentation. It was found that ratings from a transparent AC were less criterion valid than ratings from a nontransparent AC and that transparency moderates the relationship of self-promotion and job performance.

Pia Ingold, University of Zurich
Martin Kleinmann, University of Zurich
Cornelius J. König, Universität des Saarlandes
Klaus G. Melchers, Universität Ulm
Submitter: Pia Ingold, p.ingold@psychologie.uzh.ch

122-21 S. Rains Wallace Dissertation Award: The Role of Rater Motivation in Validation Studies

This study examined the role played by rater motivation in personnel selection validation studies. Results indicate that rater motivation can impact the criterion validity. A simple intervention was tested and was successful at increasing rater motivation and manager response rates.

Dan Ispas, Illinois State University
Submitter: Dan Ispas, dispas@gmail.com

122-22 Revisiting Female Underprediction: Exploring the Role of Conscientiousness

This study replicates the traditional finding of female underprediction in a sample of 3,191. Secondly, trait and behavioral indicators of Conscientiousness are found to be a partial cause of female underprediction. Finally, decomposing a course grade into cognitive and noncognitive components sheds new light on the phenomenon.

Heidi N. Keiser, University of Minnesota
Paul R. Sackett, University of Minnesota
Tom Brothen, University of Minnesota
Submitter: Heidi Keiser, keise026@umn.edu

122-23 Revisiting Female Underprediction: Exploring the Role of Course-Taking Patterns

This study first replicates the traditional finding of female underprediction in a large sample (N = 366,616). Secondly, course-taking patterns are explored as a potential cause of female underprediction. Findings reveal that course-taking patterns are a partial explanation for the common finding of differential prediction by gender.

Nathan R. Kuncel, University of Minnesota
Heidi N. Keiser, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Heidi Keiser, keise026@umn.edu

122-24 To Scare or to Care: Different Warnings Against Applicant Faking

This study assessed the utility of a reasoning warning statement that aims to minimize personality test faking by communicating the potential consequences of being in a job for which one is a poor fit. Results support the use of this statement as an alternative to the traditional detection/consequence warning.

Vanessa M. Lammers, University of Missouri-St. Louis
Therese Macan, University of Missouri-St. Louis
Ryan J. Hirtz, University of Missouri-St. Louis
Brian H. Kim, Occidental College
Submitter: Vanessa Lammers, VanessaLammers@mail.umsld.edu

122-25 The Impact of Retake Policies on Classification Consistency and Validity

This paper examines the impact of examination retake policies using a licensure exam as an example. This study investigated how retakes affect assessment validity using multiple lines of evidence. Results suggest that allowing multiple attempts can create false positives, effectively lowering the cut score. Implications for other assessments are discussed.

Kaitlyn G. Mikush, Federation of State Boards of Physical Therapy
Kathakali Sircar, Federation of State Boards of Physical Therapy
Lorin M. Mueller, Federation of State Boards of Physical Therapy
Submitter: Kaitlyn Mikush, KMikush@fsbpt.org

122-26 A Validation Study of the Recovery-Related Self-Efficacy Scale in Korea

Upon growing needs for illuminating mechanisms of recovery from job stress, six items of the recovery-related self-efficacy scale were validated in South Korea. Two-wave survey data from 127 workers showed that the scale possessed good psychometric properties. This scale would facilitate research on recovery among Korean workers.
122-27 Relative Impact of Method in Selection Model Development

This study compared the impact of 3 methods of analysis (logistic regression, discriminant analysis, multiple linear regression) in selection model development. Comparisons of intercorrelations among predicted scores, model variables selected, and selection decisions by varying cut scores, across 6 samples (Ns = 210–1,454), showed negligible differences.

Gregory G. Manley, U.S. Air Force
Mark Rose, U.S. Air Force
Submitter: Mark Rose, mark.rose.7@us.af.mil

122-28 The Construct Validity of Blatant Extreme Responding for Faking Detection

The construct validity of blatant extreme responding (BER), a faking-detection technique measuring endorsement of desirable extreme responses of personality scales, is examined. Using a large sample (N = 358,033), this poster shows that applicants score higher than incumbents on BER and that BER relates to another measure of faking, an unlikely virtue scale.

Nicolas Roulin, University of Manitoba
Julia Levashina, Kent State University
Jeff A. Weekley, Kenexa, an IBM Company
Erica L. Hauck, Kenexa, an IBM Company
Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

122-29 Towards a Signaling Model of Applicant Faking

A model of applicant faking derived from signaling theory, which describes faking as an adaptive process, is proposed. The model highlights applicants’ individual characteristics and adaptive responses to competition as antecedents of motivation and capacity to fake, and organizations’ actions to make faking costly as antecedents of opportunities/risks to fake.

Nicolas Roulin, University of Manitoba
Steve Binggeli, University of Lausanne
Franciska Krings, University of Lausanne
Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

122-30 Automated Scoring in Assessment Centers: How Quantifiable Is Qualitative Data?

A qualitative pilot study is to examine the feasibility of categorizing participants’ open-ended responses to an assessment center exercise into a set of behaviors that could be used to develop an automated scoring algorithm. Ten categories emerged from the responses of 14 participants, suggesting such categorization is feasible.

Diana R. Sanchez, Colorado State University
Alyssa M. Gibbons, Colorado State University
Amber M. Anthenien, Colorado State University
Steve Raymer, Colorado State University
Martin Lanik, Global Assessor Pool LLC
Submitter: Diana Sanchez, dianadianasanchez@yahoo.com

122-31 Humor Styles Questionnaire: The short work-related version (sw-HSQ)

A short and work-related version of the Humor Styles Questionnaire (Martin et al., 2003) was validated in a student and a professional sample. The positive affiliative and self-enhancing and the negative self-defeating humor styles were significantly associated with optimism, occupational self-efficacy, and irritation. Aggressive humor seems less relevant at workplaces.

Tabea E. Scheel, University of Vienna
Cornelia Gerdenitsch, University of Vienna
Christian Korunka, University of Vienna
Submitter: Tabea Scheel, tabea.scheel@univie.ac.at

122-32 Accuracy of Self-Assessment in a Self-Adaptive Testing Context

Self-adaptive tests tailor test content to test taker based on pretest ability estimates. An assessment where pretest estimates were provided via self-assessment was examined. Overall, individuals were relatively accurate; however, individual differences (e.g., test-taking self-efficacy and goal orientation) influenced self-assessment accuracy. Theoretical and practical implications are discussed.

Daniel S. Stanhope, North Carolina State University
Jennifer T. Lindberg McGinnis, SWA Consulting Inc.
Eric A. Surface, SWA Consulting Inc.
Submitter: Daniel Stanhope, daniel.s.stanhope@gmail.com

122-33 Formal and Informal Coaching Effects on SJT Scores and Validity

The use of situational judgment tests (SJT) as a supplement to traditional selection measures in high-stakes testing is on the rise. As such, it is necessary to assess the degree to which coaching can improve SJT scores. Effects of coaching on scores themselves and subsequent validity were examined.

Melissa S. Stemig, University of Minnesota
Paul R. Sackett, University of Minnesota
Filip Lievens, Ghent University
Submitter: Melissa Stemig, stem0059@umn.edu

122-34 Process Redesign of a Consent Decree-Based Police Promotional System

This project evaluated a promotional selection system implemented at a sheriff’s department as part of a consent decree. The original system minimized adverse impact against women without concern for cost. In the redesigned system, the changes implemented served to improve selectivity and reduce costs without additional adverse impact against women.

Calvin C. Hoffman, Los Angeles County Sheriff’s Department
Carlos Valle, Los Angeles County Sheriff’s Department
C. Chy Tashima, Los Angeles County Sheriff’s Department
Daniel Kowallis, California State University, San Bernardino
Submitter: C. Chy Tashima, ctashim@lasd.org

122-35 A Meta-Analysis of Interview Length on Reliability and Validity

A meta-analysis was conducted to examine the effects of interview length on reliability and validity. Results revealed that the subset of studies reporting length of interviews yielded reliability and validity estimates consistent with more comprehensive meta-analyses. Length of the interview was found to be unrelated to reliability and validity.

Todd J. Thorsteinson, University of Idaho
Submitter: Todd Thorsteinson, tthorste@uidaho.edu
122-36 Comparing Two Algorithms for Adapting Interviews to Personality Scores

Two adaptive interviews, tailored based on personality scores, were compared to a structured interview. In a mock selection process, the adaptive interview that verified participants' favorable personality scores was more predictive of role-play ratings and demonstrated higher utility.

Courtney T. Van Overberghe, CEB
Alan D. Mead, IIT
Submitter: Courtney Van Overberghe, courtney.van@gmail.com

122-37 Validation of the Global Assessment Tool (GAT)

The validity of the Global Assessment Tool (GAT) was assessed. Support for the initially proposed factor structure was not found, but an adequate-fitting alternative structure was identified. Using the alternative factors, modest validity in predicting positive urinalyses and separations from the Army among U.S. Army soldiers was found.

Adam J. Vanhove, University of Nebraska-Lincoln
Loryana L. Vie, University of Pennsylvania
Mitchel Herian, University of Nebraska Public Policy Center
Peter D. Harms, University of Nebraska-Lincoln
Lawrence M. Scheier, University of Pennsylvania
Justin A. DeSimone, University of Nebraska-Lincoln
Submitter: Adam Vanhove, avanhove2@unl.edu

122-38 Method Characteristic Effects on Retest Score Gains and Criterion-Related Validity

This poster sought to empirically assess method characteristics on retest score change and to empirically evaluate the criterion-related validity of assessments that are more and less susceptible to retest effects and a specified criterion. Score changes are moderated by predictor method. Despite retest score changes, criterion-related validity is relatively unaffected.

Anton J. Villado, Rice University
Jason G. Randall, Rice University
Christina L. Zimmer, Rice University
Submitter: Anton Villado, antonvillado@rice.edu

122-39 Investigating the Presence of Nonlinear Personality–Job Performance Relationships

This study examines Big 5 test data and job performance measures drawn from 123 samples (n > 11,000) for evidence of curvilinear relationships in concurrent validation settings. Minimal evidence for curvilinearity is found, suggesting that these effects are unlikely to undermine typical uses of personality test scores in decision making.

Philip T. Walmesley, U.S. Office of Personnel Management
Paul R. Sackett, The University of Minnesota
Stephen Nichols, Hogan Assessment Systems
Submitter: Philip Walmesley, walmesley.phi@gmail.com

122-40 Development and Initial Validation of the Work Interruptions Resiliency Scale

This research describes the identification of a new construct, work interruptions resiliency, defined as the degree of expedience concerning an individual's task resumption postinterruption. The researchers developed a new measure of work interruptions resiliency, WIRS, per best psychometric practices. Results supported both reliability and validity.

Julie S. Zide, Hofstra University
Maura J. Mills, Hofstra University
Comila Shahani-Denning, Hofstra University
Submitter: Julie Zide, juliesarazide@gmail.com

123. Special Events: 8:30 AM–9:20 AM
Room 309
Executive Board Invited Session: Crucial Developments in the Licensure of I-O Psychologists

This session will feature Dr. Don Crowder, the ASPPB liaison to SIOP, speaking about ASPPB and its involvement in the licensing of I-O psychologists, discussing a recently formed task force on licensing issues for I-O psychologists, and updating members on the recent International Congress of Licensure, Certification, and Credentialing meeting.

Mark S. Nagy, Xavier University, Chair
Don Crowder, Association of State & Provincial Psychology Boards, Presenter
Submitter: Mark Nagy, nagyms@xu.edu

124. Symposium/Forum: 8:30 AM–9:20 AM
Room 318A
Powerful Management of Diversity: Chances for Leadership

Effective diversity management is of crucial interest to many organizations. This symposium explores the role of the leader in this process. Evidence for the moderating influence of leader mood and emotion management is presented, and diversity beliefs and accountability as important mediators through which leaders may manage diversity are discussed.

Astrid C. Homan, University of Amsterdam, Co-Chair
Sebastian Stegmann, Goethe University, Co-Chair
Astrid C. Homan, University of Amsterdam, Co-Chair
Sebastian Stegmann, Goethe University, Managing Diversity Through Managing Diversity Beliefs: Nature and Origins
Burcu Subasi, Erasmus University, Wendy van Ginkel, Erasmus University Rotterdam, Daan van Knippenberg, Erasmus University Rotterdam, Effects of Relational Demography, Status and Accountability on Individual Performance
Submitter: Astrid Homan, ac.homan@uva.nl

125. Symposium/Forum: 9:00 AM–10:20 AM
Room 303AB
Challenges to Self-Determination Theory in Organizational Psychology

Self-determination theory (SDT) is an increasingly popular theory of work motivation, with researchers and practitioners alike. In this symposium, four empirical studies are presented that highlight challenges to the theory, with the aim of creating debate to advance scholarship and good practice in this field.

Anja Van den Broeck, KU Leuven, Chair
Rebecca L. Hewett, University of Greenwich, Co-Chair
Jemima Bidee, Vrije Universiteit Brussel, Tim Vanlithborgh, Vrije Universiteit Brussel, Joeri Hofmans, Vrije Universiteit Brussel, Roland Pepermans, Vrije Universiteit Brussel, Jurgen Willems, Universität Hamburg, Marc
126. Special Events: 9:00 AM–10:20 AM
Room 304B
Master Collaboration: Technology and Assessment: Research Gaps, Best Practices, and Future Agenda
From assessment centers to SJTs to serious games, technological advances are evident across the field of assessment. This session brings together leading practitioners and academics focused on technology and assessment to share the state of the science and practice, identify gaps, and outline opportunities for collaboration in the future.

Hailey A. Herleman, Kenexa, an IBM Company, Chair
Scott E. Bryant, Development Dimensions International (DDI), Presenter
Ben Hawkes, Kenexa, an IBM Company, Presenter
Mark C. Frame, Middle Tennessee State University, Presenter
Duncan J R Jackson, The University of East London, Presenter
Nancy T. Tippins, CEB Valtera, Discussant
Submitter: Hailey Herleman, hherlema@us.ibm.com

127. Symposium/Forum: 9:00 AM–10:20 AM
Room 306A
Using and Interpreting Statistical Corrections in High-Stakes Selection Contexts
This symposium presents applications of statistical corrections to validity coefficients in high-stakes selection contexts. Presenters address an array of problems and recommendations associated with correcting to the appropriate applicant pool, corrections for synthetic validity estimates, corrections for point-biserial correlations, and the legal risk associated with specific uncorrected-corrected value combinations.

Kayo Sady, DCI Consulting, Chair
Dana M. Dunlevy, Association of American Medical Colleges, Kevin M. Bradley, Association of American Medical Colleges, Marc Kroopnick, Association of American Medical Colleges, Aggregate and Local Restriction of Range Corrections on Validity Coefficients
Jeff W. Johnson, PDRI, a CEB Company, Computing and Correcting Synthetic Validity Coefficients
Lorin M. Mueller, Federation of State Boards of Physical Therapy, Implications of Regression-Based Correlation Corrections for Classification Errors
Kayo Sady, DCI Consulting, David Morgan, DCI Consulting, Development of a Corrected–Uncorrected Correlation Risk Management Matrix
Deborah L. Whetzel, Human Resources Research Organization (HumRRO), Discussant
Submitter: Kayo Sady, ksady@dciconsult.com

128. Symposium/Forum: 9:00 AM–10:20 AM
Room 306B
Ethics as a Practice: Fostering Moral Development in the Workplace
Ethical behavior in the workplace is a complex and dynamic process. Faced with compliance requirements, organizations tend to emphasize employee adherence to regulations rather than personal growth. This session stimulates inquiry into organizational ethics training and offers theoretical and empirically driven best practices to cultivate and support adult moral development.

Lauren E. Benishek, Institute for Simulation and Training, Chair
Leslie E. Sekerka, Naval Postgraduate School, Chair
Marianne M. Jennings, Arizona State University, Tackling Relativism in Ethics Training for International Firms
Lauren E. Benishek, Institute for Simulation and Training, Eduardo Salas, University of Central Florida, Recommendations for Developing Ethics Training
Cathy Driscoll, Saint Mary’s University, Margaret C. McKee, Saint Mary’s University, Wendy Carroll, University of Prince Edward Island, Exploring Business Ethics Training Practices in Small Firms
C. E. J. Härtel, University of Queensland, Ivan Butarbutar, Monash University, Sen Sendjaya, Monash University, Andre Pekerti, University of Queensland, Giles Hirst, Monash University, Neal M. Ashkanasy, University of Queensland, Developing Ethical Leaders: A Servant Leadership Approach
Emi Makino, Kyushu University, Jeanne Nakamura, Claremont Graduate University, Embodied Ethics: A Mentoring and Modeling Approach to Ethics Training
Submitter: Lauren Benishek, lbenishe@ist.ucf.edu

129. Panel Discussion: 9:00 AM–10:20 AM
Room 311
Holistic Challenges, Narrow Answers: Can We Collaborate to Drive Results?
This session will explore how I-O, as a field, can combine differing tools/areas of expertise to provide integrated solutions for organizations. Topics will include the need for this line of thinking, the challenges associated, and practical advice on how to break through boundaries to provide more holistic solutions.

Lindsey M. Kotbra, Denison Consulting, Chair
Daniel R. Denison, International Institute for Management Development, Panelist
Robert Hogan, Hogan Assessment Systems, Panelist
Benjamin Schneider, CEB, Panelist
Joan Shafer, Playing to Your Strengths, Panelist
Submitter: Lindsey Kotbra, lkotbra@denisonculture.com

130. Symposium/Forum: 9:00 AM–10:20 AM
Room 314
Does Hierarchy Help or Hinder? Consequences for Individuals and Teams
Most people endorse equality over hierarchy. Yet, researchers have found that hierarchical differentiation is often functional to coordination in industrial organizations. Moreover, groups naturally gravitate toward hierarchy. This symposium comprises five papers on individual and team consequences of hierarchy, providing novel perspectives on the nature and consequences of hierarchy.

Melvyn R. W. Hamstra, University of Amsterdam, Chair
Nathanael Fast, University of Southern California, Chair
Lindred L. Greer, Stanford University, Maartje E. Schouten, Erasmus University, Luisa Jakubowska, Free University Amsterdam, Bart De Jong, Free University Amsterdam, Meta-Analysing Effects of Team Hierarchy on Team Processes and Outcomes
Eric M. Anicich, Columbia Business School, Nathanael Fast, University of Southern California, Nir Halevy, Stanford Graduate School of Business, Adam D. Galinsky, Columbia Business School, Power Without Status
Hawaii Convention Center 2014 SIOP Conference

**133. Symposium/Forum: 9:00 AM–10:20 AM**

**Room 317B**

**Working Longer: The Changing Nature of the Retirement Landscape**

This symposium provides a contemporary, global perspective on the retirement process. Papers examine workers’ motivations for continuing to work beyond traditional retirement age. Further, they identify individual differences that moderate intentions and decisions to work longer, and examine important outcomes such as health and aging satisfaction.

Gwenith G. Fisher, Colorado State University, **Chair**

Lois E. Tetrick, George Mason University, Lynn Chen, George Mason University, Yan Dong, George Mason University, Janelle H. Cheung, Clemson University, Robert R. Sinclair, Clemson University, Anna C. McFadden, Clemson University, **Understanding Continuance Commitment Among Older Workers**

Hannes Zacher, The University of Queensland, **Proactivity and the Motivation to Continue Working Among Older Workers**

Yujie Zhan, Wilfrid Laurier University, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, **Motivation and Working After Retirement: Testing the Role of Gender**

Huey Woon Lee, Singapore Management University, Serena Wee, Singapore Management University, **Effect of Perceived Involuntary Retirement on Health and Aging Satisfaction**

Jeanette N. Cleveland, Colorado State University, **Discussant**

Cristina G. Banks, Lamorinda Consulting LLC, **Discussant**

Submitter: Gwenith Fisher, gwen.fisher@colostate.edu

**134. Symposium/Forum: 9:00 AM–10:20 AM**

**Room 318B**

**Assessing and Facilitating Change Readiness in Healthcare**

Healthcare organizations are facing profound changes due to healthcare reform and advances in knowledge and technology. Readiness for change has been identified as critical for a successful change implementation. Practitioner presentations will highlight some of the practical considerations of assessing and influencing change readiness in healthcare organizations.

Alice Wastag, Denison Consulting, **Chair**

Ashley M. Guidroz, CHE-Trinity Health, **The Path to Commitment: A Vignette Approach to Change Readiness**

Christopher G. Wise, Wise Healthcare, **Using Organizational Culture to Support Reform in Primary Care**

Chris Cancialosi, gothamCulture LLC, **Organizational Culture and Readiness for Change**

Georges A. Potworowski, University at Albany—SUNY, Lee G. Green, University of Alberta, **Using Macrocognition to Assess Readiness for Change and Change Capacity**

Submitter: Alice Wastag, alicewastag@yahoo.com

**135. Panel Discussion: 9:00 AM–10:20 AM**

**Room 322AB**

**Mentoring Graduate Students: Scientific Findings and Practical Tips**

This session will provide both scientific and practical information to faculty members and graduate students to help them develop successful mentoring relationships. Scientific findings of mentoring research will be presented as well as practical tips in mentoring from a panel of faculty mentor–student mentees.

