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CONTINUING EDUCATION CREDIT FOR PANEL DISCUSSION & MASTER TUTORIALS

SIOP is offering CE credit for attendance at the following panel discussion and five master tutorials: “Ethics in the Practice of Industrial and Organizational Psychology” (Session 138), “Conceptualization and Measurement of Organizational Climate: Safety Climate as Exemplar” (Session 150), “Employees With Disabilities: Employer Misconceptions Versus Data and Practices” (Session 110), “Estimating Interrater Reliability: Conquering the Messiness of Real-World Data” (Session 14), “Subconscious Priming: A New Approach to Goal-Setting Research” (Session 153), and “Fundamentals of Employment Law: Concepts and Applications” (Session 190). **Sessions 110, 138, 150, and 153 carry 1 hour of CE credit and Sessions 14 and 190 carry 1.5 hours of CE credit.** If you are interested in receiving CE credit for attending these sessions, please go to the session and look for the sign where volunteers will help you sign in and out of the session and complete pre- and postsession questionnaires. You must attend the entire session to receive credit. CE letters, which serve as confirmation of the session, will be available for pickup at the main registration desk before the end of the conference or may be requested after the conference by contacting the SIOP Administrative Office.

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**19th Annual SIOP Preconference Workshops
Thursday, April 1, 2004**

Morning Workshops 8:30 AM–12:00 PM

Afternoon Workshops 1:30 PM–5:00 PM

Two workshops, lunch, and a cocktail reception are included in the workshop price.

To attend the following workshops, you must register for two workshop sessions and receive confirmation that you are registered! Please pick up your packet Thursday beginning at 6:30 a.m. on the Riverside Promenade (Level 2).

1. Talent Management: Care and Feeding of Senior Leaders
2. Fit to Compete: Developing Strategic Alignment in Organizations
3. Developing Leadership Without Emotional Intelligence is Like Dancing Without Rhythm
4. Talent Acquisition: New Realities of Attraction, Selection, and Retention
5. Leveraging Technology in Organizational Surveys: Critical Issues in the Online Survey Process
6. Recent Developments in Employment Litigation
7. States, Traits, and Fates
8. Coaching for Leadership: Partners on a Journey
9. Global Perspectives on Leadership Development
10. Measuring the ROI in Consulting Projects: Developing a Balanced Profile of Consulting Success
11. Service Climate: Tactics and Measures
12. Successful Consulting: Signs, Symptoms, and Remedies

**19th Annual SIOP Conference Expanded Tutorials
Sunday, April 4, 2004**

9:00 AM–12:00 Noon

To attend one of the following expanded tutorials, you must register for a tutorial session and receive confirmation that you have registered!

1. Getting Your Hands Dirty: Academic and Applied Perspectives on Conducting Organizational Research
2. Work Motivation in the 21st Century: Mapping New Directions for Theory and Research
3. Measurement Invariance: Conceptual and Data Analysis Issues
4. Using Conditional Reasoning in Organizational Research

Other CE Opportunities

These sessions are free. Sessions 110, 138, 150, and 153 carry 1 hour of CE credit and Session 14 and 190 carry 1.5 hours of CE credit.

1. Session 14: Estimating Interrater Reliability: Conquering the Messiness of Real-World Data
2. Session 110: Employees With Disabilities: Employer Misconceptions Versus Data and Practices
3. Session 138: Ethics in the Practice of Industrial and Organizational Psychology
4. Session 150: Conceptualization and Measurement of Organizational Climate: Safety Climate as Exemplar
5. Session 153: Subconscious Priming: A New Approach to Goal-Setting Research
6. Session 190: Fundamentals of Employment Law: Concepts and Applications

EXHIBIT HALL HOURS
River Exhibition Hall A (Level 1)

FRIDAY: 10:00 AM–6:00 PM
SATURDAY: 8:30 AM–6:00 PM
SUNDAY: 8:30 AM–11:00 PM

SIOP REGISTRATION HOURS
Registration East/West (Level 1)

THURSDAY: 3:00 PM–9:00 PM
FRIDAY: 7:30 AM–6:00 PM
SATURDAY: 8:00 AM–5:00 PM
SUNDAY: 8:00 AM–11:00 AM

PLACEMENT CENTER HOURS
Chicago VIII/IX (Level 4)

GENERAL HOURS
(Computer use & interviewing)

THURSDAY: 3:00 PM–6:00 PM
FRIDAY 7:30 AM–6:00 PM
SATURDAY: 7:30 AM–6:00 PM
SUNDAY: 9:00 AM–12:00 PM

SIOP RECEPTIONS

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Thursday, April 1st from 5:30–6:30 PM Sheraton I (Level 4)

SIOP WELCOME RECEPTION
Thursday, April 1st from 6:00–8:00 PM Chicago VI/VII (Level 4)

INTERNATIONAL MEMBERS' RECEPTION
Friday, April 2nd from 5:30–6:30 PM Chicago X (Level 4)

LGBT RECEPTION
Friday, April 2nd from 6:30–7:30 PM Mississippi (Level 2)

EVENING RECEPTION
Friday, April 2nd from 6:00–8:00 PM Chicago VI/VII (Level 4)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
Saturday, April 3rd from 5:00–5:50 PM Sheraton I (Level 4)

EVENING RECEPTION
Saturday, April 3rd from 6:00–8:00 PM Chicago VI/VII (Level 4)

**SIOP 2004 ANNUAL CONFERENCE
ALL CONFERENCE ACTIVITIES**

THURSDAY, APRIL 1
5:30 – 6:30 PM

Sheraton I (Level 4)

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Host: Robert E. Ployhart

This short reception will focus on how to get the most from the SIOP Conference—what to expect and how to best utilize your time. This session is primarily to welcome people who are new to the conference or who haven’t been to the conference in a few years, or for those who would simply like to learn more about the conference. Participants will have time to mingle before adjourning to the SIOP Welcome Reception.

THURSDAY, APRIL 1
6:00 – 8:00 PM

Chicago VI/VII (Level 4)

SIOP WELCOME RECEPTION
(cash bar)

FRIDAY, APRIL 2
7:30 – 8:30 AM

Sheraton Chicago Ballroom Promenade (Level 4)

COFFEE BREAK

FRIDAY, APRIL 2
8:30 – 10:00 AM

Chicago VI/VII (Level 4))

PLENARY SESSION:
**PRESIDENTIAL ADDRESS AND PRESENTATION OF SIOP
AWARD WINNERS, FELLOWS, AND ELECTION RESULTS**
Chair: Fritz Drasgow
Presenter: Michael Burke

FRIDAY, APRIL 2
10:00 – 10:30 AM

River Ex Hall A (Level 1)

COFFEE BREAK

FRIDAY, APRIL 2
3:00 – 3:30 PM

Multiple Locations

COFFEE BREAK

FRIDAY, APRIL 2
5:30 – 6:30 PM

Chicago X (Level 4)

INTERNATIONAL MEMBERS’ RECEPTION

FRIDAY, APRIL 2 6:00 – 8:00 PM	Chicago VI/Chicago VII (Level 4)
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EVENING RECEPTION

FRIDAY, APRIL 2 6:30 – 7:30 PM	Mississippi (Level 2)
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LGBT RECEPTION

SATURDAY, APRIL 3 7:30 – 8:00 AM	Multiple Locations
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COFFEE BREAK

SATURDAY, APRIL 3 10:00 – 10:30 AM	Multiple Locations
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COFFEE BREAK

SATURDAY, APRIL 3 3:00 – 3:30 PM	Multiple Locations
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COFFEE BREAK

SATURDAY, APRIL 3 5:00 – 5:50 PM	Sheraton I (Level 4)
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RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

SATURDAY, APRIL 3 6:00 – 8:00 PM	Chicago VI/VII (Level 4)
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EVENING RECEPTION

SUNDAY, APRIL 4 7:30 – 8:00 AM	Multiple Locations
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COFFEE BREAK

SUNDAY, APRIL 4 10:00 –10:30 AM	Multiple Locations
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COFFEE BREAK

SIOP 2004 Program Committee
Robert Ployhart, Program Chair
Lisa Finkelstein, Program Chair in Training
Donald Truxillo, Past Program Chair

Aamodt, Mike G.	Blanton, Judith S.	Chapman, Derek S.*	Devine, Patrick J.	Freeman, Connie A.
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Allen, David G.	Bolin, Aaron U.	Christianson DeMay,	Dietz, Joerg	Fulkerson, John R.
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Alpass, Fiona	Bonner, M Kay	Chuang, Aichia	Dissanayake, Chintha	Futrell, David
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Arciniega, Luis M.	Bracken, David W.	Clarke, Sharon	Downing, Marylynn	Gasser, Michael B.
Arnold, David W.	Brajkovich, Leo F.	Cohen, Robin R.	Druskat, Vanessa U.	Gast, Ilene F.
Arnold, John D.	Brannick, Michael T.	Cohen-Charash, Yochi	Dugan, Beverly A.	Gatton, Debra S.
Aronson, Zvi H.	Braverman, Eric P.	Colella, Adrienne J.*	Dugan, Janice S.	Gebhardt, Deborah
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Ashbey, Robin Rojas	Brill, Robert T.	Conn, Amy Buhl	Edelstein, Bertram C.	Gettys, Vesta S.
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Hinsz, Verlin B.	King, Craig V.	Machin, Michael A.	Mosier, Kathleen L.	Porter, Ronald D.
Hirschfeld, Robert R.	King, Joseph F.	Mack, Murray J.	Most, Robert B.	Posthuma, Richard
Hogan, Joyce C.	Kingston, Neal M.	Madigan, Harold J.	Motamedi, Kurt K.	Potosky, Denise
Holt, Katherine E.	Kiyohara, Odette M.	Magel, Stephen G.	Muchinsky, Paul M.	Powell, Thomas E.
Hoopes, Linda L.	Klein, Howard J.	Magley, Vicki J.	Mueller, Lorin M.	Prakash, Sunjeev
Hooten, Mary Ann	Klenke, Karin	Maher, Karen J.	Mueller-Hanson, Rose A.	Price, Kenneth H.
Hornick, Chris	Kline, Theresa J. B.	Major, Debra A.	Mullins, Morell E.	Prien, Erich P.
Hornstein, Henry A.	Klion, Reid E.	Makiney, Jeanne	Mulqueen, Casey M.	Prien, Kristin O.
Horvath, Michael*	Ko Man Fung, Janet	Malamut, Adam B.	Munson, Liberty J.	Pritchard, Robert D.
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Hunthausen, John	Kudisch, Jeffrey D.	Martin, James H.	Newbolt, William H.	Ramirez-Lugo, Angel
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Hyatt, David E	Kustis, Gary A.	Martocchio, Joseph J.	Nickell, Gary S.	Randall, Marjorie L.
Hyde, Belinda	Laffitte, Larry J.	Masterson, Suzanne S.*	Nickels, Bernard J.	Ravlin, Elizabeth C.
Hysong, Sylvia J.	Lahey, Mary Anne	Mastrangelo, Paul M.	Nicol, Adelheid	Raymark, Patrick H.
Illies, Jody J.	LaHuis, David M.	Masztal, Jaci Jarrett	Nieves, Pedro M.	Rees, Richard L.
Inks, Larry	Lakin, Duane E.	Matheson, Nancy	Nordstrom, Cynthia R.	Reeve, Charlie L.
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Ivanitskaya, Lana V.	Landis, Ronald S.	Maynard, Douglas C.	O'Connell, Brian J.	Reichman, Walter
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Reilly, Nora P.	Schaab, Nancy A.	Sorra, Joann S.	Tenopyr, Mary L.	Waller, T. Gary
Reilly, Richard R.	Schell, Kraig L.	Soto-Lopez, Astrid	Thomas, Adrian	Walther, Todd
Reilly, Susan M.	Scherer, Lisa L.	Spangler, William D.	Thomas, James N.	Wanous, John P.
Reindl, Kevin R.	Schippmann, Jeffery S.	Spera, Scott D.	Thomas, Jay C.	Watt, John D.
Reiter-Palmon, Roni	Schlechter, Anton	Spera, Stefanie P.	Thomas, Thomas J.	Waung, Marie
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Rieke, Mark L.	Schrader, Alec D.	Stanton, Jeffrey M.	Toney, Rebecca J.	Wesson, Michael J.
Riggs, Matt L.	Schrader, Brian W.	Stark, Stephen	Tonidandel, Scott	Westman, Mina
Ritchie, Richard J.	Schriber, Jacquelyn B.	Steel, Piers	Tonowski, Richard F.	Wheeler, Jill K.
Robert, Christopher	Scott, Donald R.	Steel, Robert P.	Topolski, James M.	Whetzel, Deborah L.
Roberts, Joanne	Scott, John C.	Steele-Johnson, Debra	Toquam-Hatten, Jody	White, Jennifer A.
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Rogers, William M.	Sellman, Wayne S.	Stetz, Melba C.	Tross, Stuart A.	Wikoff, Martin B.
Ronen, Simcha	Sessa, Valerie I.	Stevenson, Maura A.	Truhon, Stephen A.	Wilk, Steffanie L.
Rose, Mark	Sevy, Bruce A.	Steward, Mark J.	Trusty, Michael L.	Williams, Christina D.
Ross, Paul F.	Shalley, Christina E.	Stewart, Kristy	Truxillo, Donald M.*	Williams, Jane
Ross, Ryan A.	Shanock, Linda R.	Stockdale, Margaret S.	Turban, Daniel B.	Williams, Kevin J.
Rothmann, Sebastiaan	Sharafinski, Clare	Strachan, Angus M.	van Cappellen,	Williams, Kia K.
Rothstein, Hannah R.	Sheets, Tilman	Straus, Susan G.	Christiane	Williams, Marie
Rotolo, Christopher T.	Shepps, Reginald	Strauss, Judy P.	Van Dick, Rolf	Williams, T. Craig
Rotter, Naomi G.	Ronald	Struthers, C. Ward	Van Dyne, Linn	Williamson, Addie P.
Rotundo, Maria	Shoenfelt, Elizabeth L.	Stuhlmacher, Alice F.	Van Iddekinge, Chad H.*	Wilson, Clark L.
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Rumsey, Michael G.	Siegfried, William D.	Such, Matthew J.	VandeWalle, Don	Witt, Lawrence A.
Russ, Brendolyn D.	Siem, Frederick M.	Sumner, Kenneth	Varma, Arup	Woehr, David J.
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Saifer, Alandria G.	Siu, Oi-Ling	Switzer, Fred S.	Verive, Jennifer M.	Yanushefski, Ann Marie
Sala, Fabio	Skarlicki, Daniel	Sylvan, Donna Landau	Visio, Michelle E.	Yorba, George M.
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Salomon, Lauren Manning	Slick, Renee F.	Takooshian, Harold	Chockalingam	Youssefnia, David
Salva, Andria M.	Sloan, Nathan T.	Tan, James A.	Vogelzang, Ida	Yupitov, Alexey V.
Sanchez, Rudolph J.	Slocombe, Thomas E.	Tang, Thomas L.	Vollmer, Guenther R.	Zaldivar, KD
Sapitula, Lester	Slora, Karen B.	Tansky, Judith W.	von Kirchheim,	Zalesny, Mary D.
Sarkar-Barney, Shreya T.	Smalley, Dale	Taylor, Lynn	Clement	Zapata Sola, Antonio E
Sarpy, Sue Ann Corell	Smewing, Chris F.	Taylor, Paul J.	Wagner, Sharon L.	Zimmer, Seth
Satterwhite, Robert C.	Smith, D. Brent	Taylor, Shelby J.	Waldera, Lynne M.	Zink, Donald L
Sawin, Linda L.	Smith, Matthew R.	Taylor-Bianco, Amy	Waldron, William J.	Zweig, David
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**19th Annual SIOP Preconference Workshops
Thursday, April 1, 2004**