Jennifer D. Nahrgang, Arizona State University, **Chair**

Ellen A. Ensner, Loyola Marymount University, **Panelist**
136. Alternative Session Type: 9:00 AM–10:20 AM
Room 323A
Workshift, Telework, Flexwork: The Psychology of Work Outside the Office
This dynamic team of researchers and industry leaders will present cutting-edge empirical findings and share business success stories about enabling employees to work when and where they are most effective. This unique session format encourages interaction with the audience enabling employees to work when and where they are most effective. Topics will address theoretical, methodological, and pragmatic challenges and advances.
Mark D. Agars, California State University-San Bernardino, Chair
Kimberly A. French, University of South Florida, Co-Chair
Wendy J. Casper, University of Texas at Arlington, Panelist
Leslie B. Hammer, Portland State University, Panelist
Eden B. King, George Mason University, Panelist
Russell A. Matthews, Bowling Green State University, Panelist
Submitter: Laura Hambley, laura@leadershipstore.com

137. Panel Discussion: 9:00 AM–10:20 AM
Room 323B
We Have Work–Family Needs Too!: Considering Neglected Populations.
The session aims to build our capacity to understand and address the needs of underrepresented populations in work and family scholarship. Guidance from experienced work and family scholars will be presented around strategies for conducting more inclusive research and practice. Topics will address theoretical, methodological, and pragmatic challenges and advances.
Mark D. Agars, California State University-San Bernardino, Chair
Kimberly A. French, University of South Florida, Co-Chair
Wendy J. Casper, University of Texas at Arlington, Panelist
Leslie B. Hammer, Portland State University, Panelist
Eden B. King, George Mason University, Panelist
Russell A. Matthews, Bowling Green State University, Panelist
Submitter: Mark Agars, magars@csusb.edu

138. Panel Discussion: 9:00 AM–10:20 AM
Room 323C
Striking the Right Chord: Assessment Feedback That Maximizes Leader Development
This panel session brings together academics and practitioners with rich expertise and experience with feedback and the critical role that it plays in leader and employee development. During the session, panelists will provide “real-time” reactions to feedback statements, reports, and more, focusing on tangible and diverse recommendations for enhanced practice.
Neta Moye, PDRI, a CEB Company, Co-Chair
Brodie Gregory, PDRI, a CEB Company, Co-Chair
Paul E. Levy, University of Akron, Panelist
Alison L. O’Malley, Butler University, Panelist
Kenneth P. De Meuse, Tercon Consulting, Panelist
Erin E. Thornbury, PDRI, a CEB Company, Panelist
Joyce E. A. Russell, University of Maryland, Panelist
Submitter: Neta Moye, neta.moye@pdri.com

139. Roundtable/Conversation Hour: 9:00 AM–10:20 AM
Room 327
Natural Disasters and Organizations: The I-O Role
Approaches to planning for and response to natural disasters have received little attention from I-O psychology. Recent disasters, however, show that this topic does merit applied and scientific attention. This session will focus on I-O research and practice agendas on organizations and natural disasters.
Keith James, Portland State University, Host
Submitter: Keith James, KeithJ@pdx.edu

140. Community of Interest: 9:00 AM–10:20 AM
Room 328
Promises and Pitfalls of Big Data in Organizations
Todd Carlisle, Google, Host
Anthony S. Boyce, Aon Hewitt, Coordinator

141. Symposium/Forum: 9:00 AM–10:20 AM
Theatre 310
The Dark Side of Personality and Leadership
Because of the high prevalence rate of managerial failure, the “dark side” of personality recently received an increased attention in the leadership literature. This symposium brings together a number of novel evolutions in this line of research, on a conceptual as well as methodological level.
Jeff Foster, Hogan Assessment Systems, Co-Chair
Jasmine Vergauwe, Ghent University, Co-Chair
Filip De Fruyt, Ghent University, Bart Wille, Ghent University, Multiple Lights on the Dark Side of Personality
Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, Matthew R. Lemming, Purdue University, The Incremental Validity of Dark Side Personality Over FFM Scales
Peter D. Harms, University of Nebraska, Lincoln, Seth M. Spain, Binghamton University, Is It Ever Good Being Bad? Dark-Side Personality and Leadership
Jasmine Vergauwe, Ghent University, Robert B. Kaiser, Kaiser Leadership Solutions, Leadership and the Dark Side of the Charismatic Personality
Submitter: Jasmine Vergauwe, jasmine.vergauwe@ugent.be

142. Poster Session: 9:30 AM–10:20 AM
Ballroom C
Leadership

142-1 Reciprocal Effects of Follower Proactivity and LMX: A Longitudinal Analysis
Proactivity of newcomers to an organization and leader–member exchange (LMX) quality were examined longitudinally in 2 cohorts (N = 193, N = 136) with a time lag of 6 and 12 months respectively. Results across cohorts supported the possibility of a reciprocal relationship. Findings are of theoretical and practical importance.
Felix C. Brodbeck, LMU München
Ralph Woschée, LMU München
Katharina G. Kugler, University of Munich-Germany
Submitter: Felix Brodbeck, brodbeck@psy.lmu.de

142-2 The Effects of the Leader’s Trust and Competence on LMX
Applying social exchange theory, this poster examined the effects of leaders’ trust and competence on the leader–member exchange (LMX) with their subordinates. This study tested the main and
interaction effects of leader’s trust and competence on LMX and the effect of LMX on the subordinate’s task performance.
Gukdo Byun, Southern Illinois University Carbondale
Submitter: Gukdo Byun, gukdo.byun@siu.edu

142-3 The Trickle-Down Effect of Empowering Leadership: A Moderated Mediation Test
Applying social learning theory, this study examined how empowering leadership behaviors may have trickle-down effects across levels. The empowering behaviors of upper-level leaders had an indirect effect on subordinate performance through the first-level leaders’ empowering behaviors, an effect that was stronger when performance pressure was low rather than high.
Gukdo Byun, Southern Illinois University Carbondale
Steven J. Karau, Southern Illinois University Carbondale
Submitter: Gukdo Byun, gukdo.byun@siu.edu

142-4 Servant Leadership on Proactive Customer Service Performance (PCSP)
Drawing on the model of proactive motivation, this study examined the link between servant leadership and employees’ proactive customer service performance by focusing on the 3 mediating factors: self-efficacy, felt obligation, and harmonious passion, representing 3 important motivational paths: can do, reason do, and energized to PCSP.
Flora Chiang, Hong Kong Baptist University
Longzeng Wu, Shanghai University of Finance and Economics
Thomas A. Birch, University of Cambridge
Zhenyao Cai, Hong Kong Baptist University
Submitter: Zhenyao Cai, caizhenyao87@gmail.com

142-5 Enabling and Burdening: Paradoxical Mechanisms of Empowering Leadership
This study suggests that there are paradoxical mechanisms by which empowering leadership exerts its influence on followers’ work role performance. One mechanism of empowering leadership was depicted here as an enabling process (increasing followers’ self-efficacy) and the other mechanism of it referred to as a burdening process (increasing followers’ job induced tension).
Minyoung Cheong, Binghamton University
Seth M. Spain, Binghamton University
Seokhwa Yun, Seoul National University
Francis J. Yammarino, Binghamton University
Submitter: Minyoung Cheong, mcheong1@binghamton.edu

142-6 A Conceptual Investigation of Leaders’ Extraversion–Introversion Personality in Collectivism
This conceptual paper examines leaders’ extraversion–introversion and leadership effectiveness in collectivism based on the assumption that the characteristics of introversion (e.g., quietness, thinking before speaking, listening to others) might be compatible with collectivistic societal virtues that appreciate leaders’ self-effacement and humbleness with a preferred high-context communication style.
Jeewon Cho, Oregon State University
Submitter: Jeewon Cho, jeewon.cho@bus.oregonstate.edu

142-7 Differentiating Perceptions of Leaders and Followers using ILTs and IFTs
This study examined perceptions of leaders and followers using scales of implicit theories of leadership (ILTs) and followership (IFTs). Participants described perceptions of both leaders and followers using both scales. Analysis of the characteristics and measurement structure revealed important conceptual considerations for measuring prototypical characteristics of leaders and followers.
Roseanne J. Foti, Virginia Tech
Patrick T. Coyle, Virginia Tech
Bethany Bray, Virginia Tech
Submitter: Patrick Coyle, coylep23@vt.edu

142-8 The Influence of Transformational Leadership and Attitudes on Implementation Success
This paper tested a multilevel model of the relationships among leadership, leader, and employee attitudes toward change and implementation success. Results supported an indirect relationship between transformational leadership and implementation success through employee’s attitudes toward change as well as a direct relationship between leaders’ and employees’ attitudes toward change.
Lauren R. Farahnak, San Diego Public Utilities Department
Mark G. Ehrhart, San Diego State University
Gregory A. Aarons, University of California, San Diego
Submitter: Mark Ehrhart, mehrhart@mail.sdsu.edu

142-9 Servant Leadership as a Mediator of Leaders’ Traits and Effectiveness
Very little is known about leader traits associated with servant leadership. In this study, we partially address this issue by showing leader’s core self-evaluations were positively related to followers’ perceptions of servant leadership and the relationship between leaders’ core self-evaluations and leader effectiveness was fully mediated by servant leadership.
Brian Flynn, Georgia Southwestern State University
James W. Smither, La Salle University
Alan G. Walker, Auburn University
Submitter: Brian Flynn, brian.flynn@gsu.edu

142-10 Act on Time: Leader’s Power Facilitates Timeliness
We explored leadership relative to timeliness, i.e., act at a suitable time. Two experiments and a field study revealed that sense of power, associated with leaders’ hierarchical position, facilitates their ability to act faster/slower, in line with situational demands.
Laura M. Giurge, Erasmus University Rotterdam
Maris van Dijke, Erasmus University Rotterdam
Xue Zheng, Erasmus University Rotterdam
David De Cremer, CEIBS
Submitter: Laura Giurge, giurge@rsm.nl

142-11 Charismatic leadership homogeneity: antecedents and consequences in work teams
This study shows that charisma homogeneity moderated the relationship between charismatic leadership and positive team mood so that when charisma homogeneity was high the aforementioned relationship was intensified. Moreover, charisma homogeneity was positively related to team affective homogeneity, and the frequency of leader-member interaction was positively related to charisma homogeneity.
Vicente Gonzalez-Roma, University of Valencia
Ana M. Hernandez, University of Valencia
Pascale M. Le Blanc, Eindhoven University of Technology
Submitter: Vicente Gonzalez-Roma, vicente.glez-roma@uv.es
142-12 The Facilitation of Transformational Leadership by Follower Emotional Stability

This study showed that follower Emotional Stability moderated the relationships between transformational leadership and job satisfaction, intentions to quit, and OCB. Relationships were stronger for those low in Emotional Stability. Transformational leaders therefore can help offset follower neuroticism and still lead to high performance and positive work attitudes.

Russell Guay, University of Northern Iowa
Mary L. Connerley, University of Northern Iowa
Submitter: Russell Guay, rguy47564@aol.com

142-13 Managing Uncertainty and Increasing Creativity Through Transformational Leadership

A theoretical model is developed with testable propositions that outline how transformational leadership behaviors can be utilized in high-distance leader–follower contexts to effectively manage follower uncertainty and increase individual creative performance.

Christopher J. Hartwell, Purdue University
Jared C. Law-Perrose, Purdue University
Bradley J. Alge, Purdue University
Submitter: Christopher Hartwell, chartwel@purdue.edu

142-14 Before the Last Flame Goes Out: Transformational Leadership and Burnout

The relationship between transformational leadership (TFL) and burnout was examined in a 2-wave study conducted over 2 weeks. Drawing on conservation of resources theory (Hobfoll, 1989), it is proposed that the burnout-reducing effect of TFL is mediated by thriving and moderated by openness to experience. Results largely supported the hypotheses.

Kristin Hildenbrand, Aston Business School
Claudia Alexandra Sacramento, Aston Business School
Carmen Binnewies, University of Muenster
Submitter: Kristin Hildenbrand, Kristin_Hildenbrand@yahoo.com

142-15 A Validation Study of the Perceived Leader Integrity Scale

This study examined how leader integrity related to ethical and abusive leadership styles and subordinates’ behaviors in a sample of 220 employees. Results showed leader integrity was associated with the 2 leadership styles and predicted subordinates’ contextual performance and withdrawal behaviors. Its incremental validity was also demonstrated.

Chia-Lin Ho, Abt Associates
Submitter: Chia-Lin Ho, chialinroseho@gmail.com

142-16 Leader-Subordinate Empowerment Role Identity Alignment, Perceived Autonomy, and Job Satisfaction

This study examines the relationships between leader–subordinate (non)alignment in empowerment role identity and subordinate perceived autonomy and job satisfaction. Based on data from 212 leader–subordinate dyads in Norway, results show that subordinates perceive more autonomy and have higher satisfaction when their empowerment role identities are aligned with their leaders’.

Sut I Wong Humborstad, BI Norwegian Business School
Zhen Zhang, Arizona State University
Submitter: Sut I Wong Humborstad, sut.i.w.humborstad@bi.no

142-17 A Moderated Mediation Model of Abusive Supervision and Knowledge Sharing

Drawing on insights from COR theory, this study examines the negative effect of abusive supervision on knowledge sharing through emotional exhaustion moderated by organizational justice. Using a moderated mediation framework, all hypotheses were supported. Implications and directions for future research are discussed as well.

Seckyoung L. Kim, Seoul National University
Sojin Lee, Seoul National University
Soo Jung Han, Seoul National University
Suyeon Kang, Seoul National University
Changwon Go, Seoul National University
Submitter: Seckyoung Kim, loretta75@naver.com

142-18 Core Self-Evaluations and Abusive Supervision: A Conditional Process Model

With employee lateness costing billions of dollars a year to employers, a conditional process model is proposed in which abusive supervision leads to lateness indirectly through leader–member exchange (LMX). LMX fully mediated the abusive supervision–lateness relationship. However, this psychological process applies primarily among workers with low-to-moderate levels of core self-evaluations.

Kori Callison, University of Houston
Leanne E. Atwater, University of Houston
L. A. Witt, University of Houston
Kyoung Yong Kim, University of Houston
Tien Elkins, Bauer College of Business
Zahir Latheef, University of Houston
Dianhan Zheng, University of Houston
Submitter: Kyoung Yong Kim, kym1616@umn.edu

142-19 Goal-Focused Leadership, Leader–Member Exchange, and Task Performance

This study investigates the relationship between managers’ goal-focused leadership and employees’ task performance. In addition, the moderating role of employees’ goal orientation and mediating role of leader-member exchange (LMX) on the relationship between goal-focused leadership and task performance were examined. The implications of the findings are discussed.

Dongkyu Brian Kim, Ivey Business School
Dongwon Choi, National University of Singapore
Submitter: Dongkyu Kim, dkim.phd@ivey.ca

142-20 How Managers Support Exhausted Employees: A Qualitative Approach

This study focuses on leadership behaviors dealing with exhausted employees. Relying on action theory, a process model of managers’ behavioral reactions to exhausted employees was identified. Person-related factors (emotional intelligence, leadership skills) and organization-related factors (health climate, supportive team climate, decision latitude) are proposed to help managers to support employees.

Caroline Kranabetter, Friedrich Alexander University
Cornelia Niessen, University of Erlangen-Nürnberg
Submitter: Caroline Kranabetter, kranabetterc@gmail.com

142-21 Mistaking Overconfidence for Great Leadership? Derailment Archetypes and Follower Perceptions

Most research examining the dark side of leadership focuses on derailment traits. This study sought to identify latent derailment profiles
among leaders. Using latent class analysis, results suggested 4 derailment clusters provided the best fit to the data. These latent profiles present theoretically coherent patterns of associations with outcomes.

Tao Li, Talent Q
Alan Boume, Talent Q
Emma Stirling, Talent Q
Submitter: Tao Li, tonnyli@msn.com

142-22 Abusive Supervision and Psychological Capital: A Mediated Moderation Model

Embedded in a higher educational setting, this study examines the mechanism through which abusive supervision and team-member support interact to influence psychological capital with supervisor–student exchange mediating the interaction on psychological capital. Multiwave data collected from 222 graduate students in 6 Chinese universities support the mediated moderation model.

Zhenyu Liao, National University of Singapore
Yuchuan Liu, Renmin University of China
Zhaoli Song, National University of Singapore
Lusi Wu, Purdue University
Submitter: Zhenyu Liao, liaozenyu@nus.edu.sg

142-23 Self-Verification and LMX Congruence: Does Seeing Eye-to-Eye Affect Motivation?

This study draws on self-verification theory to argue that (in)congruence between leader and subordinate perceptions of leader–member exchange has important consequences for employee work motivation and behavior. Results from a field study demonstrate support for the detrimental impact of LMX incongruence on work engagement and organizational citizenship behavior.

Fadel K. Matta, Michigan State University
Joel Koopman, Michigan State University
Brent A. Scott, Michigan State University
Donald E. Conlon, Michigan State University
Submitter: Fadel Matta, matta@broad.msu.edu

142-24 Employer Perceptions, Preferences, and Hiring Practices of Military Personnel

Military personnel face many challenges competing for and transitioning into civilian jobs. A quantitative exploratory study was conducted to better understand employer perceptions, preferences, and hiring practices with regard to military personnel; and provide useful information to individuals charged with helping servicemen and servicewomen transition into civilian occupations.

Leslie A. Miller, LannEM TM, LLC/University of Phoenix
Ruby A. Rouse, University of Phoenix
Submitter: Leslie Miller, drcstimiller@hotmail.com

142-25 LMX Development: Integrating Implicit and Need to Belong Theories

Despite LMX theory’s 40 year heritage, the question “How do LMX relationships develop?” continues to challenge scholars. A theoretical model is offered that interconnects implicit (leader, follower, and performance) and belongingness theories as the cognitive mechanisms guiding the LMX relationship.

Terry A. Nelson, University of Alaska Anchorage
Frances Fabian, University of Memphis
Submitter: Terry Nelson, terry.nelson@uaa.alaska.edu

2014 SIOP Conference
142-30 Contextual Constraints: An Examination of Implicit Followership Theories

Dynamism of implicit followership theories (IFTs) was explored in a company confronted with organizational change. Culture, supervisor change, and IFTs were measured across 6 months. There were no significant effects of culture change on IFTs. There was significant effects of boss change when regressed on an individual's IFT.

Kathleen B. Snead, Virginia Tech
Roseanne J. Fofi, Virginia Tech
Submitter: Katie Snead, kbs87@vt.edu

142-31 Examining Follower Preferences for Charismatic, Ideological, and Pragmatic Leaders

This study examined the impact of follower characteristics on preferences for charismatic, ideological, and pragmatic leaders. Using a sample of 122 working professionals, discriminant function analyses revealed significant variability across individuals in their preferences for the 3 leader styles. Results highlight the vital role of followers in the leadership process.

Christian N. Thoroughgood, Pennsylvania State University
Katina Sawyer, Villanova University
Mackenzie Harms, University of Nebraska-Omaha
Lindsey Rock, Villanova University
Submitter: Christian Thoroughgood, christian.thoroughgood@gmail.com

142-32 Learning Organizations, Empowerment, and Innovation: The Importance of Transformational Leaders

This study considers the contribution of organizational learning culture to employee outcomes, such as psychological empowerment and innovative behaviors, while investigating the moderating effect of leadership. Transformational leadership showed to be a significant moderator and enhanced the relationships between learning culture and innovation, and learning culture and empowerment.

Leanne M. Tortez, California State University-San Bernardino
Janelle A. Gilbert, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Submitter: Leanne Tortez, lortez@gmail.com

142-33 Two Types of Respect and Their Impact on Job Satisfaction

This experimental study tested the relationship between respectful leadership and employees' job satisfaction by including self-determination as a mediator and employees' vertical respect for their leaders as a moderator. Support for the moderated mediation was found, corroborating that leader–follower interaction needs to be looked at in concert.

Catharina Decker, German Police University
Niels Van Quaquebeke, Kühne Logistics University
Submitter: Niels Van Quaquebeke, niels.quaquebeke@the-klu.org

142-34 A Short Form of the Perceived Leadership Integrity Scale (sPLIS)

A field sample completed the full Perceived Leadership Integrity Scale (PLIS). An EFA was conducted to isolate a unidimensional factor and confirmed with CFA. A short-form version of the PLIS was created removing items based on Hinkin (1998). Following this, IRT parameters were estimated from a second field sample.

Thomas J. Whelan, Javelin HR Solutions
Jack W. Stoughton, North Carolina State University
Submitter: Thomas Whelan, whelan.tom@gmail.com

142-35 Leading by Example and Employees' Organizational Citizenship Behavior

This poster investigated whether leading by example motivates employees' organizational citizenship behavior (OCB). Data collected from 543 employees from a Fortune 500 company found that leading by example was positively related to employees' OCB only when employees have a low level of organizational cynicism.

Jialing Xiao, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University
Submitter: Jialing Xiao, juleyxiao@msn.com

142-36 Interaction Between Leader Network Ties and Subordinate Cultural Values

This study examines the moderating effects of subordinate cultural values on the relationships between leader centrality in advice network and leader–leader exchange, and subordinate outcomes. Leaders' network ties and subordinate cultural values interacted to influence subordinates' trust in leader, extra-role performance, and turnover intention.

Le Zhou, University of Florida
Michele J. Gelfand, University of Maryland
Yixuan Li, University of Florida
Mo Wang, University of Florida
Mert Aktas, Toros University
Sarah E. Frick, University of Florida
Submitter: Le Zhou, zhoul2007@gmail.com

142-37 Effects of Leadership Competencies and Style on Objective Safety Outcomes

This study examines the influence of leadership on safety incidents and injuries. By examining effect of manager leadership competencies and style, this study is filling the gap in the research–safety climate effects, specifically leadership, on objective, employee-level outcomes.

Kristin M. Delgado, Select International/Wright State University
Esteban Tristan, Select International
Matthew S. O'Connell, Select International
Ted B. Kinney, Select International
Submitter: Kristin Delgado, kdelgado@selectintl.com

142-38 Safety Leadership and Employee Safety Behavior: Vision, Collaboration, and Supporting

This study was conducted to evaluate the construct validity of a model of safety leadership and test the differential prediction of safety compliance and safety citizenship. Transactional and transformational safety leadership, as well as the interaction of 2 dimensions of transformational safety leadership, were positively related to safety behavior.

Tristan Casey, Sentis
Autumn D. Krauss, Sentis
Submitter: Allison Ellis, allison.ellis@sentis.net

143. Special Events: 9:30 AM–10:20 AM
Room 309
Executive Board Invited Session: A Conversation With SIOP Leadership

Come meet with SIOP leaders to discuss the latest updates on SIOP's strategic initiatives as well as get answers to your ques-
145-3 Effect of Power Distance on Responses to Psychological Contract Breach

This poster builds upon limited research examining how culture influences employee responses to psychological contract breach. Employees with higher power distance orientations respond less negatively to psychological contract breach than those with lower power distance orientations in terms of exit and voice but not for neglect or loyalty.

Kevin S. Cruz, The University of Texas at El Paso
Thomas J. Zagenczyk, Clemson University
Janelle H. Cheung, Clemson University
Kristin Scott, Clemson University
Bret Galloway, Clemson University
Submitter: Kevin Cruz, ks cruz@utep.edu

145-4 The Impact of Cultural and Emotional Intelligence on Intragroup Conflict

The impact of group emotional and cultural intelligence on intragroup task and relationship conflict was investigated. Workgroup EI did not predict less conflict in culturally diverse workgroups whereas workgroup CQ did. This finding supports the position that cultural values play an important role in the interpretation of events.

Magdolina B. Cure, Herbalife International, Inc.
Jay Finkelman, The Chicago School of Professional Psychology
Nurcan Ensari, Alliant International University
Calvin C. Hoffman, LA County Sheriff's Department
Submitter: Magdolina Cure, magdolnab@msn.com

145-5 Organizational and Individual Cultural Intelligence: Interactive Predictors of Expatriate Performance

This poster posited that individual and organizational cultural intelligence (CQ) would interact to predict expatriate task performance such that high organizational CQ would strengthen the positive individual CQ–performance relationship. Findings using a diverse expatriate dataset confirmed this hypothesis for interactions involving metacognitive and motivational dimensions of CQ.

Emily David, Zayed University
Sabrina D. Volpone, University of New Mexico
Submitter: Emily David, emily.m.david@gmail.com

145-6 Socializing Expatriates and Their Spouses Through Organizational Onboarding

This study empirically tested a theoretical model on expat and spouse adjustment to international assignments. Findings indicate the onboarding practices and social support from host country nationals are important predictors of expat effectiveness.

Maren Dollwet, Claremont Graduate University
Rebecca J. Reichard, Claremont Graduate University
Maritza R. Salazar, Claremont Graduate University
Michelle Bligh, Claremont Graduate University
Submitter: Maren Dollwet, maren.dollwet@cgu.edu

145-1 The Development and Validation of the Cross-Cultural Cognitive Dissonance Scale

Due to the lack of an empirically sound measure, no research has examined the influence of cross-culture cognitive dissonance on expatriate outcomes. Over the course of 3 studies, this poster develops and validates a multidimensional, 33-item measure of cross-cultural cognitive dissonance for use within the expatriate population.

Brian G. Whitaker, Appalachian State University
Richard Cotton, Appalachian State University
Ahmad Hassan, Morehead State University
Shawn Bergman, Appalachian State University
Jacqueline Z. Bergman, Appalachian State University
Submitter: Shawn Bergman, bergmans@appstate.edu

145-2 Effects of Similarity- and Differences-Based Cross-Cultural Training on Predeparture Anxiety

This poster examined the impact of cross-cultural similarity and differences training on anxiety as it relates to experiences abroad. Findings indicate that differences training may increase levels of anxiety, F(3, 210) = 3.36, p = .02, eta-squared = .05.

Elizabeth Crider, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Submitter: Elizabeth Crider, elizanne6@gmail.com

145. Poster Session: 11:00 AM–11:50 AM

Ballroom C

Diversity and Cross-Cultural Issues

145-1 The Development and Validation of the Cross-Cultural Cognitive Dissonance Scale

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Rebecca J. Reichard, Claremont Graduate University
Maritza R. Salazar, Claremont Graduate University
Michelle Bligh, Claremont Graduate University
Submitter: Maren Dollwet, maren.dollwet@cgu.edu
145-7 Understanding the Antecedents of Perceived Fit Across Cultures

This manuscript reports a cross-cultural study examining 4 antecedents (average salary, past promotion, organizational constraints, and collectivistic values) of person-organization, demands-abilities, and needs-supplies fit. The study draws on the fundamental motivations framework and research on cross-cultural differences to outline antecedent-fit relationships that are culture-invariant and culture-specific.

Marina N. Astakhova, University of Texas at Tyler
Cathy L. D. DuBois, Kent State University
Submitter: Cathy L. DuBois, cdubois@kent.edu

145-8 Development and Initial Validation of the Language at Work Scale

This article summarizes the development of 11-item measure of work-related language ostracism behaviors. Across 2 samples, the authors developed a reliable scale with a 2-factor structure including linguistic and terminological dimensions. Overall, the results of this study indicate that this construct has important implications for employee attitudes and behaviors.

John Fiset, Concordia University
Devashheesh Bhave, Singapore Management University
Submitter: John Fiset, johnfiset@gmail.com

145-9 Using Occupational-Information and Trade Data to Understand Economic Development

A country's exports are important for its economic growth. This proof of concept study used international trade data and occupational information to estimate the occupational characteristics involved in the production of exports. Results are investigated by analyzing trends between occupational characteristics and countries' economic development.

Alexander E. Gloss, North Carolina State University
Lori Foster Thompson, North Carolina State University
Bailey Klinger, Harvard University
Natalie A. Wright, Valdosta State University
Submitter: Alexander Gloss, aegloss@ncsu.edu

145-10 Best International Paper Award and John C. Flanagan Award: Developing Cross-Cultural Personality Norms: Which Grouping Method Is Appropriate?

When establishing personality test norms, test developers frequently group countries together to reduce the number of required samples. This study examined the validity of GLOBE cultural clusters and an alternative set of personality-based clusters for reflecting national personality differences. Personality-based clusters received more support. Implications for test development are discussed.

Jack W. Kostal, University of Minnesota
Brenton M. Wiernik, University of Minnesota
Deniz S. Ones, University of Minnesota
Joy F. Hazucha, Korn Ferry
Submitter: Jack Kostal, kosta021@umn.edu

145-11 The Role of Resiliency in Cross-Cultural Adjustment in the Military

Resiliency is presented as an important attribute of soldiers that may assist with adapting to and recovering from adverse cross-cultural events. This study investigated relationships between soldiers' resiliency and well-being after experiencing negative cross-cultural events. Results revealed several important relations, which may help inform guidelines to develop resiliency.

Matthew J. W. McLamon, University of Western Ontario
Mitchell Rothstein, University of Western Ontario
Jennifer Klafeln, U.S. Army Research Institute
Jessica A. Gallus, US Army Research Institute
Gillian A. King, Holland Bloorview Rehabilitation Hospital (Toronto)
Submitter: Matthew McLamon, mmclamon@uwo.ca

145-12 An Intercultural SJT of Metacognitive Cultural Intelligence and Offshoring Performance

An intercultural situational judgment test of metacognitive cultural intelligence (CQ) is introduced. Metacognitive CQ predicted supervisor-rated job performance over and above work experience and cognitive ability in a sample of 176 Filipino offshoring professionals. Implications for skill models as well as for hiring and development practices of offshoring professionals are discussed.

Thomas Rockstuhl, Nanyang Technological University
Alfred Presbitero, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University
Submitter: Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

145-13 There Goes the Neighborhood: Examining Contextualized Culture Scales’ Nomological Network

This study examined the construct validity of Schroeder et al.’s (2013) work- and nonwork-specific measures of individualism and collectivism using a structural equation modeling approach. Evidence for both convergent and discriminant validity was presented, thereby providing additional evidence as to the methodological strength of these measures.

Amber N. Schroeder, Western Kentucky University
Patrick J. Rosopa, Clemson University
Brooke A. Baker, Clemson University
Elizabeth D. Mahaffey, The University of North Carolina at Chapel Hill
Submitter: Amber Schroeder, amber.schroeder@wku.edu

145-14 Xenophobia and Xenophilia in Coworker Choices: The Role of Openness

This study investigates how national dissimilarity affects people’s first impression of others at zero acquaintance. It was found that culturally open individuals were more likely to perceive others with foreign nationalities as more similar to themselves, which led to higher likelihood of choosing them as a work partner.

Scott Parrigon, Purdue University
Sang Eun Woo, Purdue University
Cailltin M. Porter, Purdue University
Louis Tay, Purdue University
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

145-15 Home Away From Home: Community and Expatriate Engagement

This model of expatriate engagement examines the influence of expatriate community proactive tactics on community embeddedness, which in turn influences expatriate work engagement. It is demonstrated that proactive tactics positively influence expatriate...
community embeddedness, and the latter leads to work engagement. The relationship is further enhanced by the expatriates’ Emotional Stability.

Dilek Yunlu, University of Wisconsin-Milwaukee
Hong Ren, University of Wisconsin-Milwaukee
Katy Fodchuk, Advanced Learning Partnerships, Inc.
Submitter: Dilek Yunlu, dyunlu@yahoo.com

145-16 An Exploration of Gender Bias in Leadership Behavior Recall
This study was conducted to investigate whether gender discrepancies in leadership behavior recall stem from bias for men or bias against women. Gender discrepancies stem generally from a bias against women; however, this bias is compounded in individuals high in sexism or external motivation to hide sexism by a bias for men.

Juliet Aiken, Georgetown Law
Submitter: Juliet Aiken, jra76@law.georgetown.edu

145-17 Composition, Climate, and Racioethnic Differences in Graduate Student Retention
This poster proposed and found that departmental diversity climates and cohort diversity influence racioethnic differences in doctoral students’ perceptions of organizational obstruction and commitment to completing the program. Specifically, differences were larger when climates were seen as less supportive of diversity or cohorts contained fewer minorities.

Derek R. Avery, Temple University
Sabrina D. Volpone, University of New Mexico
Submitter: Derek Avery, dravery@temple.edu

145-18 Organizational Predictors of Diversity Management Success
Organizational characteristics were examined as predictors of authentic diversity commitment, adoption of diversity-management practices, and backlash to diversity-management initiatives. Larger organizations were likely to adopt attraction and inclusion diversity practices and experience backlash to inclusion and retention diversity efforts. Service-industry organizations were likely to have an authentic diversity commitment.

Jodie L. Pyatt, Southern Illinois University Edwardsville
Katie Kufahl, Southern Illinois University Edwardsville
Joel T. Nadler, Southern Illinois University Edwardsville
Lynn K. Bartels, Southern Illinois University Edwardsville
Submitter: Lynn Bartels, lbartel@siue.edu

145-19 Gender Differences in the Propensity to Initiate Negotiations: A Meta-Analysis
The fact that women are less effective than men in negotiations has been linked to the unequal distribution of resources and opportunities in organizations. This meta-analysis contributes by confirming that women are less prone to initiate negotiations. This effect is robust to methodological artifacts as shown in moderator analyses.

Katharina G. Kugler, University of Munich-Germany
Kaschner Tamara, Ludwig-Maximilians-Universitaet Muenchen
Julia Reif, Ludwig-Maximilians-Universitaet Muenchen
Felix C. Brodbeck, Ludwig-Maximilians-Universitaet Muenchen
Submitter: Felix Brodbeck, brodbeck@psy.lmu.de

145-20 The Spillover of Race-Related Hate Crimes to the Workplace
This poster examined whether the experience of being targeted for a racial hate crime in the community spilled over to the workplace. Hate crime experiences intensified the effects of racial harassment at work on employees’ stress, as well as their affective commitment and physical well-being. These effects differed by racial/ethnic group.

Kyle P. Ehrhardt, University of Wisconsin-Milwaukee
Belle Rose Ragins, University of Wisconsin-Milwaukee
Dianne D. Murphy, University of Wisconsin-Milwaukee
Marinus van Driel, Van Driel Consulting/DEOMI
Submitter: Kyle Ehrhardt, kpe@uw.edu

145-21 Evaluating Diversity and Inclusion Programs Designed to Change Social Attitudes
Malleability of racial attitudes of students in courses with objectives that involve understanding and valuing diversity were assessed using both implicit and explicit measures. Support for the malleability of overt bias assessed by explicit measures was tempered with mixed support for the malleability of automatic bias assessed by implicit measures.

Donald L. Fischer, Missouri State University
Adena Young-Jones, APA
Sequana L. Tolon, Missouri State University
Submitter: Donald Fischer, donaldfischer@missouristate.edu

145-22 Reduced prejudice in assessment centers: A function of rating process?
Withholding judgment was hypothesized as an explanation for assessment centers’ combination of high prediction and low adverse impact. Students evaluated videos of a candidate performing three exercises and made ratings using the two most common AC rating approaches. Contrary to expectations, within exercise ratings showed less prejudice than behavioral reporting.

Nicole Friedman, Southwest Missouri State University
Robert G. Jones, Missouri State University
Submitter: Robert Jones, robertjones@missouristate.edu

145-23 The Battle of the “ISMs”: Racism Versus Sexism Versus Ageism
This poster provides the first meta-analysis of the relationship between prejudice and 3 workplace outcomes (selection decisions, performance evaluation, attraction to diverse organizations). Results suggested a “hierarchy of isms” across outcomes wherein the magnitude of the effect of racism was larger than sexism, which was larger than ageism.

Kristen Jones, George Mason University
Tracy C. McCausland, George Mason University
Tiffani R. Chen, George Mason University
Eden B. King, George Mason University
Lynn Chen, George Mason University
Afra S. Ahmad, George Mason University
Submitter: Kristen Jones, kjonesz@gmu.edu

145-24 Does Addressing a Stereotype Help or Harm an Interviewee?
This poster examined the impact of job candidates’ discussion of stereotypes on selection decisions. Affirming a positive compe-
Explanations for this effect are hypothesized and tested. However, affirming a positive warmth stereotype had a positive impact on evaluations, whereas affirming a positive warmth stereotype had a negative impact. However, affirming a positive warmth stereotype is beneficial if the candidate also distances an incompetence stereotype.

Christine M. Y. Kermond, Michigan State University
Danielle D. King, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Christine Kermond, kermond@msu.edu

145-25 The Impact of Colorism in Selection Systems: A SDO Perspective

This poster examined whether predictions based in social dominance theory could predict intraracial colorism among Blacks in a simulated applicant-hiring scenario. Findings indicated that higher social dominance orientation scores predicted discriminatory resumé ratings, salary decisions, and hiring decisions in favor of lighter-skinned, Black job applicants.

Tiwirai D. Marira, Baruch College-City University of New York
Kristin L. Sommer, Baruch College-City University of New York
Submitter: Tiwirai Marira, tiwi221@gmail.com

145-26 Foul Play: Race and the Glass Cliff in the NBA

Typically addressing leadership positions afforded to women, the glass cliff phenomenon is explored in the context of race and head coaches within the National Basketball Association. Results suggest an interaction ($\beta = -1.561$, $p < .05$) between coach’s race and time of appointment predicting the coach’s ultimate job tenure with the organization.

Jacob L. Martin, University of Georgia
Submitter: Jacob Martin, martjl6@gmail.com

145-27 Nationality and Skin Tone Effects in Hiring Latinos

Drawing on multiple social categorization and colorism theories, the relationships between nationality, skin tone, and job evaluations were assessed for light/dark-skin and Dominican/Colombian applicants. There was no interaction between skin tone and nationality, but there were some main effects of nationality on evaluations and on descriptions of candidates.

Carlos A. Moreno, University of Maryland
Christine M. Y. Kermond, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Carlos Moreno, carlos.moreno316@gmail.com


Efforts by organizations to attract women typically involve implementing diversity initiatives, such as “women empowerment” and “gender equality.” Through 3 studies it was found that reference to “women empowerment” (compared to “gender equality” and control) in organizational principles is less appealing to women. Explanations for this effect are hypothesized and tested.

Ekaterina Netchaeva, University of Utah
Maryam Kouchaki, Harvard University
Submitter: Ekaterina Netchaeva, ekaterina.netchaeva@business.utah.edu

145-29 Shifting Standards? Sex Differences in Teaching Evaluations or Lack Thereof

A systematic analysis of 3925 teaching evaluation comments for 114 professors indicated that female STEM professors were evaluated as effective as male STEM professors and statistically equivalent on the inclusion of 4 characteristics that they were predicted to differ on based on social cognition theories.

Rebecca J. Thompson, Purdue University
Stephanie C. Payne, Texas A&M University
Laura C. Lomeli, Texas A&M University
Xiaohong Xu, Texas A&M University
Amber L. Smittick, Texas A&M University
Submitter: Stephanie Payne, scp@tamu.edu

145-30 Abusive Supervision: An Unwelcoming Experience

This poster examined the relationship between abusive supervision and organizational inclusion. Data revealed that abusive supervision affects turnover intentions and OCBs through organizational inclusion. Leader Neuroticism was identified as a 1st stage moderator.

Darryl B. Rice, University of Central Florida
Regina M. Taylor, University of Central Florida
Submitter: Darryl Rice, darrylrice1204@yahoo.com

145-31 Influence of Employee Tattoos on Consumers’ Attitudes and Behavior

This research examined the influence of employee tattoos on customers’ cognitive and affective reactions. Results showed that customers had positive and negative reactions toward tattooed employees, which transferred to reactions toward the organizations and its products. Findings highlight the potential for bottom-line consequences associated with hiring tattooed employees.

Enrica N. Ruggs, University of North Carolina at Charlotte
Michelle (Mikki) Hebl, Rice University
Submitter: Enrica Ruggs, eruggs@unc.edu

145-32 Gender, Shifting Standards, and Perceptions of Managers’ Decision Making Processes

A laboratory study showed evidence of shifting standards for male and female managers. When a logic-based (compared to intuition-based) decision was made, the female manager was rated higher in logic than the male manager. Managers also were rated as higher in skill when they made decisions that violated gender expectations.

Alecia M. Santuzzi, Northern Illinois University
Sara J. Johnson, George Williams College
Lisa Finkelstein, Northern Illinois University
Submitter: Alecia Santuzzi, asantuzzi@niu.edu

145-33 Social Dominance Orientation, Power Distance, and Attitudes Toward Women Managers

A cross-cultural study was run in America and Kuwait among female participants. The interaction between perceptions of high power distance and social dominance orientation resulted in favorable attitudes toward female managers in America and unfavorable attitudes toward female managers in Kuwait.

Aneika Simmons, Sam Houston State University
Jo Ann Duffy, Sam Houston State University
Hamed S. Alfraih, Kuwait University
Submitter: Aneika Simmons, aneika_simmons@shsu.edu

145-34 Perceptions of Positive Personality in Task Placement: Does Race Matter?

This study examines if there are differences in task placement due to a candidate’s race and the corresponding perceptions of the candidate’s personality. Findings indicate that the Black candidate...
Hawaii Convention Center

**145-36 Female Businesspersons’ Gender-Professional Identity Integration, Identity Cues and Negotiation Outcomes**

This study found that identity cues interact with female businesspersons’ levels of gender-professional identity integration (G-PII)—the extent to which one’s gender and professional identities are perceived as compatible or in conflict with each other—to influence their negotiation behavior through assimilation and contrast effects.

Chi-Ying Cheng, Singapore Management University
Yi Wen Tan, Singapore Management University
Submitter: Yi Wen Tan, yvonnetan89@gmail.com

**145-38 The Role of Openness and Tolerance in Culturally Diverse Teams**

This study investigates the role of personality traits (especially openness and tolerance) in predicting individuals’ psychological and behavioral reactions to cultural diversity in the work team. Highly tolerant individuals tended to engage in more positive, prosocial interactions with other team members when the group was culturally diverse.

Rachel Saef, Purdue University
Sang Eun Woo, Purdue University
Scott Parrigon, Purdue University
Caitlin M. Porter, Purdue University
Margo Monteith, Purdue University
Chelsea Weber, Purdue University
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

**145-39 Effects of National Culture on Error Reporting and Safety Behavior**

Employing a structural equation modeling approach, this poster investigated the role of national culture in influencing safety outcomes by examining differences in both group means and the nature of relationships among safety constructs. Marked differences were found between non-Western and Western employees, which carry significant theoretical and practical implications.

Tristan Casey, Sentis
Autumn D. Krauss, Sentis
Submitter: Allison Ellis, allison.ellis@sentis.net

FRIDAY

**146. Symposium/Forum: 11:00 AM–12:20 PM Room 303AB**

**Ordering the Complexity: Establishing Key Differences in Multiteam Systems**

The use and examination of multiteam systems, networks of teams that interdependently pursue team and collective system goals, has been rapidly increasing. This symposium presents a collection of 4 papers that advance theory and research on multiteam systems by examining the critical forces and factors that drive differences in effectiveness.

John E. Mathieu, University of Connecticut, Co-Chair
Margaret M. Luciano, University of Connecticut, Co-Chair
Dana Joseph, University of Central Florida
Lindsay Y. Dhanani, University of Central Florida
Submitter: Dana Joseph, dana.joseph@ucf.edu

**147. Friday Seminars: 11:00 AM–2:00 PM Room 304A**

**Generational Differences in the Workplace: Managing Millennials**

This seminar will discuss how generations differ based on a sample of 11 million young people. Millennials or Generation Me show positive self-views, higher expectations, and an increased empha-
sis on work–life balance. Two applications of this research are discussed: methods in generational research (including separating age and generational effects), and evidence-based strategies for recruiting, retaining, and managing today's young adults. The seminar will be spiced with plenty of pop culture and humor.

Jean M. Twenge, San Diego State University, Presenter
Stacy M. Campbell, Kennesaw State University, Presenter
Jereal E. Slaughter, University of Arizona, Coordinator
Submitter: Jereal Slaughter, jslaught@eller.arizona.edu

148. Friday Seminars: 11:00 AM–2:00 PM
Room 304B 3 CE credits for attending. Extra fee/preregistration required.

Using MPlus for Structural Equation Modeling in I-O Research
This workshop will introduce participants to the Mplus software. Participants will learn to run exploratory factor analyses and latent variable measurement models using confirmatory factor analyses. They will also learn to run path models (a) using regression, (b) among latent variables, (c) using logistic regression, and (d) using logistic latent variable analysis. Testing latent interactions will be discussed. The instructor will provide the data and the syntax files used in the workshop.

Robert J. Vandenberg, University of Georgia, Presenter
Catherine E. Connelly, McMaster University, Coordinator
Submitter: Catherine Connelly, connell@mcmaster.ca

149. Panel Discussion: 11:00 AM–11:50 AM
Room 306A
Not Green but Still Growing: I-O Psychologists’ Development at Midcareer
Midcareer can be an exciting but turbulent time for I-O psychologists. This session focuses on the potential opportunities at this career phase (developing new skills; assuming leadership duties; expressing core I-O technical training in new ways), as well as the challenges (balancing work, family, and professional development; reassessing career goals).

Patrick Gavan O'Shea, Human Resources Research Organization, Chair
Craig R. Dawson, CEB, Panelist
Erica I. Desrosiers, Walmart, Panelist
Tim McGonigle, SRA International, Panelist
Robert P. Michel, Edison Electric Institute, Panelist
Submitter: Patrick O'Shea, goshea@humrro.org

150. Symposium/Forum: 11:00 AM–12:20 PM
Room 306B
Pivot Tables to P-Values: Creating an Internal HR Analytics Function
This symposium focuses on how I-O psychologists are transforming HR from intuition-based to data-driven decision making. Practitioners from ConAgra Foods, Google, Procter & Gamble, JetBlue Airways, and Marriott International will discuss how they are leveraging analytics to drive business outcomes. Recommendations for creating an internal analytics function will also be provided.