Morning Workshops 8:30 AM–12:00 PM

Afternoon Workshops 1:30 PM–5:00 PM

Two workshops, lunch, and a cocktail reception are included in the workshop price.

To attend the following workshops, you must register for two workshop sessions and receive confirmation that you are registered! Please pick up your packet Thursday beginning at 6:30 a.m. on the Riverside Promenade (Level 2).

1. Talent Management: Care and Feeding of Senior Leaders
2. Fit to Compete: Developing Strategic Alignment in Organizations
3. Developing Leadership Without Emotional Intelligence is Like Dancing Without Rhythm
4. Talent Acquisition: New Realities of Attraction, Selection, and Retention
5. Leveraging Technology in Organizational Surveys: Critical Issues in the Online Survey Process
6. Recent Developments in Employment Litigation
7. States, Traits, and Fates
8. Coaching for Leadership: Partners on a Journey
9. Global Perspectives on Leadership Development
10. Measuring the ROI in Consulting Projects: Developing a Balanced Profile of Consulting Success
11. Service Climate: Tactics and Measures
12. Successful Consulting: Signs, Symptoms, and Remedies

**19th Annual SIOP Conference Expanded Tutorials
Sunday, April 4, 2004**

9:00 AM–12:00 Noon

To attend one of the following expanded tutorials, you must register for a tutorial session and receive confirmation that you have registered!

1. Getting Your Hands Dirty: Academic and Applied Perspectives on Conducting Organizational Research
2. Work Motivation in the 21st Century: Mapping New Directions for Theory and Research
3. Measurement Invariance: Conceptual and Data Analysis Issues
4. Using Conditional Reasoning in Organizational Research

Other CE Opportunities

There is no extra charge for these sessions. Sessions 110, 138, 150, and 153 carry 1 hour of CE credit and Session 14 and 190 carry 1.5 hours of CE credit.

1. Session 14: Estimating Interrater Reliability: Conquering the Messiness of Real-World Data
2. Session 110: Employees With Disabilities: Employer Misconceptions Versus Data and Practices
3. Session 138: Ethics in the Practice of Industrial and Organizational Psychology
4. Session 150: Conceptualization and Measurement of Organizational Climate: Safety Climate as Exemplar
5. Session 153: Subconscious Priming: A New Approach to Goal-Setting Research
6. Session 190: Fundamentals of Employment Law: Concepts and Applications

EXHIBIT HALL HOURS
River Exhibition Hall A (Level 1)

FRIDAY: 10:00 AM–6:00 PM

SATURDAY: 8:30 AM–6:00 PM

SUNDAY: 8:30 AM–11:00 PM

SIOP REGISTRATION HOURS
Registration East/West (Level 1)

THURSDAY: 3:00 PM–9:00 PM

FRIDAY: 7:30 AM–6:00 PM

SATURDAY: 8:00 AM–5:00 PM

SUNDAY: 8:00 AM–11:00 AM

PLACEMENT CENTER HOURS
Chicago VIII/IX (Level 4)

GENERAL HOURS
 (Computer use & interviewing)

THURSDAY: 3:00 PM–6:00 PM

FRIDAY 7:30 AM–6:00 PM

SATURDAY: 7:30 AM–6:00 PM

SUNDAY: 9:00 AM–12:00 PM

SIOP RECEPTIONS

HOW TO GET THE MOST FROM THE SIOP CONFERENCE

Thursday, April 1st from 5:30–6:30 PM Sheraton I (Level 4)

SIOP WELCOME RECEPTION

Thursday, April 1st from 6:00–8:00 PM Chicago VI/VII (Level 4)

INTERNATIONAL MEMBERS' RECEPTION

Friday, April 2nd from 5:30–6:30 PM Chicago X (Level 4)

LGBT RECEPTION

Friday, April 2nd from 6:30–7:30 PM Mississippi (Level 2)

EVENING RECEPTION

Friday, April 2nd from 6:00–8:00 PM Chicago VI/VII (Level 4)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

Saturday, April 3rd from 5:00–5:50 PM Sheraton I (Level 4)

EVENING RECEPTION

Saturday, April 3rd from 6:00–8:00 PM Chicago VI/VII (Level 4)

SIOP 2004 ANNUAL CONFERENCE ALL CONFERENCE ACTIVITIES

THURSDAY, APRIL 1
5:30 – 6:30 PM

Sheraton I (Level 4)

HOW TO GET THE MOST FROM THE SIOP CONFERENCE

Host: Robert E. Ployhart

This short reception will focus on how to get the most from the SIOP Conference—what to expect and how to best utilize your time. This session is primarily to welcome people who are new to the conference or who haven't been to the conference in a few years, or for those who would simply like to learn more about the conference. Participants will have time to mingle before adjourning to the SIOP Welcome Reception.

THURSDAY, APRIL 1
6:00 – 8:00 PM

Chicago VI/VII (Level 4)

SIOP WELCOME RECEPTION (cash bar)

FRIDAY, APRIL 2
7:30 – 8:30 AM

Sheraton Chicago Ballroom Promenade (Level 4)

COFFEE BREAK

FRIDAY, APRIL 2
8:30 – 10:00 AM

Chicago VI/VII (Level 4)

PLENARY SESSION: PRESIDENTIAL ADDRESS AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS

Chair: Fritz Drasgow

Presenter: Michael Burke

FRIDAY, APRIL 2
10:00 – 10:30 AM

River Ex Hall A (Level 1)

COFFEE BREAK

FRIDAY, APRIL 2
3:00 – 3:30 PM

Multiple Locations

COFFEE BREAK

FRIDAY, APRIL 2
5:30 – 6:30 PM

Chicago X (Level 4)

INTERNATIONAL MEMBERS' RECEPTION

FRIDAY, APRIL 2
6:00 – 8:00 PM

Chicago VI/Chicago VII (Level 4)

EVENING RECEPTION

FRIDAY, APRIL 2
6:30 – 7:30 PM

Mississippi (Level 2)

LGBT RECEPTION

SATURDAY, APRIL 3
7:30 – 8:00 AM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 3
10:00 – 10:30 AM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 3
3:00 – 3:30 PM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 3
5:00 – 5:50 PM

Sheraton I (Level 4)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

SATURDAY, APRIL 3
6:00 – 8:00 PM

Chicago VI/VII (Level 4)

EVENING RECEPTION

SUNDAY, APRIL 4
7:30 – 8:00 AM

Multiple Locations

COFFEE BREAK

SUNDAY, APRIL 4
10:00 – 10:30 AM

Multiple Locations

COFFEE BREAK

COFFEE BREAK: FRIDAY, 7:30–8:30 SHERATON CHICAGO BALLROOM PROMENADE (LEVEL 4)**1. PLENARY SESSION: PRESIDENTIAL ADDRESS AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS****FRIDAY, 8:30–10:00****CHICAGO VI/VII (LEVEL 4)****MAKING THE WORLD SAFER: THE ROLE OF I-O PSYCHOLOGY**Michael J. Burke, Tulane University, *Chair*Fritz Drasgow, University of Illinois at Urbana-Champaign, *President-Elect***COFFEE BREAK: FRIDAY, 10:00–10:30****RIVER EXB HALL A (LEVEL 1)****2. SYMPOSIUM: FRIDAY, 10:30–12:20****CHICAGO VI (LEVEL 4)****ADVANCES IN RESEARCH ON INDIVIDUAL DIFFERENCE EFFECTS IN TRAINING CONTEXTS**

Research on the effects of individual differences in training has proliferated in the last decade. This symposium highlights advances in research in this area and addresses issues surrounding the mechanisms underlying individual difference effects on learning, relationships among state- and trait-like constructs, and individual difference effects on team training effectiveness.

Bradford S. Bell, Cornell University, *Chair*Jaclyn M. Nowakowski, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Goal Orientation and Feedback Seeking During Learning: Processes and Prospects*Leslie Shayne, University of Iowa, Kenneth G. Brown, University of Iowa, Daniel B. Turban, University of Missouri, Kirk Witzberger, University of Iowa, *The 2 x 2 Goal Orientation Framework: A Study of its Predictive Validity and Causal Mechanisms*Anupama Narayan, Wright State University, Debra Steele-Johnson, Wright State University, Charlene K. Stokes, Wright State University, *Interacting Effects of Gender, Goal Orientation, and Prior Experience With Training on Training Attitudes*Bradford S. Bell, Cornell University, Steve W. J. Kozlowski, Michigan State University, Jaclyn M. Nowakowski, Michigan State University, *An Examination of the Influence of Enduring and Transitory Individual Differences on Training Effectiveness*Tonia S. Heffner, U.S. Army Research Institute, John E. Mathieu, University of Connecticut, Gerald F. Goodwin, U.S. Army Research Institute, Eduardo Salas, University of Central Florida, *Individual Versus Intact Team Training Programs: An Aptitude-by-Treatment Interaction Approach*

Submitted by Bradford S. Bell, bb92@cornell.edu

3. PRACTITIONER FORUM: FRIDAY, 10:30–11:20**CHICAGO VII (LEVEL 4)****ORGANIZATIONAL CHANGE AND THE BUSINESS OF GOVERNMENT**

The basic principles of the HPO Change Model are outlined by one of the model's founders. Retrospective case studies are also presented for HPO-based change programs at the inspector general's office of the EPA, and NAVAIR's China Lake facility. Methods for evaluating the impact of HPO training are discussed.

Bruce L. Brown, Brigham Young University, *Chair*Gerald Brokaw, Commonwealth Center for HPO, John W. Pickering, Commonwealth Center for HPO, *The High Performance Organization (HPO) Model: Introduction, Conceptual Outline, and History*

Nikki Tinsley, Inspector General, EPA, *Impact of HPO at the Office of the Inspector General, EPA: A Retrospective Case Study*

Joan Goppelt, Navair Naval Air Systems Command, Keith Ray, Navair Naval Air Systems Command, *HPO Training and Software Systems Improvement at Navair Systems Engineering, China Lake*

Philip D. Harnden, Commonwealth Center for HPO, Bruce L. Brown, Brigham Young University, *Measurement and Evaluation of the Process: "How Would We Know That We are HPO?"*

David D. Hatch, Thomson Learning, *Discussant*

Submitted by Bruce L. Brown, bruce_brown@byu.edu

4. SYMPOSIUM: FRIDAY, 10:30–12:20

CHICAGO X (LEVEL 4)

ISSUES AND ADVANCES IN MEASUREMENT EQUIVALENCE/INVARIANCE (ME/I) RESEARCH

ME/I can be defined in terms of the extent to which a nominally identical measurement instrument also exhibits functionally equivalent measurement properties across populations. The papers in this symposium present advanced perspectives on, and some solutions to, a number of problems and issues faced by ME/I researchers.

Charles E. Lance, University of Georgia, *Chair*

Robert J. Vandenberg, University of Georgia, *Co-Chair*

David Chan, National University of Singapore, *Modeling Construct Integration of Organization Citizenship Behaviors*

Neal W. Schmitt, Michigan State University, *The Influence of Reactions on the Measurement of Constructs: Using the MIMIC Model to Explore Subgroup Differences*

Gordon Cheung, Chinese University of Hong Kong, *Cross-Cultural Comparison of Latent Means With Partial Measurement Invariance*

Adam W. Meade, North Carolina State University, Gary J. Lautenschlager, University of Georgia, *Same Question, Different Answers: CFA and Two IRT Approaches to Measurement Invariance*

Robert J. Vandenberg, University of Georgia, *Discussant*

Charles E. Lance, University of Georgia, *Discussant*

Submitted by Charles E. Lance, clance@uga.edu

5. SYMPOSIUM: FRIDAY, 10:30–11:50

SHERATON I (LEVEL 4)

INDIVIDUAL DIFFERENCES IN WORK AND LIFE INTEGRATION: NEW THEORETICAL DIRECTIONS

Work–family research has underexamined the interactive effects of individual differences and work and family environments. The purpose of this symposium is to share theoretical perspectives on the nature of these interactions including examinations of how personality, P–E fit, boundary management, and success definition relate to the work–family interface.