Amy S. Walzer, ConAgra Foods, Co-Chair
Sarah A. Sinnett, ConAgra Foods, Co-Chair
Sara J. Roberts, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, Amy S. Walzer, ConAgra Foods, People Analytics: A Key Ingredient in our

Recipe for Growth
Tina Malm, Google, Inc., Data, Meet People
Andrea Si McCance, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Travis J. Drake, Colorado State University, Adam Ducey, University of South Florida, Using Analytics to Drive Employee Engagement at P&G
Andrew Biga, JetBlue Airways, Mei-sha-ann Martin, JetBlue Airways, Ryan Dullaghan, JetBlue Airways, Kevin Loo, JetBlue Airways, Marlon I. Alvarado, JetBlue Airways, Built From Within: JetBlue’s Analytics Story
Submitter: Sara Roberts, sara.roberts@conagrafoods.com

151. Special Events: 11:00 AM–11:50 AM
Room 309
Distinguished Early Career Contribution Award (Science): Using Implicit Measures for Organizational Research
There is growing interest in the role of implicit content at work, or content that exists outside employees' awareness and control. To research such content, though, requires unique methods that differ from traditional survey items. The usefulness of word fragment completion tasks for assessing implicit content will be described.

Mo Wang, University of Florida, Host
Russell E. Johnson, Michigan State University, Presenter

152. Debate: 11:00 AM–11:50 AM
Room 311
Are Interactions Really Worth the Trouble?
The search for interactions is often frustrating. Kevin Murphy and Craig Russell debate the proposition that the use of interactions in theory and the attempt to find interactions in data from organizations is either pointless (Murphy) or difficult but worthwhile (Russell).

Jeanette N. Cleveland, Colorado State University, Moderator
Kevin R. Murphy, Lamorinda Consulting, Presenter
Craig J. Russell, University of Oklahoma, Presenter
Submitter: Kevin Murphy, krm10@me.com

153. Symposium/Forum: 11:00 AM–12:20 PM
Room 314
Social Media in Selection: Validity, Applicant Reactions, and Legality
Recruiters and hiring managers are turning to online social media profiles as a source of information about job applicants. However, little is known about the quality of information drawn from such sources. This symposium explores this new predictor class with studies on validity, applicant reactions, and legal implications.

Richard N. Landers, Old Dominion University, Chair
Gordon B. Schmidt, Indiana University Purdue University Fort Wayne, Chair
Katelyn J. Cavanaugh, Old Dominion University, Richard N. Landers, Old Dominion University, Incremental Validity of Social Media Ratings to Predict Job Performance
Christopher J. Hartwell, Purdue University, Applicant Reactions to Social Media Screens in Employee Selection
Shawn Bergman, Appalachian State University, Jacqueline Z. Bergman, Appalachian State University, Brian G. Whitaker, Appalachian State University, Social Media Use by Protected Classes: Implications for
154. Symposium/Forum: 11:00 AM–11:50 AM
Room 316C
Advances in the Measurement and Application of Forced-Choice Noncognitive Assessments
There is growing interest in the use of forced-choice measures of noncognitive constructs in high-stakes applications. This symposium brings together studies of models and methods underscoring forced-choice assessment and examples demonstrating their effectiveness. These papers present important directions and findings that will appeal to a range of researchers and practitioners.

Jacob Seybert, Educational Testing Service, Co-Chair
Richard D. Roberts, Educational Testing Service, Co-Chair
Philteek Lee, University of South Florida, Jacob Seybert, Educational Testing Service, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, Advances in Constructing and Evaluating Unidimensional Forced Choice Measures
Jacob Seybert, Educational Testing Service, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, Estimating Item Parameters and Trait Scores From Multidimensional Tetrad Rankings
Christopher D. Nye, Michigan State University, Fritz Drasgow, University of Illinois at Urbana-Champaign, Leonard White, U.S. Army Research Institute for the Behavioral and Social Sciences, Chris Kubisiak, PDRI, a CEB Company, Oleksandr Chernyshenko, Nanyang Technological University, Stephen Stark, University of South Florida, The Validity of Forced-Choice Personality Measures for Selection and Classification
Submitter: Jacob Seybert, jseybert@mail.usf.edu

155. Panel Discussion: 11:00 AM–11:50 AM
Room 317A
Not All Shall Lead: Selection and Development for Unique/IC Jobs
This session will focus on the issues surrounding employee selection and development for unique, nonleadership, and/or high-level individual contributor jobs. The panel discussion will include research evidence on the characteristics that differentiate these jobs from managerial roles, practical examples of programs targeted at crucial but nonleadership jobs, and future considerations.

Jacqueline A. VanBroekhoven, Hogan Assessment Systems, Co-Chair
Jocelyn M. Hays, Hogan Assessment Systems, Co-Chair
David Futrell, Eli Lilly and Company, Panelist
Reid E. Killion, pan-Performance Assessment Network, Inc., Panelist
Adam Vassar, Quintela Group, Panelist
Submitter: Jocelyn Hays, jhays@hoganassessments.com

156. Symposium/Forum: 11:00 AM–12:20 PM
Room 317B
Current Thinking and Research About the ASA Cycle
This symposium provides 4 examples of recent research on Schneider’s (1987) attraction–selection–attrition framework. The works include macrolevel outcomes as well as specifics of the attraction and selection aspects of attraction–selection–attrition.

Tomas R. Giberson, Oakland University, Chair
Dave Bartram, CEB, The Influence of Personality on People’s Choice of Organizations
Cody J. Reeves, University of Iowa, Amy L. Kristof-Brown, University of Iowa, Brent Daily, Round Pegg, Inc., Unpacking How Recruiters’ Form and Use Fit Perceptions
Jon Billsberry, Deakin University, An Empirical Test of ASA’s Selection Proposition
Anthony Wheeler, University of Rhode Island, Rian Singh, University of the West Indies, Actively Building the ‘A’ and ‘S’ of the ASA Framework
Benjamin Schneider, CEB, Discussant
Submitter: Tomas Giberson, giberson@oakland.edu

157. Alternative Session Type: 11:00 AM–12:20 PM
Room 318A
Competing Coaches and Coachees: Mock Licensing Board Hearing
This interactive discussion consists of a mock ethics hearing, which relates to 2 coaches and more than 1 coachee, internal/external coaches, and coaching by a clinical (licensed) psychologist versus services by an I-O provider (unlicensed). Privilege versus confidentiality will be addressed. Audience members will vote on the ethical charges.

Greg Gormanous, LSU, Chair
Michael Milad, RHR International, Presenter
Caren Goldberg, American University, Presenter
Nale K. Lehmann-Willenbrock, VU University Amsterdam, Presenter
Don Crowder, Association of State and Provincial Psychology Boards, Presenter
Tracy L. Ramsey, LSU Alexandria, Presenter
Yolanda L. Winberg, Seattle Pacific University, Presenter
Stephen H. Behnke, American Psychological Association, Presenter
Nabil El-Ghoroury, American Psychological Association of Graduate Students, Presenter
Paul C. Green, Paul C. Green, Ph.D. Inc., Presenter
Rodney L. Lowman, Alliant International University, Presenter
M. Peter Scontrino, Scontrino-Powell, Presenter
Nancy T. Tippins, CEB Valtera, Presenter
Warren Lowe, Lafayette Psychotherapy Group, Presenter
Submitter: Greg Gormanous, Greg.Psy1@gmail.com

158. Symposium/Forum: 11:00 AM–12:20 PM
Room 318B
Challenges and Innovations of Using Game-Like Assessments in Selection
The application of gamification and serious games to HR selection practices is getting ahead of the research needed to provide a solid foundation for these practices. This symposium is designed to help the I-O community continue dialoguing about the design and use of game-like assessments before use outpaces research.

Eric C. Popp, CEB, Chair
Chris Kubisiak, PDRI, a CEB Company, Robert W. Stewart, PDRI, a CEB Company, Erin E. Thornbury, PDRI, a CEB Company, Neta Moye, PDRI, a CEB Company, Development of PDRI’s Learning Agility Simulation
159. Symposium/Forum: 11:00 AM–12:20 PM
Room 322AB

Engagement: Examining its Role as a Motivational Concept

Scholars have begun to position engagement as a motivational mechanism that connects individual and organizational factors to employee behaviors. The purpose of this symposium is to showcase cutting edge research in this area by illuminating exciting new research questions and potential applications, and encouraging more efforts along these lines.

Chair
Jeffery A. LePine, Arizona State University
Co-Chair
Melissa Chamberlin, Arizona State University
You-Jin Kim, California State University-Dominguez Hills
Sihn-Hui Chong, Michigan State University
Kyungjo Oh, Michigan State University

Panelists
What Makes Proactive Individuals Better Performers?
Melissa Chamberlin, Arizona State University, Brock R. Buckman, Arizona State University, Marcie LePine, Arizona State University, Regulatory Focus as a Moderator Between Job Demands and Engagement
Michael S. Christian, University of North Carolina, Noah Eisenkraft, University of North Carolina at Chapel Hill, Chaitali P. Kapadia, University of North Carolina at Chapel Hill, Fluctuations in Pain Predict Work Behaviors Through Engagement and Self-Control
Jonathan R. Halbesleben, University of Alabama, Adam Rapp, University of Alabama, Matthew R. Leon, University of Alabama, James Andzulis, University of Alabama, Examining Accumulation Effects of Employee Engagement on Sales Outcomes
Bret Crane, George Washington University, Ean R. Crawford, University of Iowa, Jeffery A. LePine, Arizona State University, The Role of Leaders’ Questions on Subordinate Trust and Engagement

Submitter: Melissa Chamberlin, mchamberlin@asu.edu

160. Symposium/Forum: 11:00 AM–12:20 PM
Room 323A

Future Time Perspective at Work: Different Conceptualizations, Different Findings

Although research on future time perspective (FTP) in the work context is expanding, ambiguity in the conceptualization of the FTP construct impedes theory development and results in inconsistent findings. Therefore, this symposium aims to discuss different conceptualizations, dimensions, and measures of FTP, their interrelations, and their associations with work-related constructs.

Chair
Dorien Kooij, Tilburg University
Co-Chair
Ruth Kanfer, Georgia Institute of Technology
Matthew J. Betts, Georgia Institute of Technology
Future Time Perspective: Conceptualization, Measurement, and Work-Related Correlates
Piers Steel, University of Calgary, Chris Morin, University of Calgary, The Temporal Perspectives Behind Procrastination
Hannes Zacher, The University of Queensland, Effects of Temporal Focus on Job Engagement, Boredom, and Exhaustion

Submitter: Dorien Kooij, t.a.m.kooij@uvt.nl

161. Panel Discussion: 11:00 AM–12:20 PM
Room 323B

The Future of Emotional Labor: Reasons for Optimism and Concern

Emotional labor is the management of emotions in one’s work role and is a prevalent focus in I-O psychology. Yet, the field is in need of fresh theoretical and measurement energy. This panel will present diverse perspectives regarding the future of emotional labor and encourage innovation in this growing field.

Chair
Allison S. Gabriel, Virginia Commonwealth University
Co-Chair
Alicia A. Grandey, Pennsylvania State University
Panelist
Daniel J. Beal, University of Texas at San Antonio
Nai-Wen Chi, National Sun Yat-Sen University
Panelist
Jason Dahling, The College of New Jersey
Panelist
Catherine S. Daus, Southern Illinois University-Edwardsville
Panelist
James M. Diefendorff, University of Akron

Submitter: Allison Gabriel, agabriel2@vcu.edu

162. Symposium/Forum: 11:00 AM–12:20 PM
Room 323C

Going Global With Assessments: Geographic Findings and Benchmarking Challenges

Administrating assessments in a global environment raises important practical questions about the use of global versus local benchmarking strategies. This symposium will present the research findings of several global assessment firms, including discussion of the techniques used to identify regional variability and the corresponding implications for benchmarking strategies in practice.

Chair
Levi R. Nieminen, Denison Consulting
Dara Pickering, Hogan Assessment Systems, Stephen Nichols, Hogan Assessment Systems, Examining Differences in Personality Across Geographic Regions
Justin G. Black, Sirota, David W. Reeves, Sirotas, Employee Engagement Benchmarking: Does Country Matter?
Levi R. Nieminen, Denison Consulting, Felix Thai, Denison Consulting, Ia Ko, Denison Consulting, Organizational Culture and Effectiveness: Regional Differences or Similarities?
Rena Le Rasch, Kenexa, an IBM Company, Measurement Equivalence of the High Performance Engagement Model Across Countries
Daniel R. Denison, International Institute for Management Development,

Submitter: Levi Nieminen, levi.nieminen@gmail.com

163. Symposium/Forum: 11:00 AM–12:20 PM
Room 324

Leisure Activities and Individual Differences in the Context of Recovery

Recovery from work benefits employee well-being. Despite growing interest in recovery, little is known about its antecedents. Also, the role of individual differences in recovery received less attention. This symposium provides new insights into the recovery literature by investigating leisure activities, individual differences, and their interaction as antecedents of recovery.
167-1 Enhancing Team Creativity Through Psychological Safety and P.A.S.S.

This study attempts to understand the group-level factors underlying creative success using a new intervention called P.A.S.S. (Partner Advocacy Support System). Participants were placed in groups, and teams were assessed on their creative performance. Findings indicated that psychological safety and the use of P.A.S.S. improved creativity in the teams.

- Jessica N. Cooperstein, Pennsylvania State University
- Lily Cushmanbery, Pennsylvania State University
- Andrea L. Hetrick, University of Georgia
- Joshua Fairchild, Creighton University
- Samuel T. Hunter, Pennsylvania State University

Submitter: Jessica Cooperstein, jnc5177@psu.edu

167-2 The Interaction of Membership Change and Task on Team Creativity

Common wisdom regarding changes in team membership suggests that such disruptions have inherently negative effects on team creativity. However, through a study of 119 teams, this study suggests that membership change can have positive outcomes and that effects are dependent upon the task during which it occurs.

- Joshua Fairchild, Creighton University
- Samuel T. Hunter, Pennsylvania State University
- Tyler Mulhearn, University of Oklahoma

Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

167-3 The Roles of Expertise and Product Novelty in Product Assessment

This manuscript draws on cognitive psychology to propose a model for the ways in which expertise impacts product evaluation. It is expected that decisions made by experts and novices will be driven by differing cognitive processes, and that the novelty of the design in question will impact these effects.

- Joshua Fairchild, Creighton University
- Sam T. Hunter, Pennsylvania State University
- Erin M. Fairchild, Sunderland Brothers Company

Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

167-4 Principals’ Work Engagement as Motivator for School-Level Innovative Outputs

This multisource study examined the role of school principals’ work engagement as motivational catalyst for school-level innovative outputs through school-level innovative work behavior. Results showed that principals’ work engagement increased school-level idea generation, which in turn fostered schools’ self-rated and objective innovative outputs.

- Anna R. Koch, University of Münster
- Carmen Binnewies, University of Münster
- Christian Dormann, Ruhr-University Bochum

Submitter: Anna Koch, anna.r.koch@uni-muenster.de

167-5 Heads or Hearts: Intuition, Need for Cognition and Team Innovation

This poster examined the relation between individual’s intuition, need for cognition (NFC) and team innovation among 35 R&D teams. Findings indicate a positive relation between NFC and team innovation but negative relation between intuition and team innovation.
tion. Supportive supervision was shown to moderate relationship between NFC and team intuition.

Jana Krapez, University of Ljubljana
Miha Skerlavaj, BI Norwegian Business School, Norway
Submitter: Jana Krapez, jana.krapez@ef.uni-lj.si

167-6 Burnout and Creativity: The Role of Proactive Personality, Intrinsic Motivation

This study investigates the relationship between burnout and creativity. In addition, it examines the mediating process of intrinsic motivation and moderating role of employees' proactive personality. Implications of current findings are discussed.

Jihye Lee, Seoul National University
Dongwon Choi, National University of Singapore
Oh Soo Park, Seoul National University
Submitter: Jihye Lee, wisdom0405@snu.ac.kr

167-7 Incubating Creative Newcomers: Effects of Role Expectation and Newcomer Affect

This article explores the mechanism through which creativity role expectation in the socialization process enhances newcomers' creativity. It is argued that creative intention mediates this relationship; creative self-efficacy interacts with creativity role expectation to influence creative intention, and supervisor triggered newcomer affect interacts with creative intention to predict different types of creativity.

Zhenyu Liao, National University of Singapore
Lusi Wu, Purdue University
Zhaoli Song, National University of Singapore
Ying Liu, Renmin University of China
Submitter: Zhenyu Liao, liaozhenyu@nus.edu.sg

167-8 High Performance Work Systems, Front-Line Service Employees' Creativity, and Profit

How a high performance work system (HPWS) for creativity works to influence unit creativity and profit was tested. Results revealed HPWS for creativity relates to unit creativity, and this relationship was mediated by climate for creativity. Unit creativity was negatively related to profit in environments characterized by low dynamism.

Ieva Martinaityte, Aston Business School
Samuel Ayree, Aston University
Claudia Alexandria Sacramento, Aston Business School
Submitter: Ieva Martinaityte, i.martinaityte@uea.ac.uk

167-9 High Performance Work Systems, Organizational Change, and Creativity

Using a time-lagged and organization-level research design with a data set of 454 Korean companies, this poster investigated the relationship between high-performance work systems and organizational creativity and the moderating role of organizational change in this relationship.

Shung Jae Shin, Portland State University
Inseong Jeong, Samsung Economic Research Institute
Submitter: Shung Shin, s.shin@pdx.edu

167-10 When a “Good” Leadership Style Is Bad for Creativity

Using a time-lagged and cross-level research design, this poster investigated how the most prevalent leadership styles in China (i.e., paternalistic leadership) and the key Chinese value (i.e., traditionalism) had interactive effects on employee creativity and how the job creativity requirement moderated these effects.

Shung Jae Shin, Portland State University
Jing Zhou, Rice University
Lynda J. Song, Renmin University of China
Junfeng Wu, University of Illinois at Chicago
Submitter: Shung Shin, s.shin@pdx.edu

167-11 Realizing Creative Ideas: Performance and Social Considerations

This poster examined both the direct path from idea generation to idea realization and the indirect path where idea promotion was the intermediary step between idea generation and idea realization. Findings supported both paths. The direct path was moderated by task feedback, whereas the indirect path was moderated by team-member exchange.

Jie Wang, Nottingham University Business School China
Kwok Leung, City University of Hong Kong
Zhiqiang Liu, Huazhong University of Science and Technology
Submitter: Jie Wang, Jie.Wang@nottingham.edu.cn

167-12 Creative Profiles: The Influence of HEXACO Trait Patterns on Creativity

Using the HEXACO personality index and latent class cluster analysis, this study examined dominant personality patterns that emerged from a large sample of college students and how the creative performance of individuals with these personality profiles differed on 3 creativity assessments.

Ben Wigert, The Center for Collaboration Science
Ron Reiter-Palmon, University of Nebraska-Omaha
Submitter: Ben Wigert, bwigert@unomaha.edu

167-13 Is Being Introverted Good or Bad for Creativity?

Integrating the interactional perspective and the intrinsic motivation principle, it is theorized that providing contexts that match employees' personality enhances employees' creativity via boosting their intrinsic motivation. Job characteristics of meaningfulness, guanxi and introversion interacted with each other to influence creativity, and intrinsic motivation mediated this interaction effect.

Xiaomeng Zhang, American University
Jing Zhou, Rice University
Submitter: Xiaomeng Zhang, xzhang@american.edu

167-14 Creativity as a Reasoned Action

This paper proposes to investigate the discretionary nature of creative activities in the workplace. Drawing on the reasoned action theory, this paper develops a conceptual model to explain the impact of intention to be creative on creative behavior and the roles of attitudes, norms, and perceived behavioral control.

Qin Zhou, The University of York
Submitter: Qin Zhou, qin.zhou@york.ac.uk

167-15 Making It Safe for Creativity

This paper hypothesized and tested the role of psychological safety on the process linking transformational leadership and creativity. Results showed that transformational leadership influenced creative process engagement via psychological safety. The relationship between creative process and creativity was stronger when psychological safety was high rather than low.
167-16 Empowering Leadership, Uncertainty Avoidance, Trust, and Employee Creativity

Taking an interactional approach, this poster hypothesized that (a) empowering leadership had the strongest positive relation with creativity when the employees were high on uncertainty avoidance and they trusted their supervisors; and (b) creative self-efficacy mediated the 3-way interaction to creativity. Results from the longitudinal and multisource data supported the hypotheses.

Xiaomeng Zhang, American University
Jing Zhou, Rice University
Submitter: Xiaomeng Zhang, xmzhang@american.edu

167-17 Perfectionism, Workaholism Climate, and Work Safety Tension: An Interactionist Perspective

This poster examined the interaction between 2 dimensions of perfectionism (self-oriented and socially prescribed) and workaholism climate, and how it alters the mechanism between work safety tension and workplace accidents through risk perceptions. Results found socially prescribed perfectionism, but not self-oriented perfectionism, and workaholism climate to interact and impact risk perceptions.

Xiaoyuan (Susan) Zhu, University of Connecticut
Zandra M. Zweber, University of Connecticut
Jin Lee, University of Connecticut
Vicki J. Magley, University of Connecticut
Submitter: Xiaoyuan (Susan) Zhu, xiaoyuan.zhu@uconn.edu

167-18 The Effect of Unionization and Hierarchical Level on Subculture Formation

This study investigates and disentangles 2 potential sources of subculture formation: union membership and hierarchical level. Union membership was found to predict cultural differentiation, particularly when taking hierarchical level into account. Mixed support was found supporting the role of hierarchical level in subculture formation.

Benjamin Biermeier-Hanson, Wayne State University
Levi N. Nieminen, Denison Consulting
Adam A. Roebuck, Denison Consulting
Daniel R. Denison, International Institute for Management Development
Submitter: Benjamin Biermeier-Hanson, biermeierhanson@gmail.com

167-19 Adaptive Cultures and Organizational Survival

Dynamic environments require organizations develop adaptive cultures to respond to changes and survive long-term. The purpose of this study was to define characteristics of adaptable cultures and determine whether they predict organizational survival. Findings supported a multidimensional conceptualization of adaptable cultures and showed such cultures were predictive of organizational survival.

David P. Costanza, The George Washington University
Nikki Blacksmith, The George Washington University
Jamie B. Severt, The George Washington University
Meredith R. Coats, The George Washington University
Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

167-20 De-Balkanization: A Molar Organizational Climate Framework Based on Situational Affordances

Organizational climate has a mature and extensive research literature, but it remains fragmented by current focus on specific climates, such as safety climate and service climate. This study provides a new, global measure of organizational climate that enables translation and communication across specific climate research, unifying the literature.

Alice M. Brawley, Clemson University
Cynthia L.S. Pury, Clemson University
Submitter: Alice Brawley, alice.brawley@gmail.com

167-21 Effects of Abusive Supervision Climate Strength on Justice

The impact of abusive supervision climate on justice perceptions both individual- and work-group level was examined. The interaction between AS climate level and strength relating to justice was investigated. Findings suggest that the negative relationship between AS climate and justice was exacerbated when AS climate strength is high.