Ellen E. Kossek, Michigan State University, *Chair*

Alyssa Friede, Michigan State University, *Co-Chair*

Alyssa Friede, Michigan State University, Ann Marie Ryan, Michigan State University, *The Importance of the Individual: How Self-Evaluations Influence the Work–Family Interface*

Jeffrey R. Edwards, University of North Carolina, Nancy P. Rothbard, University of Pennsylvania–Wharton School, *Work and Family Stress and Well-Being: An Integrative Model of Person–Environment Fit Within and Between the Work and Family Domains*

Ellen E. Kossek, Michigan State University, Brenda A. Lautsch, Simon Fraser University, Susan C. Eaton, Harvard University, *Navigating Boundaries Between Work and Home*

Jeanette N. Cleveland, Pennsylvania State University, *What is Success? Who Defines It? Diverse Perspectives on the Criterion Problem as It Relates to Work and Family*

Susan J. Lambert, University of Chicago, *Discussant*

Submitted by Alyssa Friede, frieideal@msu.edu

6. SYMPOSIUM: FRIDAY, 10:30–11:50**SHERATON II (LEVEL 4)****INDIVIDUAL AND SUBGROUP DIFFERENCES ON JOB ANALYSIS AND COMPETENCY RATINGS**

Identifying sources of influence on job analysis ratings (e.g., subgroup, social, cognitive) is gaining increasing attention. The four studies in this symposium enhance our understanding of job analysis rating accuracy, and factors influencing the rating process, by investigating unexplored theoretical questions affecting job analysis practice.

Deborah K. Ford, CPS Human Resource Services, *Chair*

Robert E. Ployhart, George Mason University, *Co-Chair*

Deborah K. Ford, CPS Human Resource Services, Robert E. Ployhart, George Mason University, Deirdre E. Lozzi, George Mason University, Patricia Young, CPS-Human Resource Services, *An Evaluation of Individual Attributes and Perceptions on Job Analysis Ratings*

Frederick P. Morgeson, Michigan State University, Kelly Delaney-Klinger, Michigan State University, Donald M. Truxillo, Portland State University, *Investigating the Relationship Between O*NET Skill and Ability Ratings and Job Analyst Cognitive Ability and Conscientiousness*

Robert E. Ployhart, George Mason University, Deborah K. Ford, CPS Human Resource Services, Deirdre E. Lozzi, George Mason University, Tara M. Ricci, U.S. Office of Personnel Management, Chris Wright, San Francisco State University, Donna Ashe Rodriguez, U.S. Office of Personnel Management, *Subgroup Differences in Competency Ratings: A Meta-Analysis Across Jobs*

Robert J. Harvey, Virginia Tech, *Quantifying Job Analysis Rater Quality Using IRT Appropriateness Indices*

Michael A. Campion, Purdue University, *Discussant*

Submitted by Deborah K. Ford, debbief@cps.ca.gov

7. SYMPOSIUM: FRIDAY, 10:30–12:20**SHERATON III (LEVEL 4)****TOWARD AN UNDERSTANDING OF THE MOTIVATION BEHIND EMOTIONAL LABOR**

A set of five studies explore answers to the question, “What motivates individuals to regulate their emotions at work?” Qualitative, laboratory, and field methodologies are employed to test the roles of display rules, hostile customers, and beliefs or perceived rewards in predicting whether customer service employees engage in emotional labor.

Alicia A. Grandey, Pennsylvania State University, *Chair*

James M. Diefendorff, Louisiana State University, *Co-Chair*

Gregory A. Vinson, University of Minnesota, Joyce E. Bono, University of Minnesota, *Reasons for Emotional Labor: Beyond the Customer Service Role*

Alicia A. Grandey, Pennsylvania State University, Glenda M. Fisk, Pennsylvania State University, Dirk D. Steiner, Université de Nice-Sophia Antipolis, *Investigating French and American Service Workers' Reactions to “Service with a Smile”*

Lori A. Sideman, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Emotional Labor as a Function of Display Rules and Hostile Customers*

Sharmin Spencer, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, *The Effects of Customer Interactional Justice and Supervisor Distributive Justice on Emotional Labor: A Person-Situation Approach*

Meredith H. Croyle, Louisiana State University, James M. Diefendorff, Louisiana State University, *Commitment to Displaying Positive Emotions at Work: An Examination of Individual Difference and Situational Antecedents*

Submitted by Alicia A. Grandey, aag6@psu.edu

8. SYMPOSIUM: FRIDAY, 10:30–11:50**SHERATON IV (LEVEL 4)****RECONSIDERING THE OUTCOMES OF A POSITIVE SELF-CONCEPT**

The current symposium includes four papers that take a fresh look at the role of self-concept on work outcomes. While most research of the past century has confirmed the positive role of self-concept on performance, these studies offer alternative perspectives on self-concept, suggesting that traditional views should be reconsidered.

Ronald F. Piccolo, University of Florida, *Chair*

Aaron M. Schmidt, University of Akron, Brad A. Chambers, Personnel Decisions Research Institutes, Inc., Richard P. DeShon, Michigan State University, *A Goal Discrepancy Perspective on the Relationship Between Self-Efficacy and Performance*

Timothy A. Judge, University of Florida, Christine Jackson, University of Florida, John C. Shaw, University of Florida, Brent Scott, University of Florida, Bruce Louis Rich, University of Florida, *Is the Effect of Self-Efficacy on Job/Task Performance an Epiphenomenon?*

John D. Kammeyer-Mueller, University of Florida, Timothy A. Judge, University of Florida, Ronald F. Piccolo, University of Florida, *Self-Esteem and Career Success: Examining Reciprocal Effects*

Gary N. Burns, Central Michigan University, Neil D. Christiansen, Central Michigan University, Regina Hechanova, Ateneo de Manila University, Douglas E. Haaland, Development Dimensions International, Jay Janovics, Denison Consulting, *Personality and Self-Efficacy in the Workplace*

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

Submitted by Ronald F. Piccolo, rpiccolo@ufl.edu

9. SYMPOSIUM: FRIDAY, 10:30–11:50**SHERATON V (LEVEL 4)****FOLLOWING THE LEADER: EXAMINING ANTECEDENTS OF EFFECTIVE LEADERSHIP**

Leadership effectiveness has become an increasingly important area of research in recent years. This symposium will contribute to current research by taking a closer look at specific traits associated with leadership effectiveness in addition to exploring which of these lead to success in various occupational settings.

Janet L. Barnes-Farrell, University of Connecticut, *Chair*

Jessica H. Carlson, University of Connecticut, *Co-Chair*

Jessica H. Carlson, University of Connecticut, Jessica A. Gallus, University of Connecticut, *Judgments of Managerial Effectiveness: Does Assertiveness Matter?*

Nancy Wallis, Chapman University, *Leadership Effectiveness: The Role of Support in the Leader-Follower Relationship*

Paul H. Jacques, Western Carolina University, Francis J. Yammarino, Binghamton University, Bruce J. Avolio, University of Nebraska, *The Developmental Trajectory of Male and Female Cadets in a Military Academy Setting*

Robert J. Sternberg, Yale University, Anna T. Cianciolo, Global Information Systems Technology, Inc., Cynthia Matthew, Columbia University, *The Importance of Developing Tacit Knowledge in Military Leadership Effectiveness*

Sandi L. Dinger, The College of Saint Rose, *Discussant*

Submitted by Jessica H. Carlson, Jessica.Carlson@uconn.edu

10. PRACTITIONER FORUM: FRIDAY, 10:30–11:50**ARKANSAS (LEVEL 2)****LEVERAGING LEADER-LED LEARNING TO DRIVE CULTURE CHANGE**

This practitioner forum will bring together several organizations at different stages of using leader-led learning interventions to help drive culture change. We will discuss how the methods were introduced, specific applications of leader-led learning, and techniques for design, selection, and execution of such programs.

Belinda Hyde, Dell Inc., *Chair*

Belinda Hyde, Dell Inc., *The Leadership Imperative: Leaders Developing Leaders at Dell*

Robin R. Cohen, Avon Products, Inc., *Aligning Leaders to Leaders: Using Leaders as Key Drivers for Organizational and Individual Transformation*

Suzan L. McDaniel, Bristol-Myers Squibb, Melissa K. Hungerford, Bristol-Myers Squibb, *Leaders Developing Leaders: A Foundation for Organizational Change*

Van M. Latham, PathPoint Consulting, Inc., Carolyn M. Deckinger, PathPoint Consulting Inc., *Driving Culture Change Through Leader-Led Executive Development—An Organizing Framework and Best Practice Design Principles*

Submitted by Belinda Hyde, belinda_hyde@dell.com

11. PRACTITIONER FORUM: FRIDAY, 10:30–11:50

COLORADO (LEVEL 2)

DEVELOPING AND DEPLOYING LEADERSHIP COMPETENCY MODELS THAT WORK

Internal I-O practitioners from four diverse organizations will discuss development and implementation of core leadership competency models. Each presenter will discuss unique challenges and lessons learned.

Shane Douthitt, Bank of America, *Chair*

Thomas E. Powell, GlaxoSmithKline, *Leadership Essentials at GlaxoSmithKline: Global Implementation and Validation*

Leslie W. Joyce, The Home Depot, *Driving Organizational Transformation Through Leadership Essentials: The Home Depot Case Study*

Christina L. Sarabia, United Parcel Service, *Core Competencies and Beyond: The UPS Case Study*

Thomas L. Killen, Bank of America, Lorrina J. Eastman, Bank of America, *From Growth Through Acquisitions to Organic Growth: Leading the Change Through Competencies at Bank of America*

Submitted by Shane Douthitt, shane.douthitt@bankofamerica.com

12. PRACTITIONER FORUM: FRIDAY, 10:30–12:20

MISSOURI (LEVEL 2)

STRATEGIC PEOPLE METRICS: THE ECONOMIC IMPACT OF EMPLOYEE WORKPLACE PERCEPTIONS

Many organizations have implemented strategic measurement systems, but few have used such systems to their full potential in driving behavioral change. This session will both share research and demonstrate by case examples how leading organizations are deploying measurement systems to link employee perceptions with operational, customer, and financial indicators.

William A. Schiemann, Metrus Group, Inc., *Chair*

Jeana Wirtenberg, Public Service Enterprise Group (PSEG), *Employee Satisfaction, Customer Satisfaction, and the Bottom Line—Private Sector*

Rita Kowalski, Department of Veterans Affairs, *Employee Satisfaction, Customer Satisfaction, and the Bottom Line—Public Sector*

Brian S. Morgan, Metrus Group, Inc., *Strategic Surveys for Managing and Measuring People Assets*

William A. Schiemann, Metrus Group, Inc., *Linking Employee Perceptions to Business Results*

William A. Schiemann, Metrus Group, Inc., *Discussant*

Walter W. Tornow, The Tornow Partnership, *Discussant*

Submitted by William A. Schiemann, wschiemann@metrus.com

13. EDUCATION FORUM: FRIDAY, 10:30–11:50**MICHIGAN A (LEVEL 2)****FACILITATING DEEP LEARNING THROUGH ALTERNATIVE TEACHING METHODS**

To facilitate deep learning, instructors should incorporate reflection, active practice, feedback, and identical elements into their coursework, and, as a result, positive transfer between classroom and workplace should occur. This education forum presents four teaching methods that attempt to bring about deep learning.

Wendy C. Gradwohl, Wittenberg University, *Chair*

James A. Tan, University of Wisconsin–Stout, *Teaching an Online Course: Lessons Learned From the Cyberspace Classroom*

Piers Steel, University of Calgary, *Experiential Learning Techniques*

Lisa M. Keeping, Wilfrid Laurier University, *The Application of Cases to the Teaching of I-O Psychology*

Wendy C. Gradwohl, Wittenberg University, *Clients, and Students, and Teams, Oh My: How to Make the Most of Client Projects*

Submitted by Wendy C. Gradwohl, wgradwohl@wittenberg.edu

14. MASTER TUTORIAL: FRIDAY, 10:30–12:20**MICHIGAN B (LEVEL 2)**

1.5 CE CREDITS AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION!

**ESTIMATING INTERRATER RELIABILITY:
CONQUERING THE MESSINESS OF REAL-WORLD DATA**

Most applied researchers and practitioners encounter ratings more frequently than any other measure. This tutorial will review the state of the art in estimating the reliability of (and agreement in) ratings. Participants will learn cutting-edge, theoretically grounded approaches to estimating reliability and agreement that consider constraints imposed by messy real-world data.

Rodney A. McCloy, HumRRO, *Presenter*

Dan J. Putka, HumRRO, *Presenter*

Submitted by Rodney A. McCloy, rmccloy@humrro.org

15. ROUNDTABLE: FRIDAY, 10:30–11:50**SUPERIOR A (LEVEL 2)**

**USING ANALOGUE BEHAVIORAL ASSESSMENT FOR ASSESSING INTRAPERSONAL AND
INTERPERSONAL SKILLS**

This roundtable discussion is designed to demonstrate the use of a novel method for assessing interpersonal and intrapersonal behavioral skills. Borrowing from clinical psychology, the method assesses the growth that takes place in students following a diversity skills training program instituted by the Defense Equal Opportunity Management Institute (DEOMI).

Robert M. McIntyre, Old Dominion University, *Host*

Hope Hanner, Old Dominion University, *Co-Host*

Lara Tedrow, Old Dominion University, *Co-Host*

James R. Camic, Old Dominion University, *Co-Host*

Submitted by Hope Hanner, Hhann002@odu.edu

16. PRACTITIONER FORUM: FRIDAY, 10:30–12:20**SUPERIOR B (LEVEL 2)****DRIVING STRATEGIC IMPACT: FROM TRANSACTIONAL TO TRANSFORMATIONAL
WITH I-O INTERVENTIONS**

This forum is designed to help I-Os align their efforts with senior executive expectations. Through the use of metrics that impact the bottom line, presenters will discuss actual successful large-scale strategic change initiatives. Focus will be given to techniques that have increased buy-in and resulted in substantial firm-wide achievements.

Scott Eggebeen, Booz-Allen & Hamilton, *Chair*

Russell E. Lobsenz, viaPeople, Inc., *Making an Impact: Linking HR Metrics to Financial Performance*

Christopher T. Rotolo, Behavioral Insights, LLC, *Executive and Organization Development Strategy at IBM: From Huh? To Ha!*

Jill K. Wheeler, Sears, Roebuck & Company, *Impacting the Bottom Line Through Culture Change and Associate Turnover Reduction*

Elizabeth B. Kolmstetter, Transportation Security Administration, *An Integrated Human Capital Strategy: Linking Employee and Organizational Performance at TSA*

Nancy T. Tippins, Personnel Research Associates, Inc., *Discussant*

Submitted by Russell E. Lobsenz, rlobsenz@yahoo.com

17. ROUNDTABLE: FRIDAY, 10:30–11:20**ERIE (LEVEL 2)****BUILDING ACCOUNTABILITY MECHANISMS INTO CULTURE-CHANGE INITIATIVES**

A key component in sustaining cultural-change efforts is the need to build in accountability mechanisms. This Roundtable focuses on cultural change initiatives and how to build accountability into the process. Change agents describe how they have incorporated accountability into change initiatives and lead a discussion of effective strategies.

David L. Binder, JP MorganChase, *Host*

J. Kevin Ford, Michigan State University, *Co-Host*

Sean A. Murphy, JP MorganChase, *Co-Host*

Submitted by J. Kevin Ford, FordJK@msu.edu

18. PRACTITIONER FORUM: FRIDAY, 10:30–12:20**HURON (LEVEL 2)****ADAPTING YOUR CHANGE MANAGEMENT METHODS TO FIT YOUR COMPANY'S STRATEGY**

In this practitioner's forum, participants will hear four, true-life examples of organizations at various stages of change. Presenters will focus on the stage of change that their organization was going through and will provide examples of methods they used to help their companies manage the change.

Edward L. Levine, University of South Florida, *Chair*

Tammy L. Bess, The Home Depot, Inc., Alan G. Frost, Delta, Don C. Allen, The Home Depot, Inc., Amy Fitzgibbons, Washington Mutual, *Adapting Your Change Management Methods to Fit Your Company's Strategy*

W. Warner Burke, Teachers College, Columbia University, *Discussant*

Submitted by Don C. Allen, Don_Allen@Homedepot.com

19. SYMPOSIUM: FRIDAY, 10:30–11:50**ONTARIO (LEVEL 2)**

**COLLABORATIVE INTERNATIONAL RESEARCH ON WORK AND FAMILY:
A PROCESS PERSPECTIVE**

Three collaborative international research (CIR) projects are presented, initiated independently with the purpose of conducting cross-cultural research on work and family. This symposium covers different theoretical and methodological approaches to collaborative cross-cultural research and delves into the dilemmas, choices, and constraints of these projects, offering inspiration for cross-cultural work–family researchers.

Virginia E. Schein, Gettysburg College, *Chair*

Zeynep Aycan, Koc University, Roya Ayman, Illinois Institute of Technology, Anne Bardeel, Monash University, Tripti Pande Desai, Institute for Integrated Learning in Management, Leslie B. Hammer, Portland State University, Ting-Pang Huang, Soochow University, Karen Korabik, University of Guelph, Donna S. Lero, University of Guelph, Artiawati Mawardi, University of Surabaya, Steven A. Y. Poelmans, IESE Business School, Ujvala Rajadhyaksha, Indian Institute of Technology–Bombay, Margarita V. Shafiro, Portland State University, Anit Somech, University of Haifa, Anat Drach-Zahavy, University of Haifa, *Work–Family Conflict in Cultural Context: A 10-Country Investigation*

Steven A.Y. Poelmans, IESE Business School, Paul E. Spector, University of South Florida, Cary L. Cooper, UMIST, Tammy D. Allen, University of South Florida, Michael P. O'Driscoll, University of Waikato, Juan I. Sanchez, Florida International University, *A Cross-National Comparative Study of Work–Family Demands and Resources: Research Choices and Constraints*.

Janice R. Joplin, University of Texas at El Paso, Margaret A. Shaffer, Hong Kong Baptist University, Anne Marie C. Francesco, Hong Kong Baptist University, Theresa Lau, Hong Kong Polytechnic University, *Work and Family Interface in Five Countries: The Challenges, Choices, and Rewards of a Cross-Cultural Research Project*

Steven A. Y. Poelmans, IESE Business School, *Discussant*

Submitted by Steven A. Y. Poelmans, poelmans@iese.edu

20. SYMPOSIUM: FRIDAY, 10:30–11:50**MAYFAIR (LEVEL 3)**

EXAMINING EMOTIONS AT WORK: SOME RECENT EMPIRICAL INVESTIGATIONS

Building on increasing interest in the role of emotions in the workplace, this symposium offers four papers addressing the latent structure of emotional intelligence and its contributions to team effectiveness and individuals' job performance, and the role of psychological well-being in mediating relations between perceived justice and extra-role behavior.

Kevin E. Fox, University of Tulsa, *Chair*

Robert P. Tett, University of Tulsa, *Co-Chair*

Robert P. Tett, University of Tulsa, Kevin E. Fox, University of Tulsa, *Factor Structure of Self-Report EI Measures in Student and Worker Samples*

Jay Janovics, Denison Consulting, Neil D. Christiansen, Central Michigan University, *Emotional Intelligence in a Selection Context: Criterion-Related Validity and Vulnerability to Response Distortion*

Peter J. Jordan, Griffith University, Neal M. Ashkanasy, University of Queensland, *Emotional Intelligence and Team Effectiveness: A Study of Self- Versus Peer-Assessed Emotional Intelligence in Groups*

Vicente Martinez-Tur, University of Valencia, Jose M. Peiro, University of Valencia, Jose Ramos, University of Valencia, Russell S. Cropanzano, University of Arizona, *Organizational Justice and Extra-Role Customer Service: The Mediating Role of Well-Being at Work*

Howard M. Weiss, Purdue University, *Discussant*

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

21. INTERACTIVE POSTERS: FRIDAY, 10:30–11:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: TRAINING IN ALTERNATIVE DELIVERY MODES****21-1 PREDICTING ONLINE COURSE-TAKING BEHAVIOR: THE THEORY OF PLANNED BEHAVIOR**

Our purpose is to understand why learners choose an online learning environment versus a traditional classroom setting as modeled through The Theory of Planned Behavior (Ajzen, 1991). Results indicated that Ajzen's theory provides a useful framework for answering this question, and that learners slightly prefer the traditional classroom.

Ryan P. Robinson, University of Akron

Dennis Doverspike, University of Akron

Submitted by Ryan P. Robinson, robinsry22@yahoo.com

21-2 DETERMINANTS OF MOTIVATION TO LEARN IN ALTERNATIVE DELIVERY MODES

This naturally occurring quasi-experiment examined how trainee characteristics (age, learning goal orientation), delivery mode, and the perception of factors as enablers affected motivation to learn and, in turn, learning outcomes. Results, based on 600 students enrolled in either traditional or blended distance learning courses, were largely supportive of the hypothesis.

Howard J. Klein, The Ohio State University

Raymond A. Noe, The Ohio State University

Chongwei Wang, The Ohio State University

Submitted by Howard J. Klein, klein_12@cob.osu.edu

21-3 ENHANCING E-LEARNING EFFECTIVENESS THROUGH LEARNER ENGAGEMENT

This study examines the role of two learner engagement variables, interest and off-task attention, in predicting affective and learning outcomes of an e-learning program. Results suggest that interest and off-task attention did affect trainee satisfaction and knowledge acquisition, although the existence of learner control tools did not impact engagement.

Sandra L. Fisher, Clarkson University

Michael E. Wasserman, Clarkson University

Karin A. Orvis, George Mason University

Submitted by Sandra L. Fisher, sfisher@clarkson.edu

22. POSTER SESSION: FRIDAY, 10:30–11:20**RIVER EXB HALL A (LEVEL 1)****PERSONNEL SELECTION I****22-1 THE ADULT INTERPERSONAL ACUMEN SCALE: PSYCHOMETRIC PROPERTIES AND DISCRIMINANT VALIDITY**

In this study we examined the structure and discriminant validity of the adult interpersonal acumen (IA) scale (Aditya, 2000), with a sample of working and nonworking adults ($N = 428$) drawn from a university student population. Results confirm the scale's hierarchical structure and the independence of IA from personality traits.

Tina M. Burns, Florida International University

Ram N. Aditya, Florida International University

Katherine Hamilton, Florida International University

Andrea Saravia, Florida International University

Submitted by Tina M. Burns, tmarie458@hotmail.com

**22-2 THE RELATION BETWEEN PRACTICE EFFECTS, SCALE PROPERTIES,
AND TEST-TAKER CHARACTERISTICS**

This study examines the efficacy of test and test-taker characteristics for explaining variance in practice effects. Results show practice-effects magnitudes are negatively associated with the degree of *g*-saturation of the scales, and show small to moderate positive correlations with beliefs in tests, self-efficacy, test-taking motivation, and test-taker ability.

Charlie L. Reeve, Purdue University

Holly Lam, Purdue University

Submitted by Charlie L. Reeve, creeve@psych.purdue.edu

22-3 RELATIONS OF STEREOTYPE THREAT EFFECTS TO ASSESSMENT DOMAINS AND SELF-IDENTITY

This study examined cross-gender stereotype threat effects on math performance, perception of stereotype threat, and engagement in defense mechanisms against a gender-based threat activated in a simulated employment setting. Labels of assessment domain (job, intellectual/math, or no information) were manipulated. Relations of gender- and domain-identity to responses were investigated.

Hannah-Hanh Dung Nguyen, Michigan State University

Smriti Shivpuri, Michigan State University

Kari M. Langset, Michigan State University

Ann Marie Ryan, Michigan State University

Submitted by Hannah-Hanh Dung Nguyen, nguyen67@msu.edu

22-4 SCENARIO-BASED FORMATS FOR MEASURING CONSCIENTIOUSNESS

This study extends Tristan, Miller, and Leasher (2003), which found the conditional reasoning format was less susceptible to faking, but resulted in adverse impact. Two scenario-based measures developed were reliable, less susceptible to faking, and had less adverse impact against minorities than the Conditional Reasoning Test of Achievement Motivation.

Megan Leasher, Wright State University

Corey E. Miller, Wright State University

Tamara L. April, Wright State University

Kevin M. Gildea, Wright State University

Christine Rees, Wright State University

Daniel H. Schwartz, Wright State University

Esteban Tristan, Wright State University

Submitted by Corey E. Miller, corey.miller@wright.edu

22-5 AN EXAMINATION OF THE ROLE JOB FIT PLAYS IN SELECTION

This research investigated person–job fit and its role in the selection process. The findings provided evidence for relationships between person–job fit and commitment, turnover, and performance. In addition, the results indicated that fit added incremental variance, above traditional predictors, in the prediction of performance and commitment in one sample.

Amie D. Lawrence, Select International, Inc.

Dennis Doverspike, University of Akron

Matthew S. O'Connell, Select International, Inc.

Submitted by Amie D. Lawrence, alawrence@selectintl.com

22-6 PERSON-ENVIRONMENT FIT: ASSESSING VALIDITY, ADVERSE IMPACT, AND TEST-TAKER REACTIONS

The current study examined a person–environment (P–E) fit test as a selection tool. Using concurrent validation data from 218 job incumbents, we found that a 14-item fit instrument predicted performance, did not cause adverse impact when the cutoff score was set at the mean, and was perceived favorably by test takers.

Cara Lundquist, University of Southern Mississippi

Jeffrey D. Kudisch, University of Maryland

Kara L. Fleming, University of Southern Mississippi

Vincent J. Fortunato, University of Southern Mississippi

Submitted by Jeffrey D. Kudisch, JKudisch@rhsmith.umd.edu

22-7 PROSOCIABILITY AS A PREDICTOR OF TASK AND CITIZENSHIP PERFORMANCE

Employees' citizenship performance (CP) is vital to the success of organizations. Therefore, organizations will benefit from selecting individuals whose performance is exemplary. This study proposes that attitudes toward CP predict performance, and also adds incremental validity evidence above and beyond the predictive effects of personality.

Jennifer D. Kaufman, DeCotiisErhard, Inc.

Heather W. Dobbins, DecotiisErhard, Inc.

Robert C. Baker, DecotiisErhard, Inc.

Erica C. Lutrick, TMP Worldwide/Monster.Com

Michael J. Najar, DeCotiisErhard, Inc.

Submitted by Michael J. Najar, mnajar@decotiiserhard.com

22-8 DEVELOPMENT OF THE KNOWLEDGE OF TEST-TAKING STRATEGIES (KOTTS) MEASURE

The KOTTS was developed and evaluated to assess individual differences in declarative knowledge of test-taking strategies (TTS). A series of reliability, confirmatory, and exploratory analyses resulted in a reliable and valid measure of 11 dimensions. The criterion-related validity and practical use of KOTTS in the employment selection context was discussed.