Jung Hyun Lee, University of Michigan-Dearborn
Amanuel G. Tekleab, Wayne State University
Submitter: Jung Hyun Lee, jhjess@umich.edu

167-22 Examining the Origins of Perceived Fit With Organizations

This study examined factors that influence perceptions of person-organization fit in 410 employees. Traditional congruence between individual and organizational values was important for some factors (dominance, trendiness). Other factors added to predicted perceived fit through other mechanisms. Implications for fit theory and practice are discussed.

Dave A. Mayers, University of Calgary
Derek S. Chapman, University of Calgary
Submitter: Dave Mayers, Dmayers@ucalgary.ca

167-23 Nuclear Safety Culture as Predictor of Allegations of Safety Concerns

The relationship between organizational safety culture and performance was explored across 63 nuclear power organizations. Management commitment to safety was found to positively influence employees’ questioning attitude and willingness to raise safety concerns. Organizations that fostered a questioning attitude were less likely to receive allegations of safety concerns.

Stephanie Morrow, Nuclear Regulatory Commission
Ken Koves, Institute of Nuclear Power Operations
Valerie Barnes, Nuclear Regulatory Commission
Submitter: Stephanie Morrow, stephanie.l.morrow@gmail.com

167-24 Work Relationships in Service Settings: A Unit-Level Investigation

This poster explored the relationship between unit-level shared work relationship values, climate for work relationships (CWR), and service performance utilizing survey data from 2,654 employees and secret shopper evaluations from 429 retail establishments. Results revealed that shared values influence CWR, which in turn exerts a significant lagged effect on service performance.

Mahesh V. Subramony, Northern Illinois University
Submitter: Mahesh Subramony, msubramony@niu.edu

167-25 Differing Responses to Politics: The Moderating Effect of Regulatory Focus

Positive and negative individual responses to perceptions of organizational politics (POPs) were examined using the exit, voice, loyalty, and neglect framework. The moderating influence of regulatory focus was also examined. The moderating influence of prevention focus on the relationship between POPs and neglect received support.
167-26 More Than Ideals: The Impact of Counterideal Value Congruence

By reconciling value congruence theory and contemporary motivational accounts, this study explores whether the established notion of ideal value congruence (i.e., what employees and organizations seek to approach) is complemented by a second type of value congruence based on employees' and organizations' counterideal values (i.e., what both seek to avoid).

Sebastian C. Schuh, CEIBS
Niels Van Quaquebeke, Kühne Logistics University
Natalija Keck, Kühne Logistics University
Anja Göritz, Albert-Ludwigs-Universität Freiburg
David De Cremer, CEIBS
Submitter: Niels Van Quaquebeke, niels.quaquebeke@the-klu.org

167-27 Testing Mediators Between Job Insecurity and Its Longitudinal Consequences

This poster examined whether emotional exhaustion and disengagement differentially mediated longitudinal consequences of job insecurity. Results showed T2 emotional exhaustion mediated effects of T1 job insecurity on T3 health impairment (depression, physical dysfunction, sleep); and T2 disengagement mediated effects of T1 job insecurity on T3 organizational consequences (job performance, turnover intention).

Zhuo Chen, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut
Martin G. Chemlack, University of Connecticut Health Center
Submitter: Zhuo Chen, zhuoch2009@gmail.com

167-28 Outplacement Adequacy and Benefits: The Mediating Role of Retrospective Justice

This poster examined the relationships between perceived outplacement adequacy, retrospective justice, and outplacement benefits for redundant employees using outplacement services. Based on an outplacement experience perceived as adequate, victims formed retrospective justice perceptions about their former organization that in turn, impacted their negative emotions, well-being, future perspectives, and job search.

Laurence Marzucco, University of Liège
Isabelle Hansez, University of Liège
Submitter: Laurence Marzucco, L.Marzucco@ulg.ac.be

167-29 Resisting Change: The Role of Justice Perceptions and Emotion Regulation

Employees who perceive injustice during organizational change are likely to respond emotionally and resist the change. This study investigated whether employees’ way of regulating their emotions might play a role in this process. The findings indicated a positive role for reappraisal and a negative role for rumination.

Karen Van Dam, Open University
Marjella Visser, Tilburg University
Submitter: Karen Van Dam, karen.vandam@ou.nl

167-30 Development of an Assessment and Training Program for Employee Resiliency

This study describes the development and validation of a workplace resiliency scale and the formative evaluation of a resiliency training program delivered in China. The validated scale is theoretically consistent with previous research on resiliency in the broader context but is more narrowly focused for the workplace.

Natalie Wolfson, Colorado State University
Casey M. Mulqueen, TRACOM Group
Submitter: Natalie Wolfson, newolfson9@gmail.com


Based on a sample of 88 organizations identified in a global survey, it was found that human capital management practices (performance management, recognition, development, and teamwork) in high performance organizations are positively related to organizational financial performance (ROA and ROS). Further, employee engagement mediates between these practices and firm performance.

Haiyan Zhang, Kenexa, an IBM Company
Rena Le Rasch, Kenexa, an IBM Company
Submitter: Haiyan Zhang, haiyan.zhang@us.ibm.com

167-32 Temporal Influence and Contrast in Leader Transition and Organizational Change

This paper found that 2 different systems of behaviors and attitudes developed with former leader and new leader are likely to coexist in leader transition stage. The poster supported temporal influence and temporal contrast effect of both leaders' transformational leadership on employees’ organizational commitment and subsequent behaviors for organizational change.

Haiyan Zhao, University of Iowa
M. Susan Taylor, University of Maryland
Cynthia Lee, Northeastern University
Submitter: Haiyan Zhao, hailin-zhao@uiowa.edu

167-33 The Effects of Empowerment and Reward Climates on Organizational Performance

This poster investigated the influence of reward climates on organizational performance. This study examined the relationships between empowerment and reward climates and organizational performance (ROA and ROS). The findings indicated that both climates significantly influence organizational performance, with empowerment having a stronger positive effect than reward climates.

Haiyan Zhao, University of Iowa
M. Susan Taylor, University of Maryland
Cynthia Lee, Northeastern University
Submitter: Haiyan Zhao, hailin-zhao@uiowa.edu

167-34 Real Options Theory and Health Insurance Decisions

The purpose of this study is to understand how small business owners make decisions regarding health insurance offerings in light of the Affordable Care Act. Real options theory was utilized to create and test a decision model to identify variance in health insurance investment between small business owners.

Matthew R. Leon, University of Alabama
Jonathon R. Halbesleben, University of Alabama
Submitter: Jonathon Halbesleben, jhalbesleben@cba.ua.edu

167-35 Manager Resistance to Allow Telework: A Policy Capturing Investigation

A policy capturing survey method and 2 personality measures were used to examine the potential influence of 7 factors on managers’ deci-
sions to authorize telework. Six factors significantly influenced participants’ decisions to authorize telework with the managers’ perception of employee Conscientiousness clearly having the strongest impact.

Karla Lockwood, George Mason University
Seth A. Kaplan, George Mason University
Kevin Rockman, George Mason University
Submitter: Seth Kaplan, skaplan1@gmu.edu

167-36 Linking Individual HPWP and Employee Performance: Organizational Commitment Versus Exhaustion?

This poster investigated the impact of investment/inducement HPWP and expectation-enhancing HPWP on affective organizational commitment (AOC) and exhaustion, and subsequently on task performance. Results confirm that investment and inducement HPWP affect task performance positively through enhancing AOC or lowering exhaustion. Performance based pay lowers AOC and subsequently task performance.

Elise Marescaux, KU Leuven
Sophie De Winne, KU Leuven
Anneleen Forrier, KU Leuven
Submitter: Elise Marescaux, elise.marescaux@kuleuven.be

167-37 Does Context Matter? Transfer of HR Practices to Nonprofit Organizations

This poster examined the transfer of HR practices to the nonprofit context, testing the relationship between systems of HR practices and volunteer attitudes. Findings from a multilevel mediated model indicate that volunteer work satisfaction mediates the relationship between HR practices and volunteer intentions to quit.

Jessie L. Olen, University of North Carolina Charlotte
Katherine Frear, University of North Carolina Charlotte
Steven G. Rogelberg, University of North Carolina Charlotte
Submitter: Jessie Olen, olienjes@gmail.com

167-38 Bonus Eligibility Inequity and Turnover Among Part-Time and Full-Time Employees

This poster tested the effects of bonus eligibility inequity on organizational-level quit rates among full-time versus part-time employees in a sample of over 150 organizations. Supporting hypotheses derived from equity theory, results indicated that inequity in bonus eligibility was associated with higher voluntary turnover among part-time, but not full-time, employees.

Joseph A. Schmidt, University of Saskatchewan
David A. Jones, University of Vermont
Chelsea R. Willness, University of Saskatchewan
Joshua S. Bourdage, Western University
Submitter: Joseph Schmidt, jschmidt@edwards.usask.ca

168. Panel Discussion: 12:00 PM–1:20 PM
Room 306A

For Your Eyes Only: I-O Application to Insider Espionage

Insider espionage refers to the use and recruitment of “insiders” as sources of sensitive information. Although its occurrence can result in serious consequences, limited research on the topic is publically available. This session will gather a diverse group of panelists to discuss current and future research efforts on insider espionage.

James N. Kurtessis, SHRM, Chair
Erika Robinson-Moral, American Institutes for Research, Co-Chair

169. Special Events: 12:00 PM–12:50 PM
Room 309

Distinguished Early Career Contribution Award (Practice): Top 10 Things I Learned From Great I-Os

The influence of peers and mentors on one’s career ranges from direct guidance to interpersonal coaching for managing difficult situations. This session is designed to share key lessons learned from I-Os who have influenced countless others. An overview of how these lessons have been applied will also be provided.

Debbie J. Cohen, Society for Human Resource Management, Host
Alexander Alonso, Society for Human Resource Management, Presenter

170. Panel Discussion: 12:00 PM–1:20 PM
Room 311

The Promise and Perils of Big Data in I-O Psychology

The session will focus on how big data and associated data science techniques can be leveraged to fundamentally influence and improve I-O science and practice. Topics include advances in data science (e.g. data mining, machine learning) and discussions of content areas ripe for big data exploration (e.g. teams, selection, diversity).

Scott Tonidandel, Davidson College, Chair
Paul D. Bliese, Walter Reed Army Institute of Research, Panelist
José M. Cortina, George Mason University, Panelist
Whitney Botsford Morgan, University of Houston-Downtown, Panelist
Fred Oswald, Rice University, Panelist
Dan J. Putka, HumRRO, Panelist
Steven G. Rogelberg, University of North Carolina Charlotte, Panelist
Submitter: Scott Tonidandel, sctonidandel@davidson.edu

171. Panel Discussion: 12:00 PM–1:20 PM
Room 316C

Whither Situations in Leadership: Do They Matter and How So?

Contrary to prominent leadership theories from previous decades (e.g., path-goal, situational), contemporary theories (e.g., transformational, authentic) place little emphasis on situational contingencies in leadership. Five influential scholars discuss why this change occurred, whether situations warrants a fresh look, and, if so, what situations and where do we go from here?

Robert P. Tett, University of Tulsa, Co-Chair
Dan V. Simonet, University of Tulsa, Co-Chair
Joyce E. Bono, University of Florida, Panelist
Scott DeRue, University of Michigan, Panelist
Ronald E. Riggio, Claremont McKenna College, Panelist
Mary Ulh-Bien, University of Nebraska-Lincoln, Panelist
Submitter: Robert Tett, robert-tett@utulsa.edu

172. Symposium/Forum: 12:00 PM–12:50 PM
Room 317A

Technological Advances in Employee Training and Development

The papers in this symposium identify principles that can be applied to technology-driven instruction. They focus on how best to design
animated pedagogical agents, the effects of tangential yet interesting details on outcomes, which trainees tend to switch between online tasks, and how best to design virtual, face-to-face interaction.

Traci Sitzmann, University of Colorado Denver, Co-Chair
Annette Towler, DePaul University, Co-Chair
Timothy J. Quesnell, DePaul University, Annette Towler, DePaul University, Pedagogical Training Agents, Subprimal Priming, and Training Outcomes
Traci Sitzmann, University of Colorado Denver, The Paradox of Seduction by Irrelevant Details
Lindsey M. Greco, University of Iowa, Steven D. Charlier, Quinnipiac University, Kenneth G. Brown, University of Iowa, Jooyi Park, University of Iowa, Justin Christopher, University of Iowa, Goal Orientations as a Predictor of Learning Choices
Eric A. Surface, SWA Consulting Inc., Annette Towler, DePaul University, A Comparison of Work-Related Virtual Synchronous and Traditional Classroom Instruction
Submitter: Traci Sitzmann, traci.sitzmann@ucdenver.edu

177. Symposium/Forum: 12:30 PM–1:20 PM
Room 317B
From a Distance: Which Individual Differences Matter in Virtual Teams?
This symposium explores whether individual differences impact virtual team processes and outcomes. The 3 papers address a unique but related consideration of how individual differences (e.g., personality, political skill) may be relevant to virtual team functioning. Findings have implications for virtual team member selection and training.
Cristina Rubino, California State University, Northridge, Chair
Marissa L. Shuffler, Clemson University, Shawn Burke, University of Central Florida, William S. Kramer, Clemson University, Nastassia M. Savage, University of Central Florida, Melissa A. Bleiberg, University of Central Florida, Eduardo Salas, University of Central Florida, The Role of Political Skill in Virtual Team Leadership Emergence
Julia E. Hoch, California State University, James H. Dukebohn, Michigan State University, Cultural Intelligence in Culturally Diverse, Global Virtual Teams
Christa Wilkin, York University, Cristina Rubino, California State University, Northridge, Rameez Ahmed, AT&T-Global Businesses Solutions, The Space Between: A Resource-Based Approach to Virtual Team Processes
Ramón Rico, Universidad Autónoma de Madrid, Discussant
Submitter: Cristina Rubino, cristina.rubino@gmail.com

178. Symposium/Forum: 12:30 PM–1:20 PM
Room 318A
Exploring the Continuum of Employee Choice in Work–Family Issues
There is established interest in the work–family literature in how employees control their work and family roles. This session will...
extend that work by exploring the continuum of employee discretion, from full discretion over work to involuntarily furloughs, and its impact on work–family outcomes.

Jonathon R. Halbesleben, University of Alabama, Chair
Rebecca J. Thompson, Purdue University, Stephanie C. Payne, Texas A&M University, Employee Discretion Over When, Where, and How Work Is Conducted
Alicia McMullan, University of Ottawa, Laurent M. Lapierre, University of Ottawa, When Coworkers Voice Creative Work–Family Management Practices
Jonathon R. Halbesleben, University of Alabama, Thomas Bellairs, University of Alabama, Ashley M. Mandeville, University of Alabama, Meaning Maintenance Model of the Impact of Furloughs on Family Jeffrey H. Greenhaus, Drexel University, Discussant
Submitter: Jonathon Halbesleben, jhalbesleben@cba.ua.edu

179. Symposium/Forum: 12:30 PM–1:50 PM
Room 318B
Employee Work Engagement and Job Performance
Employee work engagement has important implications for organizations. This symposium advances our insight into the phenomenon of engagement. Four studies demonstrate that work engagement differs from burnout and flourishing and that engaged employees use job crafting and active participation as strategies to optimize their working conditions and perform well.

Arnold B. Bakker, Erasmus University Rotterdam, Chair
Evangelia Demerouti, Eindhoven University of Technology, Co-Chair
Vicente Gonzalez-Roma, University of Valencia, Wilmar B. Schaufeli, Utrecht University, Marisa Salanova, Institutat Jaume I, Willem Van Rhenen, Nynrode Business University, How Many Scales Do We Need to Measure Burnout–Engagement?
Anne Mäikikangas, University of Jyväskylä, Saia Suomalainen, University of Jyväskylä, Eva Selenko, Institute of Work Psychology (IWP), Saia Mauno, University of Tampere, Ulla Kinnunen, University of Tampere, Core Self-Evaluations and Vigor During Organizational Change
Evangelia Demerouti, Eindhoven University of Technology, Crafting the Job to Be Creative
Arnold B. Bakker, Erasmus University Rotterdam, Isabella Romanko, Saint-Petersburg State University, Crafting Job Demands to Improve Performance: The Role of Engagement
Christina Maslach, University of California-Berkeley, Discussant
Submitter: Arnold Bakker, bakker@fsw.eur.nl

180. Panel Discussion: 12:30 PM–1:50 PM
Room 322AB
The Competency Modeling Handbook: Competency Modeling in Context
There have been a number of highly focused panels on competency modeling in previous years providing only isolated accounts of this practice. This panel seeks to integrate knowledge from these separate topical areas with other issues scarcely considered, in effect, putting competency modeling knowledge accumulated to this point in context.

Joshua A. Isaacson, PDRI, a CEB Company, Co-Chair
Michael C. Campion, University of South Carolina, Co-Chair
Juan I. Sanchez, Florida International University, Panelist
Alexis A. Fink, Intel Corporation, Panelist
Kari R. Strobel, Society for Human Resource Management, Panelist
Michael A. Campion, Purdue University, Panelist
Paul C. Green, Paul C Green, Ph.D. Inc., Panelist
Eric M. O’Rourke, Southern California Gas Company, Panelist
Submitter: Joshua Isaacson, josh.isaacson9@gmail.com

181. Symposium/Forum: 12:30 PM–1:50 PM
Room 323A
Interests: New Frontier for Personnel Selection
Recent research showed the great potential of interests for predicting performance and called for the use of interests in personnel selection. This symposium presents the latest evidence on the predictive validity of interests (for job performance, career success, and job satisfaction) and demonstrates the effectiveness of using interests for recruiting.

Rong Su, Educational Testing Service, Chair
Katherine Earl, University of Illinois at Urbana-Champaign, Christopher D. Nye, Michigan State University, Rong Su, Educational Testing Service, James Round, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, The Relationship Between Interests and Performance: An Updated Meta-Analysis
Rong Su, Educational Testing Service, Brent W. Roberts, University of Illinois at Urbana-Champaign, James Round, University of Illinois at Urbana-Champaign, The Power of Interests in Predicting Educational and Career Success
Wei Ming J. Phan, University of Illinois at Urbana-Champaign, James Round, University of Illinois at Urbana-Champaign, Interest Congruence and Job Satisfaction: Methodological Issues and Potential Solutions
Kisha S. Jones, Pennsylvania State University, Daniel A. Newman, University of Illinois at Urbana-Champaign, Soyun Jung, University of Illinois at Urbana-Champaign, Targeted Recruiting on Vocational Interests: An Initial Investigation
Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, Discussant
Submitter: Rong Su, rsu@ets.org

182. Panel Discussion: 12:30 PM–1:50 PM
Room 323B
LGBT Research and Practice: New Avenues for Creating Safe Workplaces
This panel will address the synergies that may become possible if practitioners and academicians unite to determine important avenues for LGBT research, which will help corporations to create safer workplaces for LGBT individuals. This panel will address the implications for LGBT research within an applied setting.

Katina Sawyer, Villanova University, Chair
Brian Royle, CEB, Panelist
John M. Cornel, Rice University, Panelist
Larry R. Martinez, Pennsylvania State University, Panelist
Patricia Baillie, Out & Equal Workplace Advocates, Panelist
Submitter: Katina Sawyer, katina.sawyer@villanova.edu

183. Symposium/Forum: 12:30 PM–1:50 PM
Room 323C
Multilevel Emotional Labor: Advancing Research to the Next Level
Emotional labor (EL) is often investigated using stable, person-level analyses. However, recent theory and research suggests that EL simultaneously operates at multiple levels of analysis (e.g., momentary, intra-individual, dyadic, group). The purpose of this symposium is to present papers adopting a multilevel perspective on emotional labor processes.