Hannah-Hanh Dung Nguyen, Michigan State University

Ann Marie Ryan, Michigan State University

Submitted by Hannah-Hanh Dung Nguyen, nguyen67@msu.edu

22-9 DOES GIVING JOB EXPERTS ANSWERS RESULT IN BETTER JOB EXPERTS?

There is some indication that providing job experts test answers prior to an Angoff task benefits the accuracy of these judgments. Building on this work, the current study examines the impact of providing correct answers to job experts on both Angoff judgments and item difficulty ratings in an applied setting.

Jennifer M. Hurd, Aon Consulting

Joshua M. Sacco, Aon Consulting

Submitted by Jennifer M. Hurd, jennifer_m_hurd@aoncons.com

22-10 DO PERSONALITY MEASURES INTERACT IN PREDICTING PERFORMANCE? A STATISTICAL EXAMINATION

This report examines the potential value of crossing two personality measures in predicting job performance. A series of analyses conducted on the Big Five personality dimension scores and job performance suggests that interactions may be useful in increasing the validity of personality tests.

Jeff Foster, University of Missouri–St. Louis

Therese H. Macan, University of Missouri–St Louis

Submitted by Jeff Foster, s1036682@admiral.umsl.edu

22-11 ELABORATION AND FACE-TO-FACE DELIVERY ATTENUATE SOCIALLY DESIRABLE RESPONDING

Two studies replicate and expand upon findings that requests for response elaborations and face-to-face interaction with the test administrator can lead to less socially desirable scores on noncognitive measures. The motivational mechanisms behind the effect are explored.

Pablo Cruz, Rice University

Robert L. Dipboye, Rice University

Submitted by Pablo Cruz, pcruz@rice.edu

22-12 USING SPECIFIC PERSONALITY CONSTRUCT TO PREDICT SPECIFIC DIMENSION OF PERFORMANCE

In today's increasingly competitive market for customers and employees, there is enormous pressure to innovate and develop novel ways to make an enterprise more attractive from many unique perspectives. The current study examines the validity of using specific personality constructs to predict specific dimensions of job performance.

Robert C. Baker, DecotiisErhard, Inc.

Fung (John) M. Chan, Sprint

Submitted by Fung (John) M. Chan, fchan@utk.edu

22-13 THE USE OF PERSON-ORGANIZATIONAL FIT IN EMPLOYMENT DECISION MAKING

We assessed the criterion-related validity of person-organization fit. Despite its use in selection, a review of the literature revealed few studies consider the P-O fit/task performance relationship, and a meta-analysis of these studies resulted in an estimated true criterion-related validity of 0.07 ($k = 12$, $N = 1,967$).

Winfred Arthur, Texas A&M University

Suzanne T. Bell, Texas A&M University

Anton J. Villado, California State University-San Bernardino

Dennis Doverspike, University of Akron

Janie Yu, Texas A&M University

Submitted by Suzanne T. Bell, sbell@tamu.edu

22-14 SELECTING HOURLY, ENTRY-LEVEL EMPLOYEES: A BENCHMARKING STUDY

This benchmarking study examined selection procedures for a range of hourly, entry-level jobs across 39 U.S. companies with a large workforce at this level. Data are provided on components used, characteristics measured, and development, administration, and evaluation procedures. The prototypical selection system observed, best practices, and innovative practices are discussed.

Sarah S. Fallaw, Qwiz, Inc.

Andrew L. Solomonson, Right Management Consultants

Amy Montagliani, Right Management Consultants

P. Gail Wise, Right Management Consultants

Eric Gerber, University of Georgia

Jeffrey D. Fecteau, Hogan Assessment Systems

Submitted by Sarah S. Fallaw, sfallaw@qwiz.com

22-15 EXAMINING THE EFFECTIVENESS OF EMPIRICAL KEYING: A CROSS-CULTURAL PERSPECTIVE

Empirical keying has received significant attention, but very little research examines its usefulness across cultures. In this study, 782 managers completed a biodata and situational judgment inventory for a cross-cultural validation. Results demonstrate empirical keying produces larger holdout validities than rational keying, and behaviors predicting performance are similar across cultures.

Matthew J. Such, Aon Consulting

David B. Schmidt, Aon Consulting

Submitted by Matthew J. Such, matt_j_such@aoncons.com

22-16 INVESTIGATING CURVILINEAR CONSCIENTIOUSNESS–JOB PERFORMANCE RELATIONSHIPS FOR CLERICAL EMPLOYEES

We present results from two studies that suggest a curvilinear relationship between conscientiousness and job performance for clerical employees. In Study 1, we found a curvilinear relationship using biodata and situational judgment items. In Study 2, we found similar results using a traditional conscientiousness measure and controlling for cognitive ability.

David M. LaHuis, Wright State University

Nicholas R. Martin, U.S. Office of Personnel Management

John M. Avis, U.S. Office of Personnel Management

Submitted by David M. LaHuis, david.lahuis@wright.edu

22-17 ASSESSING TRUTH AND DECEPTION TYPES IN VERBAL STATEMENTS

In an attempt to detect deception, verbal analysis criteria were developed based on models of truth telling and deception. An experiment was conducted to test whether the new criteria discriminate three types of deceptive statements from truthful ones. Criteria from three of six categories of VA criteria were effective discriminators.

Lyle E. Leritz, University of Oklahoma

Matthew T. Allen, University of Oklahoma

Gregory A. Ruark, University of Oklahoma

Ethan P. Waples, University of Oklahoma

Mary Shane Connelly, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Submitted by Mary Shane Connelly, sconnelly@ou.edu

22-18 THE PREDICTIVE VALIDITY OF THE GMAT AND UGPA: A META-ANALYSIS

A meta-analysis of the relationship between business school performance and both GMAT scores and UGPA ($N = 33,689$, $k = 213$, $r = .640$) shows that both GMAT scores and UGPA are valid predictors of GPA in business school. A combination of GMAT-V and GMAT-Q is shown to be a better predictor than UGPA.

Nathan R. Kuncel, University of Illinois at Urbana-Champaign

Marcus Crede, University of Illinois at Urbana-Champaign

Lisa Lynn Thomas, University of Illinois

Submitted by Lisa Lynn Thomas, llthomas@s.psych.uiuc.edu

22-19 PERSON–ENVIRONMENT FIT: A META-ANALYTIC REVIEW OF OUTCOMES AND MODERATORS

The purpose of this paper is to examine the relationship between person–organization and person–job fit and outcome variables focusing on potential methodological moderators. Meta-analytic results indicate that while person–environment fit is related to a variety of outcomes, this relationship is moderated by both the conceptual and operational definition of “fit”.

Brian J. Hoffman, University of Tennessee
David J. Woehr, University of Tennessee
Submitted by David J. Woehr, djw@utk.edu

22-20 VALIDITY OF BROAD VERSUS SPECIFIC PERSONALITY SCALES: A TEST

This research investigated the relative merits of broad and specific personality scales. Scores on Prudence and performance ratings were obtained from a sample of 416 sales and service employees. Results indicated that one of the subscales, Avoids Trouble, was just as valid as the overall scale in predicting performance.

Ted R. Axton, Wachovia Corporation
Matthew Sederburg, Wachovia Corporation
Carolyn M. Wolf, Wachovia Corporation
Submitted by Ted R. Axton, ted.axton@wachovia.com

22-21 ASSESSMENT CENTER CRITERION-RELATED VALIDITY: A META-ANALYTIC UPDATE

Thirty-two new assessment center criterion-related validation studies were meta-analyzed, compared to, and combined with the Gaugler et al. (1987) estimates. Results showed the current population estimate for criterion-related validity (.33) was moderated by type of criteria (job performance, training, promotion, sales, and turnover).

Chaitra M. Hardison, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitted by Chaitra M. Hardison, hard0211@umn.edu

22-22 WRITTEN COMMUNICATION AND WRITING SKILL: CONFUSION OR COMBINATION

The effects of writing skill and other extrinsic variables on the evaluation of written content in procedures such as accomplishment records and portfolios have not been specifically investigated. This study found substantial construct-relevant and irrelevant effects of writing skill, application mode, and cognitive ability on the evaluation of written accomplishments.

Charles N. MacLane, U.S. Office of Personnel Management
Nicholas R. Martin, U.S. Office of Personnel Management
Benjamin E. Liberman, New York University
Bernard J. Nickels, U.S. Office of Personnel Management
Submitted by Charles N. MacLane, cnmaclan@opm.gov

22-23 THE EFFECT OF SPEEDEDNESS ON MCAT SCORES: AN INITIAL EXAMINATION

Effects of speededness on MCAT examinee performance were examined to determine whether examinees taking the test at its current length would benefit from additional test administration time. Scale scores based on extended test administration time were significantly greater than the corresponding scores based on the standard operational test administration time.

Scott H. Oppler, American Institutes for Research
Scott A. Davies, American Institutes for Research
Brian D. Lyons, University of Tennessee-Knoxville
Lori Nathanson, American Institutes for Research
Wen-Hung Chen, American Institutes for Research
Submitted by Scott A. Davies, sdavies@air.org

22-24 META-ANALYSIS OF PRACTICAL INTELLIGENCE: CONTENDER TO THE THRONE OF *g*?

Practical intelligence is a proposed alternative to cognitive ability tests used in selection. The nomological net of practical intelligence measures was meta-analytically examined. Although practical intelligence correlated moderately with job performance, it was strongly related to *g* and added negligible incremental validity in predicting job and academic performance.

Stephan Dilchert, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitted by Deniz S. Ones, Deniz.S.Ones-1@tc.umn.edu

22-25 ARE WE UNDER- OR OVERCORRECTING FOR RESTRICTION OF RANGE?

Monte Carlo evaluation of seven formulas for correction for range restriction, three for direct, and four for indirect restriction, shows slight undercorrection of correlations in most cases. Inaccuracy caused by sampling error poses a risk of overcorrection with low ρ and moderate selection ratios. With two exceptions all correction formulas perform well.

Robert A. Roe, University of Maastricht

Submitted by Robert A. Roe, r.roe@os.unimaas.nl

22-26 THE STRUCTURED INTERVIEW: REDUCING BIASES TOWARDS DISABLED JOB APPLICANTS

The structured interview has been credited with enhancing the traditional interview in terms of reliability, validity, and inhibition of biases. Participants rated disabled or nondisabled applicants in structured or unstructured videotaped interviews. Results supported that structured interviews reduced a leniency bias in favor of applicants with disabilities.

Ellyn G. Brecher, The College of New Jersey

Jennifer D. Bragger, Montclair State University

Eugene J. Kutcher, Virginia Tech

JulieAnn Miller, The College of New Jersey

Submitted by Ellyn G. Brecher, brecher@tcnj.edu

22-27 DEVELOPING A PROMOTION ALGORITHM FOR NAVY ENLISTED ADVANCEMENT

The Navy is in the process of revolutionizing and revitalizing its training, development, and promotional systems. As part of this effort, this study used a policy-capturing methodology to develop a promotion algorithm that will be implemented for all Navy enlisted personnel.

Kenneth T. Bruskiewicz, Personnel Decisions Research Institutes

Jerry W. Hedge, Independent Consultant

Walter C. Borman, Personnel Decisions Research Institutes

Mark J. Bourne, Navy Personnel Command

Submitted by Jerry W. Hedge, jerwhedge@aol.com

22-28 INTERVIEWING SELF-EFFICACY OVER TIME AND CAUSAL ATTRIBUTIONS IN JOB SEARCH

Matched data from 247 graduating seniors, firms, and university records, over 6 months, demonstrated that interviewing self-efficacy predicted interview success. Results also demonstrated that interview outcomes influenced subsequent interviewing self-efficacy and that attributions (internal and controllable) for job search outcomes moderated the relationship between job search outcomes and subsequent efficacy.

Cheryl Tay, Nanyang Technological University

Linn Van Dyne, Michigan State University

Soon Ang, Nanyang Technological University

Submitted by Cheryl Tay, actay@ntu.edu.sg

22-29 PERSON-ENVIRONMENT FIT AND ITS EFFECTS ON UNIVERSITY STUDENTS

This research investigated student-university fit and its relationship with satisfaction and well-being. We assessed student-university fit by developing 18 fit factors and measuring needs for and supplies of those factors. Data from 228 students suggest that student-university fit is predictive of students' satisfaction with their university and psychological well-being.

Brad Gilbreath, Indiana University-Purdue University Fort Wayne

Tae-Yeol Kim, University of North Carolina

Brooke Nichols, Indiana University-Purdue University Fort Wayne

Submitted by Tae-Yeol Kim, kimt@bschool.unc.edu

23. COMMUNITY OF INTERESTS: FRIDAY, 10:30-11:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: ORGANIZATIONAL CHANGE/CHANGE MANAGEMENT**

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

24. SYMPOSIUM: FRIDAY, 11:30-1:20**CHICAGO VII (LEVEL 4)****PROBLEMS AND POSSIBILITIES WITH BIODATA**

Biographical data inventories (biodata) have historically been used in selection contexts to gather historical and personality-related information on job applicants. This symposium identifies critical issues in using biodata (e.g., providing warnings to respond honestly). Possibilities are explored for biodata to reduce adverse impact and predict a broader range of criteria.

Frederick L. Oswald, Michigan State University, *Chair*

Lauren J. Ramsay, Michigan State University, *Co-Chair*

Lauren J. Ramsay, Michigan State University, Neal W. Schmitt, Michigan State University, Frederick L. Oswald, Michigan State University, Brian H. Kim, Michigan State University, Michael A. Gillespie, Michigan State University, *Score Inflation in Biodata Items: A College Admissions Quandary*

Michael A. Gillespie, Michigan State University, Brian H. Kim, Michigan State University, Lauren J. Ramsay, Michigan State University, Alyssa Friede, Michigan State University, Neal W. Schmitt, Michigan State University, Frederick L. Oswald, Michigan State University, *The Effect of Required Elaboration on Means and Validity of a Biographical Data Inventory*

Michelle A. Dean, San Diego State University, *Assessment of Biodata Item-Level Adverse Impact and Differential Prediction*

Fred A. Mael, American Institutes for Research, *Objective Biodata Informing Career and Developmental Choices*

Richard J. Klimoski, George Mason University, *Discussant*

Submitted by Lauren J. Ramsay, ramsayl@msu.edu

25. ROUNDTABLE: FRIDAY, 11:30–12:20**ERIE (LEVEL 2)****EXPERT WITNESS DISCUSSION HOUR**

This session is designed to allow SIOP members direct access to seasoned psychologists who serve as expert witnesses. Several concurrent roundtable discussions will allow participants to discuss topics such as proactive avoidance of legal challenges, working with judges and lawyers, working for plaintiffs and defendants, and career advice.

Mark J. Schmit, SHL USA, Inc, *Host*

Wayne F. Cascio, University of Colorado, *Co-Host*

Joel M. Lefkowitz, Baruch College, CUNY, *Co-Host*

Frank J. Landy, SHL, *Co-Host*

James C. Sharf, Employment Risk Advisors, Inc., *Co-Host*

Kevin R. Murphy, Pennsylvania State University, *Co-Host*

Lance W. Seberhagen, Seberhagen & Associates, *Co-Host*

Submitted by Mark J. Schmit, mschmit@shlgroup.com

26. INTERACTIVE POSTERS: FRIDAY, 11:30–12:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: PERSONNEL SELECTION I****26-1 AN EXAMINATION OF STRATEGIES TO INCREASE INTERVIEWER ACCURACY**

This study examines how interviewer note taking and the number of dimensions rated influence the accuracy of interview ratings and the incidence of race bias in structured interviews. Ratings are more accurate and race bias is reduced when interviewers take detailed notes and provide ratings on only a few performance dimensions.

Lynn A. McFarland, George Mason University

Dalit Lev-Arey Margalit, George Mason University

Michael Ingerick, George Mason University

Crystal Michele Harold, George Mason University

Submitted by Lynn A. McFarland, lmcfarla@gmu.edu

26-2 USING VERBAL ANALYSIS TO DISCRIMINATE TRUTHFUL FROM DECEPTIVE INTERVIEW RESPONSES

Verbal analysis criteria were used in an experimental study to discriminate truthful from fabricated responses to an employment interview under low, moderate, or high structure conditions. Discriminant function analyses showed that VA criteria were useful in discriminating truth and fabrication for moderate structure but not for low and high groups.

Gregory A. Ruark, University of Oklahoma

Ethan P. Waples, University of Oklahoma

Matthew T. Allen, University of Oklahoma

Lyle E. Leritz, University of Oklahoma

Leslie Kay Allison, University of Oklahoma

Mary Shane Connelly, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Submitted by Gregory A. Ruark, gruark@ou.edu

26-3 DECEPTION IN EMPLOYMENT INTERVIEWS: A VERBAL ANALYTIC SYSTEMS COMPARISON

This study was conducted to assess the effectiveness of two verbal analysis approaches, CBCA and IDA, for detecting truthful and deceptive statements in an interview context. Results show CBCA is more effective for discriminating truth tellers and deceivers than IDA, but the criteria do not always work as expected.

Ethan P. Waples, University of Oklahoma

Lyle E. Leritz, University of Oklahoma

Gregory A. Ruark, University of Oklahoma

Matthew T. Allen, University of Oklahoma

Mary Shane Connelly, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Submitted by Mary Shane Connelly, sconnelly@ou.edu

26-4 WHAT CAN WE PREDICT FROM THE HIRING INTERVIEW?

The current study hypothesized and found that the relationship between nonverbal and verbal behavior in the interview and speech performance is mediated by one's nonverbal and verbal behavior while performing that speech. Also, we found that nonverbal and verbal behavior only predicted performance for tasks that required communication.

Stefanie K. Halverson, Rice University

Robert L. Dipboye, Rice University

Maria B. Arboleda, Rice University

Submitted by Stefanie K. Halverson, skh@rice.edu

27. POSTER SESSION: FRIDAY, 11:30–12:20**RIVER EXB HALL A (LEVEL 1)****RECRUITMENT, SELECTION PRACTICE****27-1 PERSONALITY DIFFERENCES IN ACCEPTING SELECTION PROCEDURE DECISIONS**

This study looked at the role of individual differences in predicting variations in applicant reactions. The personality characteristics of self-esteem and conformity orientation were expected to differentiate between the applicants who appealed versus those who did not appeal a rejection decision. Partial support was found for the role of conformity orientation.

Krisztina Juhasz, NYS Office of Court Administration

Mark A. Mishken, NYS Office of Court Administration

Submitted by Mark A. Mishken, mmishken@pace.edu

27-2 BUILDING TRUST FROM THE BEGINNING: THE PSYCHOLOGICAL PROCESS OF RECRUITMENT

This paper proposes a framework that models the importance of considering trust dynamics in recruitment and examines the recruiting process from a relational perspective. Specifically, we identify the organizational and applicant characteristics that may influence applicants' initial and continued trust in the organization throughout the recruitment process.

Chongwei Wang, The Ohio State University

Jill E. Ellingson, The Ohio State University

Submitted by Chongwei Wang, wang.619@osu.edu

27-3 A QUALITATIVE FIELD STUDY OF APPLICANT REACTIONS TO SELECTION

This field study incorporates three related research streams in the areas of recruitment, applicant reactions, and organizational image to help explain job incumbents' attitudes towards recruitment and selection activities. Qualitative interviews with 13 financial sales representatives provided some convergence with existing frameworks and provide new directions for future research.

John Hausknecht, DePaul University

Submitted by John Hausknecht, jhauskne@depaul.edu

27-4 NONRANDOM RESPONSE IN JOB ANALYSIS SURVEYS: A CAUSE FOR CONCERN?

This study examines nonrandom responding in a job analysis survey. The results showed that 150 out of 349 incumbents (44%) returned completed surveys. Race, job performance, and employee grade were significantly related to survey return. The implications of these findings and directions for future research are discussed.

Thomas A. Stetz, National Imagery and Mapping Agency

Jeffrey M. Beaubien, American Institutes for Research

Michael J. Keeney, American Institutes for Research

Brian D. Lyons, University of Tennessee–Knoxville

Submitted by Jeffrey M. Beaubien, jbeaubien@air.org

27-5 EFFECTS OF RJPs ON APPLICANT JUDGMENTS OF ORGANIZATIONAL ATTRACTIVENESS

Whereas the majority of research on realistic job previews (RJPs) has focused on posthire outcomes, considerably less research has focused on the effects of RJPs on organizational attraction. The current study extended previous research by comparing the effects of RJPs on attraction among students and employed persons.

Natalie T. Bourgeois, Louisiana State University

Jerel E. Slaughter, University of Arizona

Submitted by Natalie T. Bourgeois, Natalie_Bourgeois@hotmail.com

27-6 PERSONALITY-BASED JOB ANALYSIS AND THE SELF-SERVING BIAS

This study tested the hypothesis that Personality-Based Job Analysis (PBJA) ratings are correlated with SME personality (through a self-serving bias). Some support was found for the hypothesis. However, PBJA ratings were somewhat predictive of the criterion-related validity of the Big Five personality dimensions.

Jeffrey M. Cucina, George Washington University

Nicholas L. Vasilopoulos, George Washington University

Kashi G. Sehgal, Georgia Institute of Technology

Submitted by Jeffrey M. Cucina, jcucina@gwu.edu

27-7 ORGANIZATIONAL-LEVEL RECRUITING SOURCES: IMPLICATIONS FOR WORKER QUALITY, TURNOVER, AND DIVERSITY

This study develops a framework to distinguish among the different recruiting sources that combines formal–informal source with degree of information richness. Results support the new framework and suggest that both dimensions, formal–informal and information richness, are critical to understanding the influence of recruiting on outcomes such as worker quality, turnover, and diversity.

Steffanie L. Wilk, University of Pennsylvania

Submitted by Steffanie L. Wilk, wilk@wharton.upenn.edu

27-8 DEVELOPMENT OF THE SPHERE OVERLAP SCALE (SOS)

A short, reliable, single-factor measure of work-to-home spillover called the Sphere Overlap Scale (SOS) was developed by selecting 10 items from a pool of 119 items rated by 623 employed students. The SOS possesses discriminant validity and is better at predicting psychological strain than existing measures of spillover.

Tina M. Burns, Florida International University

James Rotton, Florida International University

Submitted by Tina M. Burns, tmarie458@hotmail.com

**27-9 APPLICANT REACTIONS TO EMPLOYMENT INTERVIEW STRUCTURE:
A POLICY-CAPTURING INVESTIGATION**

This study evaluated the effects of interview structure on applicant reactions, which are an important concern to hiring organizations. Results indicated that interviewer prompting, ancillary information, and applicant question opportunity were most predictive of applicant reactions. Hypotheses concerning interviewer note taking and job relevancy of questions were not supported.

Eric M. Dunleavy, University of Houston

James E. Campion, University of Houston

Submitted by Eric M. Dunleavy, edunleavy@hotmail.com

27-10 PROCEDURAL ANTECEDENTS OF TEST MOTIVATION AND TEST PERFORMANCE

This study provides an examination of situational antecedents of applicants' test motivation and their impact on test performance. Results revealed that procedural characteristics, namely selection information and face validity, enhance applicants' test motivation. Furthermore, test motivation partially mediated the relationship between face validity and test performance.

Eva Derous, Erasmus University–Rotterdam

Marise Born, Erasmus University–Rotterdam

Karel De Witte, University of Leuven

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

27-11 FROM ATTRACTION TO APPLYING: THE EFFECTS OF INITIAL FACE-TO-FACE CONTACTS

This study examined potential applicant reactions to career office personnel in the Belgian military. We found that the relationship between career consultant characteristics and intentions toward the organization was fully mediated by attitude toward the organization, and that intentions fully mediated the relationship between career consultant characteristics and application behavior.

Bert Schreurs, University of Leuven

Eva Derous, Erasmus University–Rotterdam

Karel De Witte, University of Leuven

Karin Proost, University of Leuven

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

27-12 THE INFLUENCE OF ITEM WORDING ON QUESTIONNAIRE SCALE SCORES

Using the NEO-PI, we examined the impact of negatively worded items on measurement invariance. Approximately 230 people responded to the original and four reworded versions of the NEO-PI. Confirmatory factor analysis evaluated five hypotheses pertaining to measurement invariance. Results show that negative wording affects several measurement properties of scales.

Nicole Anne Benn, Old Dominion University

Terry L. Dickinson, Old Dominion University

Submitted by Nicole Anne Benn, nbenn@odu.edu

27-13 STATE AND TRAIT NEGATIVE AFFECT AS PREDICTORS OF JOB-SEARCH SUCCESS

This study examines negative affectivity and distress as predictors of job-search success. Job-search self-efficacy and job-search intensity are also examined as mediators of the negative affect—job-search success relation. Results suggested that NA was negatively related to interview and job-search success, and that job-search self-efficacy partially mediated this relationship.

Craig D. Crossley, Bowling Green State University

Jeffrey M. Stanton, Syracuse University

Mo Wang, Bowling Green State University

Submitted by Craig D. Crossley, craigdc@bgsu.edu

27-14 IRT AND JOB ANALYSIS: DO POLYTOMOUS MODELS FIT THE DATA?

Job analysis data were analyzed to determine if a polytomous IRT model would fit task and job dimension ratings from a sample of job incumbents. Results indicated partial fit for one dimension of tasks, and poor to marginal fit for the job dimension data.

Kemp Ellington, North Carolina State University

Adam W. Meade, North Carolina State University

Erich C. Dierdorff, DePaul University

Mark A. Wilson, North Carolina State University

Submitted by Kemp Ellington, kemp_e@hotmail.com

27-15 ARE PERSONALITY SCALE CORRELATIONS INFLATED IN JOB APPLICANT SAMPLES?

Contextual differences between job incumbents and job applicants are examined for personality measures. Meta-analyses of correlations between personality constructs were conducted, and test-taking status was examined as a moderator of personality construct intercorrelations. Results of the meta-analyses suggest personality construct intercorrelations yield little evidence of moderation by sample type.

Kevin M. Bradley, Virginia Tech

Neil M. A. Hauenstein, Virginia Tech

Submitted by Kevin M. Bradley, kbradley@vt.edu

27-16 DO INCUMBENT SAMPLES OVERESTIMATE PERSONALITY INVENTORY VALIDITIES IN APPLICANT SETTINGS?

Using meta-analytic techniques, the criterion-related validities of seven personality constructs were estimated and the potential moderating effect of sample type was investigated. Results indicate that the moderating effect of sample type on validity estimates is generally small and is supportive of the use of incumbent samples in personality-test validation research.

Kevin M. Bradley, Virginia Tech

Neil M. A. Hauenstein, Virginia Tech

Submitted by Kevin M. Bradley, kbradley@vt.edu

27-17 HOLISTIC VERSUS DECOMPOSED RATINGS OF GENERAL DIMENSIONS OF WORK ACTIVITY

Confirmatory factor analysis of holistic Occupational Information Network (O*NET) general work activity (GWA) ratings indicated poor discriminant validity and significant halo; comparisons with decomposed Common-Metric Questionnaire (CMQ) ratings revealed low convergence, low interrater agreement, and leniency in O*NET incumbents. These results question the O*NET's planned reliance on volunteer incumbent ratings.