Allison S. Gabriel, Virginia Commonwealth University, Co-Chair
James M. Diefendorff, University of Akron, Co-Chair
William Becker, Texas Christian University, Russell S. Cropanzano, University of Colorado, Marcus M. Butts, University of Texas at Arlington, Emotional Regulation in Work Teams: A Social Information Processing Approach
184. Roundtable/Conversation Hour: 12:30 PM–1:20 PM
Room 324
A Conversation on Sexual Harassment: Confessions of an Expert Witness
As a researcher and expert witness in the area of sexual harassment, the presenter hopes to steer research and policy formation toward a focus on severity perceptions, the pivotal variable in determining whether a behavior represents actionable sexual harassment. Deborah Knapp, Kent State University, Host
Submitter: Deborah Knapp, dknapp1@kent.edu

185. Community of Interest: 12:30 PM–1:50 PM
Room 328
Assessment Gamification: Current Practice and Future Trends
Seymour Adler, Aon Hewitt, Host
Tomas Chamorro-Premuzic, University of London, Host
Christine E. Corbet, Right Management, Coordinator

186. Debate: 12:30 PM–1:50 PM
Theatre 310
I-O Psychologists in Business Schools: Brain Drain or Eye Opener?
This debate documents the increasing number of I-O psychologists affiliated with business schools. The debate, including SIOP Fellows with diverse affiliations, highlights different points of view on the consequences of this phenomenon for the future of I-O psychology as well as suggestions about what key stakeholders should do about it. Herman Aguinis, Indiana University, Moderator
Apryl Rogers Brodersen, Metro State University of Denver, Moderator
Kyle J. Bradley, Indiana University, Presenter
Allan H. Church, PepsiCo, Presenter
Yitzhak Fried, Syracuse University, Presenter
Paul J. Hanges, University of Maryland, Presenter
Michelle (Mikki) Hebl, Rice University, Presenter
Richard J. Klimeski, George Mason University, Presenter
S. Morton McPhail, Retired Practitioner, Presenter
Belle Rose Ragins, University of Wisconsin-Milwaukee, Presenter
Submitter: Herman Aguinis, haguinis@indiana.edu

187. Poster Session: 1:00 PM–1:50 PM
Ballroom C
Job Performance/Citizenship Behavior and Performance Appraisal

187-1 A Daily Diary Study of Environmental Workplace Behavior
Using a daily diary method, a between- and within-person investigation of a range of environmental workplace behavior based in Ajzen’s theory of planned behavior was conducted. It was found that environmental attitude, perceived behavioral control, and subjective norms have differential influence over prescribed, proactive, helping, and harmful behavior towards the environment.
Thomas A. Norton, University of Queensland
Khoder Hammoud, University of Queensland
Hannes Zacher, The University of Queensland
Neal M. Ashkanasy, University of Queensland
Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

187-2 Antecedents and Outcomes of Reactance to Electronic Performance Monitoring
This study examined what happens when employees perceive electronic monitoring as an invasion of privacy using the lens of psychological reactance theory. Specifically, path analysis was used to examine the indirect and direct relationships among trait reactance, invasion of privacy, state reactance, and contextual performance (OCB and CWB).
Tara S. Behrend, George Washington University
Allison Brown, George Washington University
Jessica Badger, George Washington University
Jaclyn M. Jensen, DePaul University
Jon C. Willford, George Washington University
Submitter: Tara Behrend, behrend@gwu.edu

187-3 The Influence of Task Characteristics and Mood on Multitasking Performance
This poster examined performance on 2 tasks performed consecutively and concurrently, as well as the impact 2 dimensions of mood states—hedonic tone and activation—have on task performance. Findings indicate that secondary task performance is sacrificed when performing tasks concurrently. In addition, hedonic tone and activation level interact to influence performance.
Angela A. Beiler, University of Georgia
Malissa A. Clark, The University of Georgia
Submitter: Angela Beiler, angie.beiler@gmail.com

This meta-analysis evaluated whether the current understanding of OCB dimensionality generalizes across self- and other ratings (i.e., supervisor/colleague). It was found that the other-rated OCB—OCBO relationship is significantly different from the self-rated relationship. Many significant differences were found in the nomological networks of self- and other-rated OCBI and OCBO.
Rachel Amrhein, University of Illinois at Urbana-Champaign
Angela Lee, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Emily J. Grijalva, University of Illinois at Urbana-Champaign
Submitter: Nichelle Carpenter, ncc7@illinois.edu

A meta-analytic procedure was used to examine the moderating influence of P–E fit and performance types on the P–E fit–perfor-
mance relationship. Results demonstrated that the person–organiza-
tion fit–proactive performance relationship (.31) was greater than
the person–organization fit–proficient performance relationship
(.17). The reverse pattern was found for person–job fit (proficient =
.246, proactive = .099).
Andrew L. Chapman, University of Western Australia
Patrick D. Dunlop, University of Western Australia
Mark Griffin, University of Western Australia
Ilona McNeill, University of Western Australia
David L. Morrison, Murdoch University
Submitter: Andrew Chapman, andrew.chapman86@gmail.com

187-6 Perceived Support and OCB: The Mediating Role of
Identification
Consistent with social exchange theory, social identity theory, and
target similarity model, organizational identification mediates the
relationship between perceived organizational support and OCB-O
in a study of 283 employees in South Korea. Moreover, team iden-
tification mediates the relationship between perceived team sup-
tort and OCB-I.
Jae Young Choi, Virginia Commonwealth University
Ronald H. Humphrey, Virginia Commonwealth University
Submitter: Jae Young Choi, choijy2@vcu.edu

187-7 Political Motivation, Ability, and Context: Implications
for Employee Performance
The present study examined the multiplicative model of perform-
ance (i.e., P = f (M×A×C)) through a political lens. Results from a
sample of state agency employees provided support for the
hypothesis that political will, political skill, and politics perceptions
would interact to predict job performance and citizenship behavior.
B. Parker Ellen III, Florida State University
Rachel E. Kane, Florida State University
Wayne A. Hochwarter, Florida State University
Submitter: B. Parker Ellen III, bpe11@my.fsu.edu

187-8 Effects of Prosocial and Technical Knowledge on
Students' Clinical Performance
Both technical and prosocial knowledge in a sample of 196 Indian
medical students are found to explain incremental variance in their
clinical performance. Prosocial knowledge explains an additional
7% of the variance beyond the variance explained by technical
knowledge and is found to increase across years of medical study.
Kamalika Ghosh, Rice University
Stephan J. Motowidlo, Rice University
Saswati Nath, R. G. Kar Medical College and Hospital
Submitter: Kamalika Ghosh, kamalika.ghosh@rice.edu

187-9 The Effects of Moral Identity and Empathy on OCBs
This poster experimentally tested 2 different paradigms for predicting
OCB's: moral self-regulation theory and moral identity theory. Results
supported the moral identity theory. Specifically, individuals engaged in
more OCBs when primed to feel highly moral. Moreover, trait empathy
increased OCBs in those who were primed to feel immoral.
Robert B. Bullock, Scontrino-Powell
Joshua D. Weaver, Seattle Pacific University
Dana L. Kendall, Seattle Pacific University
Submitter: Dana Kendall, kendall@spu.edu

187-10 Coworker Support and Supervisor's Overall
Evaluation: A Moderated Mediation Test
This study examines the association between coworker support
and supervisor's overall evaluation. Results were consistent with
the hypothesized conceptual scheme, in that employee's OCB
mediated the relationship between coworker support and supervi-
sor's overall evaluation when employee's exchange ideology was
weak but not when employee's exchange ideology was strong.
Soojin Lee, Seoul National University
Seokhwa Yun, Seoul National University
Riki Takeuchi, HKUST
Submitter: Soojin Lee, insia@snu.ac.kr

187-11 Good or Bad Customer? Customer Treatment
Connected to Employee Citizenship
This study examined the extent to which positive and negative cus-
tomer behaviors influenced employee affective reactions and their
subsequent service citizenship toward other customers. Affect mediat-
ed the relationship between customer behavior and employee behav-
ior. Further, low Conscientiousness and high Neuroticism accentuated
the impact of employees' negative affect on service citizenship.
Laura C. Lomeli, Texas A&M University
Dan S. Chiaburu, Texas A&M University
Xin-an Zhang, Shanghai Jiaotong University
Ning Li, The University of Iowa
Submitter: Laura Lomeli, laurachristina@tamu.edu

187-12 Unpacking Functions of Workplace Friendships and
Links to Job Performance
Employing a mixed-method design, the nature of the workplace
friendships–performance link is clarified. Findings show they have
a functional amplifying quality because they provide resources with
a convergence between task and social spheres, as well as a dys-
functional interfering quality because they alone involve social
processes with built-in tensions.
Jessica R. Methot, Rutgers University
Jeffery A. LePine, Arizona State University
Submitter: Jessica Methot, jmethot@slmr.rutgers.edu

187-13 Overqualification and Contextual Performance
The effect collective self-concept had on the relationship between over-
qualification and contextual performance was examined. Utilizing staff
members at a large southern university, results indicated that collective
self-concept mediated the aforementioned relationship. Results also
demonstrated that benevolence moderated the relationship between
overqualification and collective self-concept. Implications are discussed.
Tunji Oki, University of Houston
Stephanie L. Murphy, Bethesda Rehab Hospital
Benjamin A. Farmer, University of Houston
Allison B. Martin, East Carolina University
Submitter: Tunji Oki, tunjioki@gmail.com

187-14 The Effects of Imbalanced Versus Balanced Favor
Exchange on Status
This poster examined the effects of imbalanced and balanced favor
exchange on the social status of favor givers and the underlying
mechanisms. Results suggest a positive relationship between
imbalanced exchange and status and an inverted-U shaped rela-
187-15 Role Definitions and OCB: An Investigation of Antecedents and Consequences

OCB role definitions, the ways in which people regard behaviors as in-role or extra-role, facilitate OCB performance. This study examined antecedents of employees’ OCB role definitions, and relationships between OCB role definitions and supervisor-rated OCB performance. Relationships between OCB performance and other performance outcomes were also examined.

Kimberly Perry, EASI Consult
John P. Meriac, University of Missouri-St. Louis
Emily A. Ingalls, University of Missouri-St. Louis
Submitter: Kimberly Perry, kimberly.perry@hotmail.com

187-16 Workplace Ambiguity Mediates and Moderates Abusive Supervision–Employees’ Strains Relations

Relations between abusive supervision, employees’ job strains, and workplace ambiguity variables were examined. Evidence showed abusive supervision positively predicts employees’ role ambiguity, which positively predicts employees’ job strains. In addition, the moderating effect of employees’ uncertainty avoidance was supported. When the situation is more ambiguous, abusive supervision is more threatening.

Lindsay S. Pyc, McKinsey & Company
Cong Liu, Hofstra University
Raja S. Kainth, Hofstra University
Submitter: Lindsay Pyc, lindsayspyc@gmail.com

187-17 Individual Expression or Group Constraint: Impact of Collectivism on Employees

This poster investigated the influence of coworkers’ values on individuals’ prosocial behavior and job satisfaction. A survey of 452 retail bank employees found that the average degree of collectivism prevalent in the workplace predicted employees’ prosocial behaviors, job satisfaction, and turnover intention above and beyond their own personal degree of collectivism.

Krishna Savani, National University of Singapore
Michael Morris, Columbia University
Remus Ilies, National University of Singapore
Submitter: Krishna Savani, ksavani@nus.edu.sg

187-18 Person–Organization Fit, Work–Life Balance, and Their Outcomes: Longitudinal Analysis

This study investigates the relationship between person–organization fit (PO fit) and work–life balance (WLB), and organizational citizenship behavior (OCB). Using longitudinal data from 2 sources (765 employees and their supervisors), results support main effects of PO fit on WLB leading to individual outcomes such as job satisfaction and OCB.

Jee Young Seong, Ulsan National Institute of Science and Technology
Doo-Seung Hong, Seoul National University
Submitter: Jee Young Seong, sjlyjk@unist.ac.kr

187-19 Mislabeling of Work Performance Items: An Item-Level Meta-Analytic Investigation

Meta-analytic and CFA techniques were applied to item-level data to evaluate the existence and consequences of mislabeled work performance items. Results showed that both supervisor- and self-ratings, a 4-factor reassigned model-task performance, OCBI, OCBO, and new negative work behavior factor provided the best fit to the data.

Jooyeon Son, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Brad Harris, University of Illinois
Allison Alexander, ICF International
Margaret T. Horn, Texas A&M University
Submitter: Jooyeon Son, son22@illinois.edu

187-20 An Investigation Into the Distributional Properties of Leadership

Using rigorous testing procedures, this poster analyzed written promotion narratives to investigate the fit of several different distributions. Confirming recent research, findings show that leadership is not normally distributed. But unlike recent suggestions, results show that distributions other than the power law more accurately describe the data.

Thomas A. Stetz, Hawaii Pacific University
Michael Erickson, Hawaii Pacific University
Submitter: Thomas Stetz, tastetz@yahoo.com

187-21 How Corporate Social Performance Creates Proud Employees and Happy Customers

Hypotheses grounded in social identity about the processes through which corporate social performance (CSP) can foster employees’ customer-directed citizenship behavior were tested. Analyses of data collected from representatives of 515 organizations provided support for the hypothesized indirect effects through organizational reputation and employee pride, while controlling for prior customer-directed behavior.

Chelsea R. Willness, University of Saskatchewan
David A. Jones, University of Vermont
Joseph A. Schmidt, University of Saskatchewan
Submitter: Chelsea Willness, willness@edwards.usask.ca

187-22 The Impact of Group-Level Climate for Health on Employee Performance

This poster examined the buffering role of group-level health climate on the relationship between job stress and performance. Results indicate that health climate did not significantly interact with job stress but it did have a direct effect on performance. This suggests the importance of health climate to organizations.

Zandra M. Zweber, University of Connecticut
Vicki J. Magley, University of Connecticut
Submitter: Zandra Zweber, Zandra.zweber@gmail.com

187-23 Time to Face(book) the Truth: Examining Organizational SNS Use

This paper provides a comprehensive review of research on social networking site use in organizational settings and highlights recent court cases and legal concerns in this area. Future research topics and practical implications are discussed.

Tessa S. Seidler, Western Kentucky University
Amber N. Schroeder, Western Kentucky University
Submitter: Amber Schroeder, amber.schroeder@wku.edu
This poster investigates whether the items used to measure proactivity/discretionary work behaviors overlap with unintended constructs. A substantive validity analysis was conducted, and it was found that most items were judged to represent at least 1 unintended construct and only one-third were judged as intended. Implications for theory and measurement are discussed.

SeongHee Cho, University of Illinois at Urbana-Champaign
Nicholle C. Carpenter, University of Illinois at Urbana-Champaign
Submitter: SeongHee Cho, scho59@illinois.edu


Based on the literature, an index of high-impact PM practices (HIPMPs) was developed and its effects tested on organizational performance using a survey of PM practices in 75 U.S. organizations. PM system reactions including fairness and communication of purpose moderated the relationship between HIPMP and organizational performance. Implications are discussed.

C. Allen Gorman, East Tennessee State University
Joshua Ray, University of Tennessee
Christina Thibodeaux, Radford University
Caitlin S. Nugent, SWA Consulting
Andrea Alvarez, Radford University
Stephanie N. Bradley, Radford University
Brian J. Drivas, Radford University
Sheila K. List, Prometric
Submitter: C. Allen Gorman, gormanc@etsu.edu


This poster meta-analyzed rater individual differences–rating level relationships across 33 independent samples to estimate the extent to which rater individual differences variables account for performance rating elevation. Results suggested that several individual differences variables are associated with elevated ratings, but features of the rating context influenced many of these relationships.

Michael B. Harari, Florida International University
Andrew J. Laginess, Florida International University
Cort W. Rudolph, Saint Louis University
Submitter: Michael Harari, mharar003@fiu.edu

**187-27 Multisource Feedback: Relevance of Purpose and Relationship to Organizational Outcomes**

This poster investigated the relationship between multisource feedback programs (MSF) and organizational performance within a moderated-mediation framework. It was found the imbeddedness of MSF influenced organizational performance via organizations' human capital competitiveness. It was also found that using MSF for both development and evaluative purposes was optimal in improving human capital and thus organizational performance.

Kyoung Yong Kim, University of Houston
Leanne E. Atwater, University of Houston
Submitter: Kyoung Yong Kim, kimx1616@umn.edu

**187-28 Multisource Feedback Program and Organizational Performance: Which Leads to Which?**

The causal relationship between multisource feedback program (MSF) and organizational performance was investigated. Using a cross-lagged panel design, it was found that MSF led to high performance, but high performance did not lead to MSF. Specifically, MSF results in $25,276 more net profit and $309,935 more total sales per employee.

Kyoung Yong Kim, University of Houston
Leanne E. Atwater, University of Houston
Zahir Latheef, University of Houston
Submitter: Kyoung Yong Kim, kimx1616@umn.edu

**187-29 Computational Models of Potential Processes Creating Positively Skewed Performance Distributions**

Performance is often assumed to be normally distributed. Yet, positively skewed distributions are common. This poster presents a computational model of dynamic job performance to assess reasons for the skew. Simulations of the model indicate that such distributions may have little to do with the individual attributes of star performers.

Xiaofei Li, Ohio University
Jeffrey B. Vancouver, Ohio University
Justin M. Weinhardt, University of Calgary
Justin D. Puri, Ohio University
Piers Steel, University of Calgary
Submitter: Xiaofei Li, xl273011@ohio.edu

**187-30 Destructive Criticism, Shame, and Work Performance**

This study investigated the emotional consequences of destructive criticism on participants and their subsequent performance, with a particular focus on the emotion of shame.

Amanda M. McDonald, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Submitter: Amanda McDonald, mcdon5am@cmich.edu

**187-31 Testing Regulatory Fit Theory in the Context of Performance Feedback**

Horizontal fit is the extent to which chronic regulatory focus aligns with environmental priming of regulatory focus. Horizontal fit predictions were tested in the context of utilizing corrective task feedback. Results found that horizontal fit/nonfit affected both behavioral utilization of feedback and attitudes toward the task.

Andrew M. Miller, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech
Submitter: Andrew Miller, amiller6@vt.edu

**187-32 Seeking Feedback but Unable to Improve Work Performance?**

The boundary conditions in the relationship between feedback seeking behavior and work performance with 197 Korean employees were examined. Results showed that FSB was more positively related to performance for employees perceiving high feedback quality, and such effect of feedback quality was amplified for employees having high trust in supervisors.

Eun Young Nae, University of Minnesota
Hyoung Koo Moon, Korea University
Submitter: Eun Young Nae, naexx001@umn.edu
187-33 Using Structural Equation Modeling to Solve 360-Degree Feedback’s Criterion Problem

360-degree feedback is used in the assessment of managerial performance pervasively across organizations. This research used hierarchical CFA models of 360-degree feedback competencies to attempt to solve the criterion problem of managerial performance assessment. Findings indicate that these models have clear fit indices and construct validity evidence.

Cole Napper, Frito-Lay North America (PepsiCo)
Tilmann Sheets, Louisiana Tech University
Mitzi Desselles, Louisiana Tech University
Carol Jenkins, Bigby Havis & Associates
Submitter: Cole Napper, cole.napper@pepsico.com

187-34 Rating Goals in Performance Appraisal: Developing a Taxonomy and Measure

This study developed and tested a taxonomy of rating goals in performance appraisal. Through a theoretical framework and managerial interviews conducted for the study, items were analyzed using exploratory factor analysis to arrive at a comprehensive measure of rating goals.

Christine M. Overfors, Illinois Institute of Technology
James Kemp Ellington, Illinois Institute of Technology
Submitter: Christine Overfors, coverfor@hawk.iit.edu

187-35 The Influence of Implicit Person Theory on Feedback Environments

This study investigates the implicit person theory–feedback environment relationship by assessing feedback orientation and employee engagement as potential moderators. Results indicate that employee engagement significantly moderates the relationship between supervisor implicit person theory and employee perceptions of the feedback environment when employee feedback orientation is controlled for.

Elizabeth S. Pears, University of Akron
Joelle D. Elicker, University of Akron
Submitter: Elizabeth Pears, esp14@zips.uakron.edu

187-36 Development of a Rater Motivation Scale

Organizations use performance ratings to inform personnel decisions despite evidence suggesting that rater motivation influences ratings. Surprisingly little is known about rater motivation and its assessment. This investigation is an initial step in the development of a rater motivation scale. Implications and future directions are discussed.

M. K. Ward, North Carolina State University
Mark A. Wilson, North Carolina State University
Submitter: M.K. Ward, mkward@ncsu.edu

187-37 The Effect of Expertise on Rating Leniency and Severity

This study examined the effect of expertise on rating leniency and severity for different administrative rating purposes. A total of 176 individuals with varying levels of research methods expertise evaluated 4 research proposals. Experts were the harshest evaluators, while novices tended to be the most lenient, regardless of rating purpose.

William S. Weyhrauch, Consortium Research Fellows Program
Satoris S. Culbertson, Kansas State University
Rachel McAdam, Kansas State University
Tonielle Fiscus, Kansas State University
Travis Tubre, University of Wisconsin-River Falls
Submitter: William Weyhrauch, wsweyhrauch@gmail.com

187-38 Feedback Seeking and Supervisor Power: The Role of Goal Orientation

This study examines feedback seeking based on the type of power displayed by the feedback source. This study demonstrates how goal orientation influences individuals’ perceptions of the cost and value of feedback seeking opportunities, which in turn influences preferences for feedback sources with expert, reward, or referent power.

Brendon C. Woghiren, University of Akron
Joelle D. Elicker, University of Akron
Submitter: Brendon Woghiren, bw39@zips.uakron.edu

187-39 Social Network Divide in Peer Performance Rating

A social network approach was adopted to study how central position holders differ from peripheral position holders in peer performance rating. The poster challenged the assumption that all the peers are interchangeable in performance rating by empirically showing supervisory rating, central member rating, and peripheral member rating are systematically different.

Helen Hailin Zhao, University of Iowa
Ning Li, University of Iowa
Submitter: Helen Hailin Zhao, hailin-zhao@uiowa.edu

187-40 Performance Feedback Reports: Helpful or Not?

The utility of performance feedback on high-stakes assessments is a controversial topic. This study examines the effect of providing performance feedback to unsuccessful candidates on the National Physical Therapy Examination (NPTE). Analyses were equivocal with respect to whether performance feedback resulted in score gains above the practice effect.

Kathakali Sircar, Federation of State Boards of Physical Therapy
Kaitlyn G. Mikush, Federation of State Boards of Physical Therapy
Lorin M. Mueller, Federation of State Boards of Physical Therapy
Submitter: Kathakali Sircar, sircark29@gmail.com

188. Panel Discussion: 1:00 PM–1:50 PM
Room 309

Engineering Internships to Enhance the Reputation of the Field

Panelists will describe how successful internships should be structured, provide tips for enhancing the value of internships, and discuss how successful internships serve as a mechanism for enhancing the reputation of the field. Supervisors and their present or former interns will discuss their experiences with successful internships.

Meredith A. Ramsey, CenturyLink, Co-Chair
Christopher M. Castille, Louisiana Tech University, Co-Chair
Ryan Dullaghan, JetBlue Airways, Panelist
Daniel Kuyumcu, Pennsylvania State University, Panelist
Alison E. Carr, University of Akron, Panelist
Andrew Lam, University of Akron, Panelist
Victoria J. Smoak, PepsiCo, Panelist
Michael Tuller, PepsiCo, Panelist
Submitter: Christopher Castille, chris_castille@gmail.com
189. Special Events: 1:00 PM–1:50 PM
Room 317A

Alliance Invited Session: How International Is I-O? Perspectives From Six Continents

This panel brings together experts from around the globe to discuss the generalizability of I-O constructs across cultures, methodological issues that need to be considered in cross-cultural investigations, and nuances of translating I-O findings into practice.

Berrin Erdogan, Portland State University, Chair
Alexander Alonso, Society for Human Resource Management, Presenter
David Chan, Singapore Management University, Presenter
Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, Presenter
Sharon K. Parker, UWA Business School, Presenter
Robert A. Roe, University of Maastricht, Presenter
Mary S. de Luque, Thunderbird School of Global Management, Presenter
Submitter: Berrin Erdogan, berrine@sba.pdx.edu

190. Alternative Session Type: 1:00 PM–2:20 PM
Room 327

Research Incubator: Nurturing Emergent Themes in Mentoring

A variety of research briefs are presented on the themes of gender and power, research methods, ideal characteristics of mentor and protégés, and organizational outcomes of mentoring, followed by break-out groups to discuss these topics. Participants will then have the opportunity to share their insights with the overall audience.