Shanan Gibson, East Carolina University
Robert J. Harvey, Virginia Tech
Yvette Quintela, Virginia Tech
Submitted by Robert J. Harvey, rj@pstc.com

27-18 INTERNET RECRUITMENT: JOB SEEKERS' VIEWING OF COMPANY WEB SITES

Organizations are using Internet recruitment at an increasing rate. This research used eye-tracking equipment to examine viewing patterns of 26 users seeking employment information on Web sites. Results suggest that site features attended to first, longest, and most often provide valuable information regarding the design and implementation of Internet recruitment.

David G. Allen, University of Memphis
Marian Elizabeth Lane, University of Memphis
Aykut H. Turan, University of Memphis
Mitzi G. Pitts, University of Memphis
Robert F. Otondo, University of Memphis
James R. Van Scotter, University of Memphis
Submitted by Marian Elizabeth Lane, mlane@memphis.edu

27-19 THE ELABORATION LIKELIHOOD MODEL, JOB ADS, AND APPLICATION DECISIONS

We investigated whether application decisions are affected by how deeply individuals process recruitment messages (i.e., elaboration likelihood, EL). As hypothesized, participants in lower (vs. higher) EL conditions chose more job ads containing cues unrelated to the job (e.g., graphics, bold print) and fewer ads containing higher quality arguments.

Jonas William Shultz, University of Calgary
David A. Jones, University of Calgary
Derek S. Chapman, University of Calgary
Submitted by David A. Jones, dajone@ucalgary.ca

27-20 COMPARING SIMILAR JOBS ACROSS ORGANIZATIONS: IMPLICATIONS FOR TEST TRANSPORT

The present study examines both personality-based and organizationally derived characteristics to determine if jobs transport based on personality and/or value congruence. Results have clear implications for the practice of conducting criterion-related and transport validation studies.

Nicole R. Bourdeau, University of Tulsa
Jared D. Lock, Hogan Assessment Systems
Submitted by Nicole R. Bourdeau, nicole-bourdeau@utulsa.edu

27-21 P-O FIT AND SPECIFIC VALUES IN COMMUNITY SERVICE ORGANIZATIONS

Value importance was compared in different contexts, including community service, based on the prediction that different values are more relevant in certain organizations. Results indicated significant relationships between P-O fit, intent to apply, and follow-up behavior, as well as interactions of value-based fit and organization type on intent to apply.

James M. Dickinson, Clemson University
Michael Horvath, Clemson University
Submitted by James M. Dickinson, jdickin@clemson.edu

27-22 EFFICACY OF A MULTIMETHOD TEST BATTERY FOR SELECTING CORRECTIONAL OFFICERS

A multimethod test battery was used to predict entry-level correctional officers' training success and job performance. A cognitive ability test with an audio portion, a video SJT, and personality measure predicted training scores while a biodata instrument predicted performance. The battery maximized validity while minimizing adverse impact.

Thomas E. Mitchell, University of Baltimore

Steve Serra, Maryland State Department

Submitted by Thomas E. Mitchell, tmitchell@ubmail.ubalt.edu

27-23 TRUST AND USE OF JOB BOARDS AND EMPLOYMENT WEB SITES

Data from 591 online job seekers suggest that employment Web sites are perceived to maintain the privacy of personal information and are viewed as more trustworthy recruitment sources than Internet job boards. Data also suggests employment Web sites are perceived to be more instrumental for facilitating job search success.

Richard T. Cober, Booz Allen Hamilton

Douglas J. Brown, University of Waterloo

Submitted by Richard T. Cober, cober_rich@bah.com

27-24 THE ACCURACY OF ALTERNATIVE VALIDATION STRATEGIES IN SINGLE SETTINGS

This study tests hypotheses that the alternative validation strategies of meta-analytic validity generalization, transportability of validity, and synthetic validity produce results equivalent to criterion-related validation. Results support the hypotheses and suggest that alternative validation strategies can substitute for criterion-related validation when criterion-related strategies are not feasible.

Christina R. Van Landuyt, Hogan Assessment Systems

Brent D. Holland, Hogan Assessment Systems

Submitted by Christina R. Van Landuyt, chris@hoganassessments.com

27-25 TENURE EFFECTS ON THE QUALITY OF INCUMBENT JOB ANALYSIS RATINGS

We examined several indices of job analysis reliability (intrarater and interrater) and validity (distractor and veracity scores). Results of our study generally support the idea that incumbents with moderate levels of experience (job tenure in the 9- to 15-year range) provide the highest quality job analysis data.

Erich C. Dierdorff, DePaul University

Mark A. Wilson, North Carolina State University

Lycia A. Carter, North Carolina State University

Submitted by Erich C. Dierdorff, ec_dierdorff@msn.com

27-26 EXAMINING OUTCOME DIFFERENCES FOR INTERNET AND TRADITIONAL RECRUITING SOURCES

Production and turnover outcomes for financial services representatives are examined across Internet, impersonal, and personal recruiting sources. Personal sources yield the most positive outcomes. Internet recruits have lower retention rates than personal or impersonal sources. Different outcomes are observed for corporate Web page recruits versus recruits from other Internet sources.

Margaret A. McManus, LIMRA International

Tommie Mobbs, LIMRA International

Submitted by Margaret A. McManus, pmcmanus@limra.com

27-27**CONSTRUCTION OF A FAIRNESS THEORY COUNTERFACTUALS MEASURE**

Fairness Theory (Folger & Cropanzano, 1998; 2001) states that employees react to organizational agents based on Would, Should, and Could counterfactuals. A measure of these counterfactuals will facilitate empirical investigation of Fairness Theory. We report on the development and initial psychometric evaluation of such a measure.

Michael Horvath, Clemson University

Erica L. Mabry, Clemson University

Laurie Wasko, Clemson University

Submitted by Michael Horvath, mhorvat@clemson.edu

28. COMMUNITY OF INTERESTS: FRIDAY, 11:30–12:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: RETIREMENT**

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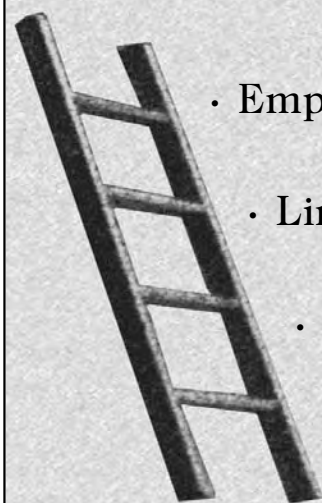
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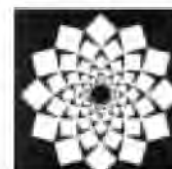
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29. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON I (LEVEL 4)****MANAGING DIVERSITY AND CREATING INCLUSION**

Managing a diverse workforce is not an option; it is an organizational reality. The challenge is to meet differential subgroup needs in a manner that is inclusive and fair to all. These papers tackle that challenge, utilizing diverse samples to explore subgroup commonalities and differences with regard to inclusion.

Debra A. Major, Old Dominion University, *Chair*

Robert M. McIntyre, Old Dominion University, *Variance–Invariance of Effects of Equal Opportunity on Perceived Workgroup Effectiveness, Job Satisfaction, and Organizational Commitment*

Donna Chrobot-Mason, University of Colorado–Denver, *“One Nation, One Flag”: Examining the Role of Subgroup Identity Threat on Diversity Training Outcomes*

Debra A. Major, Old Dominion University, Thomas D. Fletcher, Old Dominion University, Rebekah A. Cardenas, Old Dominion University, Suzanne M. Clarke, Old Dominion University, Donald D. Davis, Old Dominion University, *Creating Inclusion for Men and Women: Gender Differences and Similarities*

Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitted by Debra A. Major, dmajor@odu.edu

30. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON II (LEVEL 4)****LEADERSHIP: WHAT CAN EUROPEANS AND AMERICANS LEARN FROM EACH OTHER?**

Parochialism can hamper advances in the knowledge of leadership. American managers' list of life goals was found to be missing two that are critical to Europeans. Because global organizations require global leaders, this symposium focuses on what European and North American scholars can learn about leadership through independent and collaborative research.

Gary P. Latham, University of Toronto, *Chair*

Bernard M. Bass, SUNY–Binghamton, *The Dangers of Parochialism*

Reinout E. de Vries, University of Amsterdam, *Who Needs Leadership?*

Handan K. Sinangil, Marmara University, *Shifting Trends of Leadership and Authoritarianism*

Milton Hakel, Bowling Green State University, *Discussant*

Robert A. Roe, University of Maastricht, *Discussant*

Submitted by Gary P. Latham, latham@rotman.utoronto.ca

31. PANEL DISCUSSION: FRIDAY, 12:00–1:20**SHERATON IV (LEVEL 4)****PRACTICING I-O PSYCHOLOGY: THERE'S NO BUSINESS LIKE I-O BUSINESS**

As our field grows, many individuals are deciding to build their own consulting firms. This panel of experienced independent consultants will address three issues facing new businesses: (a) how to establish an independent practice, (b) how to sell your business services, and (c) how to translate proposals into service contracts.

Marcus W. Dickson, Wayne State University, *Chair*

Michael B. Hargis, Wayne State University, *Co-Chair*

David Kuttner, Wayne State University, *Co-Chair*

John F. Binning, Illinois State University, *Panelist*

Ken Yusko, Arlington Cty VA Government, *Panelist*

Dale S. Rose, 3D Group, *Panelist*

Kimberly R. Brinkmeyer, CDR Assessment Group, *Panelist*

Anthony J. Adorno, The DeGarmo Group, Inc., *Panelist*

Harold W. Goldstein, Baruch College, CUNY, *Panelist*

Submitted by David Kuttner, Davidk65@wayne.edu

32. SYMPOSIUM: FRIDAY, 12:00–1:20**SHERATON V (LEVEL 4)**

**PERCEIVED ORGANIZATIONAL SUPPORT:
THE ROLES OF COWORKERS, SUPERVISORS, AND WORKGROUPS**

This symposium extends the current research literature on organizational support theory by considering how employees' associations with others in the organization influence perceived support. Employees' relationships with supervisors and coworkers were distinguishable from perceived support, yet were affected by perceived support.

Robert Eisenberger, University of Delaware, *Chair*

Lynn M. Shore, University of California–Irvine, Alaka Rao, University of California–Irvine, Jai H. Seo, Daegu University, William Bommer, Cleveland State University, *An Exploration of Differences in Perceived Organizational Support, Leader–Member Exchange and Team–Member Exchange*

Florence Stinglhamber, Maastricht University, *Perceived Organizational Support: Supervisors as Agents of the Organization*

Linda R. Shanock, University at Albany, SUNY, *When Supervisors Feel Supported: Relationships With Subordinates' Perceived Supervisor Support, Affective Commitment, and Performance*

Ivan L. Sucharski, University of Delaware, Robert Eisenberger, University of Delaware, Paul Eder, University of Delaware, Jason R. Jones, University of Delaware, *Perceived Organizational Support: Influences of Collectivism and Competitiveness*

Kathryn M. Bartol, University of Maryland, *Discussant*

Submitted by Robert Eisenberger, eisenber@udel.edu

33. SYMPOSIUM: FRIDAY, 12:00–1:20**ARKANSAS (LEVEL 2)**

I-O PSYCHOLOGY IN MEDICINE: SOME RECENT EMPIRICAL APPLICATIONS

Four studies are described demonstrating how I-O psychology theory and methods can be applied in helping the medical industry cope with pressing problems and enhancing the visibility of I-O psychology as a socially relevant applied science. Topics include medical safety, training evaluation, and medical student selection and volunteerism.

Kevin E. Fox, University of Tulsa, *Chair*

Robert P. Tett, University of Tulsa, *Co-Chair*

Joann S. Sorra, Westat, Veronica Nieva, Westat, George Schreiber, Westat, Melissa King, Westat, Harold Kaplan, New York Presbyterian Hospital, Barbara R. Fastman, New York Presbyterian Hospital, *Testing a Model of Safety Culture and Error Reporting in Hospital Transfusion Services*

Dana E. Sims, University of Central Florida, Heather Priest, University of Central Florida, Katherine Wilson, University of Central Florida, C. Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, *Can Industrial-Organizational Psychology Help with Patient Safety Concerns? A Case Study*

David P. Baker, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, Amy K. Holtzman, American Institutes for Research, Eduardo Salas, University of Central Florida, Paul Barach, University of Miami–Jackson Memorial Hospital, *Medical Team Training: An Initial Assessment and Future Directions*

Mitchell Rothstein, University of Western Ontario, Richard D. Goffin, University of Western Ontario, Henryk T. Krajewski, University of Western Ontario, Michael Rieder, University of Western Ontario, *Relations Between Personality, Academic Performance, and Clinical Competence in Medical School Students*

Thomas D. Fletcher, Old Dominion University, Debra A. Major, Old Dominion University, *Motivating Medical Students to Volunteer: Implications for Recruitment and Training*

Douglas N. Jackson, Sigma Assessment Systems, Inc., *Discussant*

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

34. PRACTITIONER FORUM: FRIDAY, 12:00–12:50**COLORADO (LEVEL 2)****FRONT END ALIGNMENT: SELECTION ALIGNED WITH COMPANY STRATEGIES AND CULTURE**

Today, I-O psychologists are being asked to go beyond utility and ROI analyses and demonstrate how their efforts align with their firm's strategies. In this forum, practitioners from leading firms discuss how they are making the connection between employee selection efforts and their firms' larger human capital and business strategies.