Kimberly E. O'Brien, Central Michigan University, Chair
Sarah F. Bailey, Northern Illinois University, Presenter
Elora Voyles, Northern Illinois University, Presenter
Lisa Finkelstein, Northern Illinois University, Presenter
Soner Dumanli, University of South Florida, Presenter
Tammy D. Allen, University of South Florida, Presenter
Kristen M. Shockey, Baruch College & The Graduate Center-CUNY, Presenter
Laura Poteat, Raymond James, Presenter
Subhadra Dutta, Molina HealthCare, Presenter
Lillian T. Eby, University of Georgia, Presenter
Marcus M. Butts, University of Texas at Arlington, Presenter
Dan Ispas, Illinois State University, Presenter
Alexandra Ilie, Illinois State University, Presenter
Dragos Iliescu, NSPAS University, Romania, Presenter
Michael E. Rossi, University of South Florida, Presenter
Daniel B. Turban, University of Missouri, Presenter
Timothy Moake, University of Missouri-Columbia, Presenter
Ines C. Wichert, Kenexa, an IBM Company, Presenter
Rena Le Rasch, Kenexa, an IBM Company, Presenter
Keith L. Zabel, Wayne State University, Presenter
Boris B. Baltes, Wayne State University, Presenter
Kevin L. Zabel, University of Tennessee-Knoxville, Presenter
Submitter: Kimberly O'Brien, obrie1ke@cmich.edu

191. Symposium/Forum: 1:30 PM–2:20 PM
Room 303AB

The Employee Segmentation Continuum: Creating Respondent Groups to Spur Action

Segmentation analysis can take many forms. Practitioners will describe how they worked with varying data to create meaningful groups or profiles to answer business questions and result in actionable changes. Data sets include training programs, engagement surveys, an employee experience survey, a well-being assessment, and managerial time-spent behavioral data.

Lindsay A. Bousman, Paris Phoenix Group, Chair
Elizabeth Pavese-Kaplan, Towers Watson, Co-Chair
Lindsay A. Bousman, Paris Phoenix Group, Elizabeth Pavese-Kaplan, Towers Watson, Individual Well-Being Profiles and Organizational Impact
Elizabeth Pavese-Kaplan, Towers Watson, Lindsay A. Bousman, Paris Phoenix Group, Employee Experience Profiles
John P. Steele, Best Buy, Deanna M. Haney, Best Buy, Christopher R. Honts, Central Michigan University, Comparing Segmentation Strategies at Best Buy

Submitter: Lindsay Bousman, lbousman@hotmail.com

192. Symposium/Forum: 1:30 PM–2:20 PM
Room 306A

Within-Group Variability: Methodological and Statistical Advancements in the Legal Context

There is little guidance for measuring and testing within-group variability in certain legal contexts, such as determining “similarly situated” for class certification and pay equity purposes. This gap is addressed by proposing standardized methodological techniques for evaluating that answer questions of within-group variability in the legal context.

Chester Hanvey, Lomarinda Consulting, LLC, Chair
Kayo Sady, DCI Consulting Group, Michael G. Aamodt, DCI Consulting Group, Determining Similarly Situated to Investigate Systemic Pay Equity
Kevin R. Murphy, Lomarinda Consulting, LLC, Describing Variability: The Coefficient of Variation

Submitter: Chester Hanvey, hanvey@lomarindaconsultingllc.com

193. Panel Discussion: 1:30 PM–2:20 PM
Room 311

Leveraging Social Network Analysis in I-O Science and Practice

This panel will showcase recent advancements in social network analysis (SNA) and discuss their application to the science and practice of understanding and improving organizational effectiveness.

Leslie A. DeChurch, Georgia Institute of Technology, Chair
Kathryn Dalrymple, Georgia Institute of Technology, Co-Chair
Jay B. Carson, Southern Methodist University, Panelist
Noshir Contractor, Northwestern University, Panelist
Tracey E. Rizzuto, Louisiana State University, Panelist
Filip Agneessens, University of Surrey, Panelist

Submitter: Kathryn Dalrymple, kmydalrymple@gmail.com

194. Symposium/Forum: 1:30 PM–2:20 PM
Room 316C

Contextualizing Workplace Incivility

Much of the extant incivility research has examined its predictors and consequences absent its context. This symposium investigates how context influences the enactment and experience of incivility. Three theoretically driven papers are presented that collectively examine the safety, political, and relational context of workplace incivility.
Facilitating Team Growth in Response to Adversity

Teams are often used to deal with complex and difficult problems, but little is known about how they overcome negative events such as failure feedback or threats. This symposium presents 3 papers that examine how certain team processes and leadership approaches can permit teams to grow and overcome adversity.

Benson Rosen, University of North Carolina, Co-Chair
Virginia S. Kay, Southern Methodist University, Co-Chair
Virginia S. Kay, Southern Methodist University, David A. Hofmann, University of North Carolina at Chapel Hill, Sensemaking and Strategy Development in Underperforming Teams
Brady Firth, University of Maryland, Overcoming Threat-Induced Ridity: Proactivity’s Role in Team Adaptation
David Hekman, University of Colorado at Boulder, Bradley Owens, State University of New York at Buffalo, Influence of Humble Leader Behaviors on Team Performance

Submitter: Virginia Kay, vsk@email.unc.edu

196. Symposium/Forum: 1:30 PM–2:20 PM
Room 318A

Computational Modeling: Advancing Research on Team Dynamics

This symposium focuses on how computational modeling can complement current research methods and extend theory and research in team dynamics. A general presentation of computational modeling and multilevel emergent dynamics is followed by 2 specific applications of computational modeling, showcasing team knowledge emergence and shared team leadership.

James A. Grand, The University of Akron, Co-Chair
Georgia T. Chao, Michigan State University, Co-Chair
James A. Grand, The University of Akron, Georgia T. Chao, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Michael T. Braun, Virginia Polytechnic Institute and State University, Goran Kuljanin, University of Illinois at Chicago, A Methodological Framework for Studying Multilevel Emergent Dynamics
Daniel Pickhardt, Michigan State University, Stanton Mak, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, James A. Grand, The University of Akron, Michael T. Braun, Virginia Polytechnic Institute and State University, Goran Kuljanin, University of Illinois at Chicago, Team Macroconception: Integrating Computational Modeling and Research Methods
Michael T. Braun, Virginia Polytechnic Institute and State University, Leslie A. DeChurch, Georgia Institute of Technology, Dorothy R. Carter, Georgia Institute of Technology, Measuring Shared Leadership: A Computational Modeling Study

Submitter: Georgia Chao, chaog@bus.msu.edu
198-4 Organizational Identification and Affective Organizational Commitment: An Integrative Approach

Although several studies have supported the distinctiveness between organizational identification (OI) and affective commitment (AC), there is still disagreement regarding how they are related. The results of 3 studies suggest that favorable work experiences operate via OI to increase employees’ AC that, in turn, decreases employee turnover.

Nicholas R. Martin, U.S. Office of Personnel Management
Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

198-5 Interactive Effects of Trust in Coworkers and Task Interdependence

Based on 298 employees from multiple organizations, it was found that the interaction effect between trust in coworkers and task interdependencies predict work outcomes. Specifically, trust in coworkers played important role predicting job satisfaction, intent to quit, task performance, and citizenship behavior when task interdependence among coworkers was high.

Jae Young Choi, Virginia Commonwealth University
In-Sue Oh, Temple University
Guhyun Park, Singapore Management University
Submitter: Jae Young Choi, choijy2@vcu.edu

198-6 Generation Null: Lack of Generational Workplace Attitude Differences in Large Samples

Generational differences were examined in large-sample, multi-organizational administrations of an employee survey at both the item and general-factor levels. Although statistically significant, most generational differences did not meet Cohen’s (1992) cutoff for small effect sizes. Type II error was ruled out given the large power.

Nicholas R. Martin, Office of Personnel Management
Jeffrey M. Cucina, U.S. Customs and Border Protection
Kevin A. Byle, U.S. Customs and Border Protection
Sharron Thompson Peyton, U.S. Customs and Border Protection
Ilene F. Gast, Retired
Submitter: Jeffrey Cucina, jcucina@gmail.com

198-7 Large Sample Evidence of a General Factor in Employee Surveys

This poster presents evidence for a large general factor in 3 employee surveys, which seem to represent Crede’s (2005) “a factor.” The factor was found with both individual and unit-level data, and it correlated with turnover and supervisory ratings of job performance. This factor demonstrated discriminant validity with job analysis ratings.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Marcus Crede, George Washington University
Nicholas R. Martin, U.S. Office of Personnel Management
Submitter: Jeffrey Cucina, jcucina@gmail.com

198-8 Contagious Flow: Antecedents and Consequences of Classroom Optimal Experience

This study explored student understanding of, and interest in, course material as antecedents to flow within a classroom. The contagious nature of flow and the relationship between flow and academic performance were also examined. Results revealed understanding and interest were related to flow, which demonstrated a contagious nature.

Satoris S. Culbertson, Kansas State University
Clive Fullagar, Kansas State University
Mathias J. Simmons, Kansas State University
Mengmeng Zhu, Kansas State University
Submitter: Satoris Culbertson, satoris@ksu.edu

198-9 Testing an Approach–Avoidance Model of Work Engagement

Based on an approach–avoidance theory of work engagement, a model was tested that integrated trait approach and avoidance motivation, job characteristics, and work engagement. Trait approach and trait avoidance traits predicted engagement. Moreover, perceptions of job resources, job challenges, and job hindrances mediated this relationship.

Michael M. Denunzio, Baruch College and The Graduate Center, CUNY
Loren J. Naidoo, Baruch College and The Graduate Center, CUNY
Submitter: Michael Denunzio, michael.denunzio@baruch.cuny.edu

198-10 A Work Outcomes Nomological Network of Work and Organization Engagement

Empirical data from 298 employees are used to explore the construct clarity and discriminant validity of work and organization engagement, providing insight into how these constructs relate empirically and their nomological networks. Findings indicate that work and organization engagement are distinct and have differential relationships with important employee work outcomes.

Elaine Farndale, Cranfield University
Susanne Beijer, Tilburg University
Marc Van Veldhoven, Tilburg University
Veronica Hope Hailey, Bath University
Clare Kelliher, Cranfield School of Management
Submitter: Elaine Farndale, euf3@psu.edu

198-11 National Overall Norms for Revised JDI/JIG Job Satisfaction Measures

To facilitate evidence-based practices for improving life at work, national overall norms were developed for the Job Descriptive Index and Job in General measures of job satisfaction. The scale revisions, validation, and norms are provided to make the JDI and JIG more useful for research and applicable to practice.

Michael A. Gillespie, University of South Florida Sarasota-Manatee
William K. Baizer, Bowling Green State University
Michelle H. Brodke, Bowling Green State University
Erin N. Gerbec, Air Force Research Laboratory
Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee
Purnima Gosalkrishnan, Infosys Leadership Institute
Katherine A. Siler, Indiana University-Purdue University Indianapolis
Michael A. Siler, Indiana University-Purdue University Indianapolis
Scott A. Withrow, Bowling Green State University
Maya Yankelevich, PDRI, a CEB Company
Jennifer E. Yugo, Bowling Green State University
Submitter: Michael Gillespie, magillespie@sar.usf.edu
198-12 Measuring Diversity Behavioral Intentions Using a Situational Judgment Test

In the study of racism, situational judgment tests (SJTs) provide an alternative assessment to the self-report attitude measures and implicit association tests. The advantages of the SJT strategy are explicated and validation evidence presented for an SJT developed to assess behavioral intentions related to diversity issues.

Neil M. A. Hauenstein, Virginia Tech
Marinus van Driel, Van Driel Consulting/Defense Equal Opportunity Management Institute
Nikita Arun, Virginia Tech
Daniel P. McDonald, Defense Equal Opportunity Management Institute
Submitter: Neil Hauenstein, nhauen@vt.edu

198-13 A Profile of Profiles: A Meta-Analysis of Commitment Profiles

Few studies have examined predictors of organizational commitment profiles. Taking a person-centered approach to organizational commitment, this study combined LPA with meta-analysis to examine the antecedents of commitment profiles. A number of predictors (e.g., identification, allocentrism, education, job security) were examined using a large archival sample (N = 16,052).

Adam H. Kabins, Assess-Systems
Xiaohong Xu, Texas A&M University
Mindy E. Bergman, Texas A&M University
Christopher M. Berry, Texas A&M University
Victor Willson, Texas A&M University
Submitter: Adam Kabins, akabins@assess-systems.com

198-14 When Good Goes Bad: Pressure to Produce and Negative Affectivity

This study examines the impact of pressure to produce on 3 outcomes (job satisfaction, role overload, and perceived organizational support). It also investigates negative affectivity as a moderator. These hypotheses are examined in a sample of 220 technology end-users. Results support the hypotheses.

Kenneth J. Harris, Indiana University Southeast
Lisa M. Russell, Indiana University Southeast
Ranida B. Harris, Indiana University Southeast
Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

198-15 Affective Capital and Firm Performance: Top-Down or Bottom Up?

Using longitudinal employee satisfaction data and a human capital emergence framework, this study found support for both a bottom-up and top-down association between collective employee affect and firm performance in terms of efficiency, profitability, and market performance. In a reciprocal model, only employee satisfaction and profitability exhibit a recursive relationship.

Pingshu (Ping) Li, University of Kansas
James P. Guthrie, University of Kansas
Hilary A. Schloemer, University of Kansas
Submitter: Pingshu (Ping) Li, pingshu.li@ku.edu

198-16 Organization-Based Self-Esteem: Contributions of Transformational Leadership and Supervisor’s Organizational Embodiment

Though many studies have shown that organizational-based self-esteem (OBSE) predicts an array of favorable outcomes, much less attention has been given to the antecedents. This study found that transformational leadership increased OBSE at both the level of supervisor and employee, and that supervisor’s organizational embodiment strengthened the transformational leadership–OBSE relationship.

Glenn P. Malone, University of Houston
Hao Wu, University of Houston
Laura Clark, University of Houston
Submitter: Glenn Malone, glennpm2662@gmail.com

198-17 Breaking the Silence: An Examination of Employee Silence Behavior

Engagement was examined as a mediator between job control and employee silence behavior, and support was found for the proposed model. This study makes a novel contribution to the employee silence literature by identifying new factors that can influence the occurrence of employee silence behavior in the workplace.

Archana Manapragada, Florida International University
Julie J. Lanz, Florida International University
Armando Falcon, Florida International University
April D. Schantz, Florida International University
Valentina B. Lee, Florida International University
Submitter: Archana Manapragada, amana008@fiu.edu

198-18 The Engagement of High Potentials: How and Why They’re Different

This study investigated whether high potentials are more engaged than other employees and the reasons for these differences. It was determined that high potentials have higher levels of employee engagement due to both differential treatments from their organizations as well as individual traits unique to high potentials.

Kyle D. McNeal, University of Minnesota
Guangrong Dai, Kom Ferry
Dana Landis, Kom Ferry
Submitter: Kyle McNeal, mcnea039@umn.edu

198-19 Why Workplace Friendships Matter: Linkages With Engagement, Embeddedness, and Burnout

This survey of 419 employees examined relationships between workplace friendship and job attitudes. Workplace friendship was positively related with employee engagement and negatively related with job burnout. Job embeddedness partially mediated between workplace friendship and engagement. Friendship maintenance difficulty did not moderate the relationship between workplace friendship and engagement.

Joshua G. Milam, Consumer Financial Protection Bureau
Denise P. Lopez, Alliant International University
Submitter: Joshua Milam, joshuamilam@gmail.com

198-20 Improving Core Self-Evaluation and Intrinsic Work Motivation with Bikram Yoga

Twenty-two subjects completed a 60-day Bikram yoga challenge. Using within-subjects 1 group pretest–posttest design, paired samples t-tests revealed that core self-evaluation and intrinsic work motivation were each statistically significantly improved over the course of the program. Cohen’s d effect sizes for these 2 changes were .53 and .39, respectively.

Allison A. Rissel, Texas State University
Brian K. Miller, Texas State University
198-21 Increasing Organizational Commitment by Inducing P–O Fit Through Values Training

This field study induced P–O fit among voluntary temporary workers by promoting organizational values awareness. Employees were surveyed before and after attending their new hire orientation. The results supported the predictions that value training was effective and P–O Fit partially mediated the link between organizational values awareness and affective commitment.

Catherine O. Humphrey, CSULB
Hannah-Hanh D. Nguyen, University of Hawaii at Manoa
Submitter: Hannah-Hanh Nguyen, hhnguyen@hawaii.edu

198-22 Predicting Employee Attendance and Attendance Consistency

Past research has highlighted the importance of workplace attendance. However, limited research still exists on the topic. This study provides a stepping stone for future research by identifying and testing predictors of when employees arrive and depart from work, and their consistency in doing so.

Vias Nicolaides, George Mason University
Carolyn J. Winslow, George Mason University
José M. Cortina, George Mason University
Submitter: Vias Nicolaides, vnicolai@gmu.edu

198-23 Perceptions of Others and Satisfaction: Do Interpersonal Job Demands Matter?

Beliefs about the personality of other people in general may also influence satisfaction levels when interpersonal demands are high. Perceptions of the generalized other’s Conscientiousness and Emotional Stability were positively linked to satisfaction but not consistent; moderating effect of interpersonal demands was found.

Catherine Ott-Holland, Michigan State University
Ann Marie Ryan, Michigan State University
Fabian Elizondo, Birkman International, Inc.
Patrick L. Wadlington, Birkman International, Inc.
Submitter: Catherine Ott-Holland, c.ott.holland@gmail.com

198-24 Locus of Control and Empowerment: Motivational Bases of Continuance Commitment

This poster examined locus of control and empowerment as predictors of continuance commitment’s subdimensions. Results suggest high-externals are prone to experiencing few alternatives, and empowerment dimension impact contributes to perceived sacrifice and few alternatives among low-externals. Furthermore, empowerment dimension competence contributes to few alternatives among high-externals but reduces it among low-externals.

Alexandra J. Panaccio, Concordia University
Christian Vandenberghe, HEC Montreal
Submitter: Alexandra Panaccio, apanacci@msb.concordia.ca

198-25 Job Insecurity: A Moderated-Mediation Model of Burnout and Turnover

The mechanisms by which job insecurity and coping affect the progression of burnout and withdrawal are examined. Job insecurity was positively associated with burnout and withdrawal, but individuals who experienced exhaustion and used active coping strategies were more likely to initiate the turnover process rather than simply disengage.

Sara J. Perry, University of Houston-Downtown
Cristina Rubino, California State University, Northridge
Emily M. Hunter, Baylor University
Submitter: Sara Perry, perrys@uhd.edu

198-26 Do Competencies Predict Objective Performance Outcome? A Multisource Study

The relationships between sales-related competency dimensions and lagged-objective performance data of sales employees in one of the leading finance-insurance companies in Turkey were explored. Findings confirmed that sales-oriented competencies predicted objective performance better compared to other competencies.

Levent Sevinc, Assessment Systems Turkey
Aylin Dincer, Assessment Systems Turkey
Submitter: Yasin Rofcanin, yasin.rofcanin@mail.wbs.ac.uk

198-27 Transformational Leadership, Engagement, and Performance: A Task-Level Perspective

Transformational leadership elicits high performance in followers; however, the reasoning behind why this process occurs is unclear. This study investigates whether engagement mediates the relationship between transformational leadership and performance. Results provide evidence that task engagement mediates the relationship between transformational leadership and performance.

Kyle J. Sandell, Colorado State University
Zinta S. Byrne, Colorado State University
Thomas M. Cavanagh, Colorado State University
Submitter: Kyle Sandell, mks483@ufl.edu

198-28 High Involvement Management and Satisfaction: Mediated by Service Perceptions

This manuscript investigates the development of service-focused work environments (e.g., internally, externally) by the implementation of high involvement management within a large Midwestern hospital. Mediation analyses of data collected at 2 time points support the hypothesized effects. Implications of findings for involvement researchers and practitioners are discussed.

Mickey B. Smith, Oklahoma State University
Bryan D. Edwards, Oklahoma State University
J. Craig Wallace, Oklahoma State University
Submitter: Mickey Smith, msmit426@gmail.com

198-29 Don't Fire Me!: Examining Job Insecurity in a Multilevel Context

This study used a multilevel modeling approach to evaluate the predictors of job insecurity, both at the employee-level (N_{employees} = 1144) and organizational division-level (N_{divisions} = 25). Results indicate that employee-level justice perceptions, constraints, and pay and communication satisfaction impact job insecurity as well as division-level perceived supervisor support.

Lisa W. Sublett, University of Houston
Lisa M. Penney, University of Houston
Submitter: Lisa Sublett, lisa.w.sublett@gmail.com
This study was conducted to assess whether personality factors explain how individuals respond to hypothetical job dissatisfaction. The exit–voice–loyalty–neglect (EVLN) framework was used to model potential responses, and situational factors were controlled to investigate the unique contribution of personality variables.

Andrew Jebb, Purdue University
Sang Eun Woo, Purdue University
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

198-35 Goals and Job Engagement: How Affect Theory Illuminates the Relationship

The job engagement literature defines engagement as a positive affective state independent from an employee’s goals. This conceptual paper uses affect theory to explain how an employee’s goals and goal progress relate to different states of engagement. Considering goals and affect theory strengthens the theoretical foundation of job engagement research.

Meredith J. Woodwark, Western University
Submitter: Meredith Woodwark, mwoodwark.phd@ivey.ca

198-36 Employee Engagement: The Contributions of Deep-Level Similarity and Interaction Frequency

This study examined the effects of employees’ deep-level similarity and informal interactions with supervisors on employees’ perceived supervisor support (PSS) and engagement. Results showed that deep-level similarity and frequency of informal interactions with supervisors positively predicted PSS and engagement. Moreover, supervisors’ positive communication significantly reinforced the PSS–engagement relationship.

Jing Zhang, University of Houston
Glenn P. Malone, University of Houston
Christiane Spitzmueller, University of Houston
Rissa Thomas, University of Houston
Prema Ratnasingham, Dell Inc.
W. Ryan King, Axiom Consulting Partners
Submitter: Jing Zhang, jzhang39@uh.edu

199. Panel Discussion: 2:00 PM–3:20 PM
Room 304A

Best of Both Worlds: Blended Learning in Science and Practice

This interactive session overviews current trends, best practices, and future directions in blended learning. The panel will emphasize effectively blending online and live instruction into industrial training and educational instruction. Panel experts will explain the theory behind blended learning and how it is presently being used in industry and academia.

Jean A. McCarthy, University of Limerick, Chair
Kurt Kraiger, Colorado State University, Panelist
Patrick A. Knight, Kansas State University, Panelist
Victoria P. Mattingly, Colorado State University, Panelist
Traci Sitzmann, University of Colorado Denver, Panelist
Kenneth G. Brown, University of Iowa, Panelist
Submitter: Victoria Mattingly, victoria.mattingly@colostate.edu

200. Symposium/Forum: 2:00 PM–3:20 PM
Room 304B

An Integrative Approach to Safety: Group and Individual Level Predictors

This symposium brings together research from a range of safety critical industries including health care, mining, and resources. Four papers examine how individual and group-level factors, including personality...
traits, Conscientiousness, group safety climate, and goal orientations influence employees’ safety performance and risk taking behaviors.

Mark Griffin, University of Western Australia, Chair
Kim R. Louw, University of Western Australia, Co-Chair
Kim R. Louw, University of Western Australia, Patrick D. Dunlop, University of Western Australia, Gillian B. Yeo, University of Western Australia, Big Risk, Big Payoff: The Antecedents of Status-Driven Risk Taking
Karina Jorntasma, University of Western Australia, David L. Morrison, Murdoch University, The Role of Situational Judgement in Safety
Zoenbia Talati, University of Western Australia, Daniela M. Andrei, University of Western Australia, Predicting Safety Performance Using Group and Individual Level Predictors
Xiawen Hu, University of Western Australia, Mark Griffin, University of Western Australia, Procedures for Improving Risk Awareness: Can They Be Effective?
Andrew F. Neal, University of Queensland, Discussant
Submitter: Kim Louw, kim.louw@uwa.edu.au

201. Symposium/Forum: 2:00 PM–3:20 PM
Room 306B
Does Leadership Still Lack Something? Integrating Emotions/Distance Into Leadership Theorizing
Five theoretical and empirical papers consider how distance is intertwined with emotions and the process of leading. Proposals from multiple and different perspectives contribute to examine how leadership effectiveness is affected by distance, variously understood as spatial remoteness, emotional separation/contagion, relational closeness, lack of information, and social identity similarity.

Laura Petitta, University of Rome Sapienza, Chair
Ronald E. Riggio, Claremont McKenna College, Co-Chair
John E. Barbuto, Jr., California State University-Fullerton, Servant Leaders as Stewards of Emotional Debt in Organizations
Ronald E. Riggio, Claremont McKenna College, Leadership and Distance From a Social Skills Perspective
Richard E. Boyatzis, Case Western Reserve University, Emotional, Not Physical Distance Effects Leadership Relationships the Most
Joshua Lewandowski, Claremont Graduate University, Michelle Bligh, Claremont Graduate University, Exploring Affect and Uncertainty in Leadership Attributions
Laura Petitta, University of Rome Sapienza, Emanuela Sinato, University Sapienza of Rome, Integrating Holistic Emotional Contagion Into Leadership Theorizing: The LAHC model
Submitter: Laura Petitta, laura.petitta@uniroma1.it

202. Panel Discussion: 2:00 PM–2:50 PM
Room 309
Expat I-Os: Advice on Life as an International Academic
This panel brings together faculty members from several international institutions to share their experiences teaching and conducting research outside of their native country. Audience members will learn about the challenges and benefits associated with working internationally in the hopes of promoting increased awareness of international academic opportunities for I-O graduates.

Tamara L. Friedrich, University of Warwick, Chair
David V. Day, University of Western Australia, Panelist
Dawn L. Eubanks, University of Warwick, Panelist
Henry Moon, London Business School, Panelist
Austin Lee Nichols, Peking University, Panelist
Submitter: Dawn Eubanks, dawn.eubanks@wbs.ac.uk

203. Symposium/Forum: 2:00 PM–3:20 PM
Room 314
Comparing Apples to Oranges: Leveraging Mapping to Drive Survey Action
I-O practitioners are often challenged to integrate information from different models and surveys. “Mapping” is a process of drawing linkages across these tools. This symposium focuses on making data more actionable by establishing clearer connections between different assessments and models and highlights novel applications of mapping that drive action.

Alice Wastag, Denison Consulting, Chair
Deborah Konitsney, Kaiser Permanente, Mapping Opinion Data to the Denison Model at Kaiser Permanente
Ryan Dullaghan, JetBlue Airways, Kyle W. Groff, JetBlue Airways, Meishann Martin, JetBlue Airways, Mapping Items to Constructs for Insight From Historical Culture Survey
Alice Wastag, Denison Consulting, La Ko, Denison Consulting, Getting Lost in the Data? Using Mapping to Drive Action
Amanda Klabzuba, Kenexa, an IBM Company, Mapping Organizational Values: Predicting Employee Engagement With Culture Fit
Submitter: Alice Wastag, alicewastag@yahoo.com

204. Symposium/Forum: 2:00 PM–3:20 PM
Room 317A
“Recasting” Leader Development: Motivating and Enabling Self-Directed, Experiential Learning
Moving away from classroom-based approaches for leader development toward experiential learning presents a challenge: how to motivate and enable leader engagement in self-directed, experiential learning. Findings regarding how individual differences relate to engagement in self-directed development are discussed, as well as tools for enabling leaders to extract lessons from experiences.

Neta Moe, PDRI, a CEB Company, Chair
Darlene J. Thompson, Parker Hannifin Corporation, Paul E. Levy, University of Akron, Individual and Cultural Antecedents of Self-Directed Development
Ari A. Malka, PDRI, a CEB Company, Robert W. Stewart, PDRI, a CEB Company, Leveraging Assessments to Maximize Experiential Learning
Cynthia Kay Stevens, University of Maryland, Hilary J. Getman, Stonyhill College, Karen Wouters, University of Maryland, Jeffrey D. Kudisch, University of Maryland, Joyce E. A. Russell, University of Maryland, Different Perspectives on Coaching Outcomes by Client Self-Efficacy
Brodie Gregory, PDRI, a CEB Company, Neta Moe, PDRI, a CEB Company, The Interplay of Coaching and Learning Agility for Experiential Learning
Stephen J. Zaccaro, George Mason University, Discussant
Submitter: Neta Moe, neta.moe@pdri.com

205. Symposium/Forum: 2:00 PM–3:20 PM
Room 318B
Investigating the Effects of Person–Environment Fit Across Varying Contexts
Person–environment (P–E) fit continues to garner growing attention as an explanation for employees’ behavior at work. This symposium investigates the effects of fit in different domains. Four
papers using polynomial regression and response surface analysis examine P–E fit theory in different organizational contexts including leadership, organizational culture, and employment relationships.

Chad Hartnell, Georgia State University, Co-Chair
Wongun Goo, Georgia State University, Co-Chair
Ryan K. Gottfredson, Indiana University, Lisa Schurer Lambert, Georgia State University, John B. Bingham, Brigham Young University, Justice as a Theoretical Mechanism in Psychological Contract Research
Clair A. Reynolds, Saint Louis University, Mindy K. Shoss, Saint Louis University, Morgan Robertson, Saint Louis University, Aaron J. Van Groningen, Saint Louis University, An Examination of Social Support Desired and Received at Work
Wongun Goo, Georgia State University, Lisa Schurer Lambert, Georgia State University, Jon C. Carr, Texas Christian University, John B. Bingham, Brigham Young University, Person–Environment Fit Approach to Visionary Leadership
Chad Hartnell, Georgia State University, Angelo Kinicki, Arizona State University, Mel Fugate, Southern Methodist University, Lisa Schurer Lambert, Georgia State University, Patricia Comer, Auckland University of Technology, Which Fit Fits? Competing Fit Predictions Between Leadership and Culture
Jeffrey R. Edwards, University of North Carolina, Discussant
Submitter: Wongun Goo, wgoo1@gsu.edu

206. Panel Discussion: 2:00 PM–3:20 PM
Room 322AB
Multilanguage Supply and Demand in the Assessment Industry
This panel session will serve as a call to action by providing an opportunity for multinational client organizations and test publishers to discuss the short supply and increasing demand for multilanguage, off-the-shelf assessments as well as the implications for assessment industry growth and propagation within multinational client organizations.

Lance Andrews, CEB, Chair
Joseph D. Abraham, PSI Services, LLC, Panelist
Michael Crespo, Cargill, Panelist
Jeff Foster, Hogan Assessment Systems, Panelist
Ben Hawkes, Kenexa, an IBM Company, Panelist
Joy F. Hazucha, Kom Ferry, Panelist
Kevin D. Meyer, Life Technologies, Panelist
Jarrett H. Shalhoop, CEB, Panelist
Tracey Tafero, Select International, Panelist
Submitter: Kevin Meyer, meyerlifetech.com

207. Symposium/Forum: 2:00 PM–3:20 PM
Room 323A
Interplay of Stable Individual Differences and Mood
This symposium presents research investigating how stable individual differences and mood work together in shaping employee experiences. Although substantial research shows the importance of stable individual differences and mood in organizational life, less examines both in tandem. The symposium highlights the need to consider the interplay of the 2 factors.

Kiy Young Lee, University of Minnesota, Co-Chair
Michelle K. Duffy, University of Minnesota, Co-Chair
Nikos Dimotakis, Georgia State University, Bennett Tepper, Ohio State University, Margarita Almeda, Georgia State University, Todd J. Maurer, Georgia State University, Affectivity as a Moderator of the Within-Person LMX–Affect Relationship
Klodiana Lanaj, University of Florida, Russell E. Johnson, Michigan State University, Stephanie M. Lee, Michigan State University, The Benefits of Performing Transformational Behaviors for Leader
Ronald Bledow, Singapore Management University, Jana Kühnel, University of Ulm, Interactive and Nonlinear Relations of Affective Dispositions and Creativity
Amirali Minbashian, University of New South Wales, Nadin Beckmann, Durham University, Robert Wood, Wood University of Melbourne, Emotional Knowledge Moderates Affective Mediation of Task Contingent Conscientiousness
Brent A. Scott, Michigan State University, Discussant
Submitter: Kiy Young Lee, leex4240@umn.edu

208. Panel Discussion: 2:00 PM–3:20 PM
Room 323B
Gender Beyond the Binary: Implications for I-O Research and Practice
Gender plays a role in research and practice in many areas of I-O psychology. This panel examines the impact of considering transgender and gender nonconformity on research and practice. Panelists will discuss how gender concepts are represented in their work and opportunities within I-O for facilitating positive workplace outcomes.

Sandra L. Fisher, Clarkson University, Chair
Eden B. King, George Mason University, Panelist
Jennifer L. Wessel, The University of Akron, Panelist
Larry R. Martinez, Pennsylvania State University, Panelist
Natalie S. Johnson, Google, Inc., Panelist
Jennifer Ball, Clarkson University, Panelist
Submitter: Sandra Fisher, sfisher@clarkson.edu

209. Symposium/Forum: 2:00 PM–3:20 PM
Room 323C
Electronic Cottage or Electronic Prison? Technology and Work-Life Balance
A burgeoning area of scholarship, this symposium highlights research examining the consequences of use of technology to facilitate the blending of life and work. It demonstrates that individual differences and the situation can determine whether technology benefits or exacerbates attempts to work and nonwork.

Altovise Rogers, San Jose State University, Chair
Larissa Barber, Northern Illinois University, Alecia M. Santuzzi, Northern Illinois University, Please Respond ASAP: Workplace Telepressure Can Interfere With Employee Recovery
Carrie A. Bulger, Quinnipiac University, Mark E. Hoffman, Quinnipiac University, Sara McKersie, Bowling Green State University, “So Easy...So Challenging”: Smart Technologies as Boundary Management Tools
Shaun Pichler, California State University, Fullerton, Ofir Turel, California State University, Fullerton, Jeffrey H. Greenhaus, Drexel University, Matt Pisczek, Michigan State University, Managing Work-Technology Boundaries: A Role And Identity Theory Perspective
Uthpala Senarathe Tennakoon, Mount Royal University, ICT Influence on Work–Life Balance: Does ICT Perception Matter?
Submitter: Altovise Rogers, altovise.rogers@sjus.edu

210. Community of Interest: 2:00 PM–3:20 PM
Room 328
Current and Emerging Directions in Employee Motivation/Engagement
John J. Donovan, Rider University, Host
Christine E. Corbet, Right Management, Host
Jessica M. Nicklin, University of Hartford, Coordinator
211. Alternative Session Type: 2:00 PM–3:20 PM
Theatre 310
IGNITE and Discuss: Perspectives on High Potential
This session will consist of 9 fast-paced IGNITE presentations on current issues and perspectives on the topic of high potential assessment and development from experts in the field of personnel selection. Following the presentations there will be a panel discussion in which the audience can further engage with the presenters.

Rick R. Jacobs, Pennsylvania State University, Co-Chair
Nicole M. Ginther, Pennsylvania State University, Co-Chair
Seymour Adler, Aon Hewitt, Presenter
Jeffrey M. Conte, San Diego State University, Presenter
Alyssa M. Gibbons, Colorado State University, Presenter
Ted B. Kinney, Select International, Presenter
Chloe Lemelle, AT&T, Presenter
Alexander R. Schwall, Development Dimensions International (DDI), Presenter
Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, Presenter
Rodney Warrenfeltz, Hogan Assessment Systems, Presenter

Submitter: Nicole Ginther, nicoleginther@gmail.com

212. Symposium/Forum: 2:30 PM–3:20 PM
Room 303AB
Action-Oriented Employee Feedback: Insights Beyond the Engagement Survey
Employee engagement survey programs often struggle to generate actionable ideas across the range of topics assessed. Three organizational researchers describe novel approaches to gathering and acting on employee feedback to address people issues from reward strategy to training design. Common themes include an empirical foundation, analytic rigor, and strategic focus.

Jacki Bassani, Towers Watson, Chair
Jennifer H. Cline, TIAA-CREF, A Culture Liaisons Model for Acting on Employee Feedback
Robert Nichols, Salt River Project, Using Total Rewards Optimization to Act on Employee Preferences
Kathy Warren, Capella University, Open-Ended Text Responses as Input Into Improved Training Design
Patrick Kulesa, Towers Watson, Discussant

Submitter: Jacki Bassani, jackibassani@hotmail.com

213. Symposium/Forum: 2:30 PM–3:20 PM
Room 306A
New Directions for Incivility Research: Group Effects, Emotions and Cognition
Workplace incivility is a relative newcomer to the domain of counterproductive work behavior. Nevertheless, since its theoretical introduction 15 years ago many notable outcomes of incivility have been uncovered. This symposium highlights new theoretical and empirical contributions on workplace incivility, including group effects and its influences on emotions and cognition.

Irene E. de Pater, NUS Business School, Chair
Amir Erez, University of Florida, Pauline Schilpzand, Oregon State University, How One Rude Bad Apple Can Poison a Team
Jung Hyun Lee, University of Michigan-Dearborn, Sandy Lim, National University of Singapore, The Impact of Team-Level Incivility on Team Processes and Satisfaction
Irene E. de Pater, NUS Business School, Remus Ilies, National University of Singapore, Pauline Schilpzand, Oregon State University, Attributed Causes for Uncivil Incidents: Emotional and Behavioral Outcomes
Amir Erez, University of Florida, Christine Porath, Georgetown University, Trevor Fouk, University of Florida, Even If It’s Only on Your Mind: Cognitive Rudeness Effects

Submitter: Irene de Pater, i.e.depater@nus.edu.sg

214. Symposium/Forum: 2:30 PM–3:20 PM
Room 311
Analyzing Big Data: The Next Frontier in Organizational Statistical Techniques
Big data provides organizational scientists access to large longitudinal and relational data but simultaneously presents an analytical challenge that traditional analytic approaches, such as regression, are not best suited for. This symposium aims to shed the light on less utilized but powerful analytic techniques suited for investigation of complex relationships.

Michael T. Braun, Virginia Polytechnic Institute and State University, Chair
Michael T. Braun, Virginia Polytechnic Institute and State University, Understanding Reciprocal Dynamics: The Utility of Vector Autoregressive (VAR) Models
Toshio Murase, Georgia Institute of Technology, Understanding Network Data: The Utility of Exponential Random Graph Model
James A. Grand, The University of Akron, Goran Kuljanin, University of Illinois at Chicago, Let the Data Speak! Bayesian Inferences in Organizational Science
Richard P. DeShon, Michigan State University, Discussant
Submitter: Toshio Murase, toshio.murase@gmail.com

215. Panel Discussion: 2:30 PM–3:20 PM
Room 316C
Current Issues in Unmanned Aircraft Systems: Implications for I-O Psychology
This session will examine how concepts and methodologies from I-O psychology can promote understanding of the issues associated with unmanned aircraft systems (UAS). Topics to be addressed include selection of UAS operators, assessment of operator performance, the operator—automation relationship, and organizational challenges associated with transitioning from manned to unmanned aviation.

LCDR Tatana M. Olson, Naval Medical Research Center, Chair
Richard D. Arnold, Naval Medical Research Unit-Dayton, Panelist
LCDR Henry L. Phillips, Naval Air Warfare Center Training Systems Division, Panelist
Laura G. Barron, Air Force Personnel Center, Panelist
Richard P. DeShon, Michigan State University, Discussant
Submitter: Tatana Olson, tmo4@hotmail.com

216. Panel Discussion: 2:30 PM–3:20 PM
Room 317B
Building a Bridge West: How to Effectively Influence Chinese Stakeholders
China has catapulted to the status of a global business power. As such, there is a strategic role for I-Os to play. However, effectively influencing Chinese stakeholders requires a nuanced and studied approach. In this session, senior business leaders share strategies for navigating myriad challenges to effectively influence stakeholders.

Holly S. Payne, CEB, Chair
Pat M. Caputo, Aon Hewitt, Panelist
Stuart Hedley, CEB, Panelist
James N. Thomas, Development Dimensions International (DDI), Panelist
Chakradhar Buddhiraju, Underwriters Laboratories, Panelist
Sarah Chan, Leadership Insights International, Panelist
Submitter: Holly Payne, holly.payne@shl.com

217. Special Events: 2:30 PM–3:20 PM
Room 318A
Executive Board Invited Session: SIOP–SHRM Science of HR Series: Promoting I-O Psychology to HR
Presenters from the Professional Practice Committee will review the SIOP–SHRM Science of HR Series and discuss current projects designed to increase the visibility of I-O research and practice to the SHRM community. Discussion will include how SIOP and SHRM can continue to collaborate to promote evidence-based HR practices.

Mark J. Schmit, SHRM Foundation, Chair
James N. Kurtessis, SHRM, Presenter
David Morgan, DCI Consulting Group, Presenter
Kayo Sady, DCI Consulting Group, Presenter
Submitter: Mark Schmit, mark.schmit@shrm.org

218. Roundtable/Conversation Hour: 2:30 PM–3:20 PM
Room 324
Innovations in Assessment and Testing: Reactions From The Legal Guardians
As people increasingly use technology and social media, there is pressure to create assessments in line with market demands. This leads to unique challenges for consultants on the legal front. This roundtable will focus on sharing challenges that consultants face in regard to legal matters involving innovative assessments.

James C. Sharf, Employment Risk Advisors, Inc., Host
Zachary T. Kalinoski, Findly, Host
Submitter: Zachary Kalinoski, ztkalinoski@yahoo.com

219. Roundtable/Conversation Hour: 2:30 PM–3:20 PM
Room 327
Improving and Communicating the Strategic Internal Value of I-O
The purpose of this roundtable/conversation hour is to explore how I-O and the broader human resources function can best demonstrate their value and enhance their contributions to organizations. Clarity of the return on investment and overall value provided by HR and I-O functions will enhance the standing of the profession.

Jerry Seibert, Metrus Group, Inc., Host
Submitter: Jerry Seibert, jseibert@metrus.com

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From Leader's Personality to Employee Engagement
Syposium - Date and Time: 5/15/2014 9:30 AM Location: Room 306A
Names/Affiliations: Robert Hogan and Tomas Chamorro-Premuzic, Hogan Assessment Systems; Justin Black and David Reeves, Sirotta; Christine S. Fernandez & Michael H. Chetta, Starwood Hotels & Resorts

Identified Employee Surveys: Complex Ethical Issues and Appropriate Actions
Debate - Date and Time: 5/15/2014 2:00 PM Location: Room 323C
Lise Saari, Ph.D., Baruch College and New York University, (Moderator); Charles Scherbaum, Ph.D., Baruch College, (Panel Member); Andrew Biga, Ph.D., JetBlue Airways, (Panel Member); Ralf Kloeckner, Ph.D., Google, (Panel Member); Peter Rutigliano, Ph.D., Sirotta, (Panel Member); Sara Weiner, Ph.D., Kenexa, an IBM Company, (Panel Member)

Going Global with Assessments: Geographic Findings and Benchmarking Challenges
Syposium - Date and Time: 5/16/2014 11:00 AM Location: Room 323C
Names/Affiliations: Justin Black and David Reeves, Sirotta; Dara Pickering and Stephen Nichols, Hogan Assessment Systems; Levi R. Nieminen, Felix Thai, and La Ko, Denison Consulting; Rena Le Rasch, Kenexa, an IBM Company

The State of Engagement
Panel - Date and Time: 5/17/2014 7:30 AM Location: Room 318B
Eugene J. Kutcher, Rider University, (Co-Chair); John J. Donovan, Rider University, (Co-Chair); Bradley J. Brummel, The University of Tulsa, (Panelist); Patrick K. Hyland, Ph.D., Sirotta, (Panelist); William H. Macey, CEB Valtera, (Panelist); William T. Welch, Tiffany & Co., (Panelist)

Employees with Disabilities Section 503 Changes: Implications and Recommendations
Syposium/Forum - Date and Time: 5/17/2014 11:00 AM Location: Room 316C
Names/Affiliations: Peter Rutigliano, Ph.D., Sirotta; Scott T. Gebhardt, Hofstra University & Sirotta; Tania Lavin, Allegis Group; Lisa Nishii, Ph.D., Susanne Bruyere, Ph.D., and Sarah von Schrader, Ph.D., Cornell University; Meg O'Connell, Ph.D., Global Disability Inclusion

Effects of Scale Points, Polarity, and Labeling on Survey Responses
Poster - Date and Time: 5/17/2014 11:00 AM Location: Ballroom C
Terri Shapiro, Ph.D., Hofstra University; Peter Rutigliano, Ph.D., Sirotta; Vivian A. Woo, Ph.D., Hofstra University & Sirotta; Kimberly Wells-Bernard, Hofstra University

Coworker Conflict in Cross-Cultural Settings: The Moderating Effect of Harmony
Poster - Date and Time: 5/17/2014 1:00 PM Location: Ballroom C
Cong Liu, Ph.D., Hofstra University; Raja S. Kanth, Hofstra University; Scott T. Gebhardt, Hofstra University & Sirotta; Liu-Qin Yang, Ph.D., Portland State University; Margaret Nault, Ph.D., Illinois State University; Paul E. Spector, Ph.D., University of South Florida

The Continued Evolution of Employee Engagement
Panel - Date and Time: 5/17/2014 1:30 PM Location: Room 332C
Jacki Bassani, Towers Watson, (Chair); Patrick Kulesa, Towers Watson, (Panelist); Patrick K. Hyland, Ph.D., Sirotta, (Panelist); Scott A. Young, CEB, (Panelist); Rebecca C. Masson, Hay Group, (Panelist); Charlotte Jensen, Gallup, (Panelist)

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