Jonathan M. Canger, HRMC, Inc., *Chair*

Alfred G. Davis, Verizon Wireless, *An Organization Psychologist's Role in Aligning Recruiting, Selection, and Retention to Organization Strategy in a Results-Focused Organization*

David H. Oliver, Frito-Lay, Inc., *Challenges in the Design, Implementation, and Alignment on an IVR-Based Prescreening Process at Frito-Lay*

Robert Driggers, Capital One, *Putting It All Together: Using Multiple Selection Methods to Achieve Alignment and Maximize Business Impact*

Jonathan M. Canger, HRMC, Inc., *Discussant*

Submitted by Jonathan M. Canger, jmcanger@tampabay.rr.com

35. SYMPOSIUM: FRIDAY, 12:00–1:20**MICHIGAN A (LEVEL 2)**

**ADVANCEMENTS IN TECHNOLOGY-DELIVERED INSTRUCTION:
RESEARCH SYNTHESIS AND NOVEL APPROACHES**

This symposium focuses on evolving research in the area of technology-delivered instruction. Topics include moderators of the effectiveness of Web-based instruction, comparison of learning and reactions in teleconferencing and classroom instruction, and the impact of learner control and seductive details on learning outcomes.

Kurt Kraiger, University of Tulsa, *Chair*

Traci M. Glasier, University of Tulsa, Tatana M. Olson, Purdue University, Robert A. Wisher, U.S. Army Research Institute, David Stewart, University of Tulsa, Kurt Kraiger, University of Tulsa, *Moderators of the Effectiveness of Web-Based Instruction*

Kenneth G. Brown, University of Iowa, Thomas A. Rietz, University of Iowa, Brenda Sugrue, American Society of Training and Development, *The Effects of Video Conferencing, Class Size, and Student Motivation on Training Outcomes*

Eddie L. Jerden, University of Tulsa, Kurt Kraiger, University of Tulsa, *Learner Control and Learning Outcomes in Computer-Based Training: A Meta-Analysis*

Ashley K. Smith, University of Tulsa, David Stewart, University of Tulsa, Anthony F. Abalos, University of Tulsa, Kurt Kraiger, University of Tulsa, Annette Towler, University of Colorado–Denver, *Impact of Seductive Details and On-Screen Text on Learned Procedural Knowledge*

Beryl L. Hesketh, University of Sydney, *Discussant*

Submitted by Traci M. Glasier, traci-sitzmann@utulsa.edu

36. PRACTITIONER FORUM: FRIDAY, 12:00–12:50**SUPERIOR A (LEVEL 2)****VENDOR SELECTION: MATCHING HIGH QUALITY WITH LOW COST**

How do you sift through the sales pitch to find the highest quality and lowest cost provider for your needs? This presentation will highlight two examples in which vendors were chosen to provide very different HR services. Perspective from one of the chosen vendors will also be provided.

Nathan J. Mondragon, Dell Inc., *Chair*

Thomas Rauzi, Dell Inc., *Selecting a Global Survey Provider*

Michael Meltzer, Sirota Consulting LLC, *Procuring IO Services in the Business Environment—New Practices, Best Practices*

MaryBeth Mongillo, Dell Inc., *Selecting a Global Executive Coaching Provider*

Submitted by Nathan J. Mondragon, nathan_mondragon@dell.com

37. PRACTITIONER FORUM: FRIDAY, 12:00–1:20

ONTARIO (LEVEL 2)

CREATIVE APPROACHES FOR EXAMINING EMPLOYEE RETENTION

HR professionals and researchers still have yet to clearly understand the factors that lead an employee to leave an organization. This practitioner forum provides four perspectives on employee retention that span the tenure of an employee. Each provides unique ways that may help organizations retain key talent.

Stuart A. Tross, Bristol-Myers Squibb Company, *Chair*

Darin Wiechmann, Bristol-Myers Squibb Company, *Co-Chair*

Alan L. Colquitt, Eli Lilly & Company, David Futrell, Eli Lilly & Company, *Use of a Biodata Selection Instrument to Improve Retention*

Linda S. Leonard, Bristol-Myers Squibb Company, Stephen A. Dwight, Bristol-Myers Squibb Company, *Should I Stay or Should I Go? Individual Differences Between Stayers and Leavers*

Stuart A. Tross, Bristol-Myers Squibb Company, Michael Egermann, Bristol-Myers Squibb Company, *The Effect of Employee-Manager Instability on Employee Development and Retention*

Maria Amato, Corporate Executive Board, *Employee Retention Across the Life Cycle*

Submitted by Stuart A. Tross, satross@comcast.net

38. PANEL DISCUSSION: FRIDAY, 12:00–12:50

MAYFAIR (LEVEL 3)

INTERNET PRESCREENING: DOES IT LEAD TO BETTER HIRING DECISIONS?

Organizations are making increasing use of Web-based skills and requirements questionnaires to automatically screen out unqualified applicants. However, little systematic research has explored whether prescreening actually leads to better hiring decisions. Practitioners from four organizations discuss successes, weaknesses, and challenges associated with their use and validation of Internet prescreening tools.

Donald M. Truxillo, Portland State University, *Chair*

Monica A. Hemingway, Dow Chemical Company, *Panelist*

Steven T. Hunt, Unicru, Inc., *Panelist*

Robert E. Gibby, Procter & Gamble, *Panelist*

David J. Scarborough, Unicru, Inc., *Panelist*

Submitted by Steven T. Hunt, stevenhunt@aol.com

39. SPECIAL EVENT: FRIDAY, 12:30–1:20**CHICAGO X (LEVEL 4)**

**DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD:
MEASURING AND MODELING COUNTERPRODUCTIVE WORK BEHAVIOR**

The address integrates the authors' work on integrity and personality predictors of counterproductive work behavior (CWB), on the dimensionality of CWB and its relationship with other facets of job performance, and on theoretical mechanisms for the relationship between individual difference variables and CWBs.

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

Paul R. Sackett, University of Minnesota, *Presenter*

40. SYMPOSIUM: FRIDAY, 12:30–1:50**SHERATON III (LEVEL 4)**

**THE WORK–FAMILY INTERFACE OVER TIME:
LONGITUDINAL STUDIES OF WORK–FAMILY RELATIONSHIPS**

This symposium responds to recent calls for examinations of the interface between work and family over time with four longitudinal studies. Together these studies investigate processes answering when and how work and family interact with one another. They also include perceptions of both the employee and his/her spouse.

Stephanie C. Payne, Texas A&M University, *Chair*

Ann H. Huffman, Texas A&M University, *Co-Chair*

Adam B. Butler, University of Northern Iowa, Joseph G. Grzywacz, Wake Forest School of Medicine, Brenda L.

Bass, University of Northern Iowa, Kirsten D. Linney, University of Northern Iowa, *A Daily Diary Study of Work–Family Integration in Nonprofessional Couples*

Alicia A. Grandey, Pennsylvania State University, Bryanne L. Cordeiro, Pennsylvania State University, Ann

Crouter, Center for Work and Family Research, *Work–Family Conflict and Job Satisfaction: A Test of the Robustness of a Relationship*

Noelle Chesley, Cornell University, *Employees in a High-Tech Age: Technology Usage Patterns, Work and Family Correlates, and Gender*

Ann H. Huffman, Texas A&M University, Stephanie C. Payne, Texas A&M University, Wendy J. Casper,

University of Tulsa, *A Comparative Analysis of Work–Family Balance: Single-Earner Versus Dual-Earner Family Employees*

Kevin J. Williams, University at Albany–SUNY, *Discussant*

Submitted by Stephanie C. Payne, scp@psyc.tamu.edu

41. PRACTITIONER FORUM: FRIDAY, 12:30–1:50**MISSOURI (LEVEL 2)**

REDESIGN OF LARGE-SCALE EMPLOYEE SURVEYS: CHALLENGES AND OPPORTUNITIES

Unique challenges exist when making changes to an employee survey program that is entrenched in a company's culture. This session will provide perspectives from practitioners at three large organizations that have recently led changes to employee survey programs. Challenges encountered and resulting improvements in the survey programs will be discussed.

Jennifer H. Frame, Dow Chemical Company, *Chair*

Hank Jonas, Corning Incorporated, *From Compliance to Engagement: Balancing Standardization and Flexibility in Redesigning an Employee Survey Process*

Jennifer H. Frame, Dow Chemical Company, Michele L. Ehler, Dow Chemical Company, *Aligning HR Measures to a Corporate People Strategy: Redesign of a Global Employee Survey*

Joe Cosentino, Verizon Communications, Inc., *Developing a Sustainable Employee Survey Program at Verizon*

Jerry Halamaj, John Deere, *Discussant*

Submitted by Jennifer H. Frame, jframe@dow.com

42. SYMPOSIUM: FRIDAY, 12:30–2:20**MICHIGAN B (LEVEL 2)****GOAL-SETTING, GOAL-ORIENTATION, AND SELF-REGULATORY FOCUS—AN INTEGRATION**

Goal-Setting, Goal-Orientation, and Self-Regulatory Focus have evolved as three independent theories that do seem to describe important goal properties that affect the attainment of certain outcomes. This symposium brings together the three motivational approaches, and examines, empirically and conceptually, whether they lead to consistent or inconsistent predictions of performance outcomes.

Miriam Erez, Technion, *Chair*

Gerard Seijts, University of Western Ontario, Gary P. Latham, University of Toronto, *Resolving Differences in Findings Between Goal-Setting and Goal-Orientation Theories*

Ella Kaplan, Technion, Miriam Erez, Technion, Dina Van-Dijk, Technion, *Reconciling Potential Differences Between the Goal-Setting and the Self-Regulation Theories*

Liat Levontin, Hebrew University, Avraham N. Kluger, Hebrew University, *A Comparison Between the Predictions of Goal Orientation Theory and Self-Regulation Theory Regarding the Effect of Feedback Sign on Motivation*

Edwin A. Locke, University of Maryland, *The Relationship of Regulatory Focus, Goal Orientation, and Goal Setting*

Avraham N. Kluger, Hebrew University, *Needs: The Dictators of the Motivational Processes Machinery*

Jeffrey B. Vancouver, The Ohio University, *Discussant*

Submitted by Miriam Erez, merez@ie.technion.ac.il

FRIDAY PM

43. ROUNDTABLE: FRIDAY, 12:30–1:45**ERIE (LEVEL 2)****DEFINING GROUP VIABILITY**

The group viability construct has existed for nearly 15 years, yet, no widely held definition or assessment instrument exists. This roundtable, composed of prominent team researchers, will identify defining features of the construct and produce an operational definition, establishing the foundation for future research and measurement on the topic.

Terry R. Halfhill, Pennsylvania State University, *Host*

Joseph W. Huff, University of North Texas, *Co-Host*

Susan Mohammed, Pennsylvania State University, *Co-Host*

Tjai M. Nielsen, RHR International Company, *Co-Host*

Greg L. Stewart, University of Iowa, *Co-Host*

Eric Sundstrom, University of Tennessee, *Co-Host*

Stephen J. Zaccaro, George Mason University, *Co-Host*

Submitted by Terry R. Halfhill, trh12@psu.edu

44. PRACTITIONER FORUM: FRIDAY, 12:30–1:20**HURON (LEVEL 2)****PULSE SURVEYS IN ORGANIZATIONS: USEFUL OR WASTE OF RESOURCES?**

Organizations use many types of surveys to measure employee attitudes. Three papers discuss the use of sample and census surveys, comparing them on critical measures of responses, psychometric properties, reliability, and validity. Also discussed are the critical issues of usefulness to management, organizational culture, and value placed on employee involvement.

Marc C. A. Berwald, Clear Picture Corporation, *Chair*

Maura A. Stevenson, American Re-Insurance, *Let Every Voice Be Heard: Merrill Lynch's Global Employee Survey Process*

Marc C. A. Berwald, Clear Picture Corporation, Don Ditecco, BCE Corporate Services Inc., *Why Do I Have To*

Wait All Year To Get Results: Comparing The Results of Continuous Measurement of Employee Attitudes to an Annual Employee Census

David Youssefnia, Mercer HR Consulting, Marc C. A. Berwald, Clear Picture Corporation, *An Exploratory Look at the Response Rates of Sample, Census, Special Topic, and Broad-Based Surveys.*

Allen I. Kraut, Baruch College/Kraut Associates, *Discussant*

Submitted by Marc C. A. Berwald, mberwald@clearpicture.com

45. INTERACTIVE POSTERS: FRIDAY, 12:30–1:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: RECRUITMENT, SELECTION PRACTICE

45-1 PERCEPTIONS OF ASIANS AS BENEFICIARIES OF AFFIRMATIVE ACTION: A VALIDATION STUDY

We developed and validated measures regarding perceptions of Asians and affirmative action (AA). Results from undergraduates ($N = 256$) showed that beliefs about Asians factored into three dimensions, which were significantly correlated with whether Asians Should Benefit from AA. Disadvantaged and Positive Organizational Outcomes were unique predictors of Should Benefit.

Vaunne M. Weathers, Portland State University

Ginger C. Hanson, Portland State University

Donald M. Truxillo, Portland State University

Submitted by Vaunne M. Weathers, weathers@pdx.edu

45-2 AFFIRMATIVE ACTION VERSUS DIVERSITY VERSUS WOMEN/MINORITIES: DOES IT MATTER?

Variations of affirmative action in job advertisements resulted in reduced fairness perceptions when gender and race was made explicit in the advertisement. However, women perceived advertisements specifying “women and minorities encouraged to apply” as more fair than men. Specifications of race/gender had no impact on competence evaluations of an applicant.

Holly A. Traver, Rensselaer Polytechnic Institute

Submitted by Holly A. Traver, traveh@rpi.edu

45-3 IMPACT OF AFFIRMATIVE ACTION KNOWLEDGE ON FAIRNESS EVALUATIONS AND ATTITUDES

The purpose of the current research was to examine the impact of inaccurate knowledge of affirmative action on evaluations of the policy and organizational plans. Surveys from 115 employees demonstrated that inaccurate knowledge of affirmative action was related to less positive fairness evaluations and general attitudes.

Melissa R. Brittain, Central Michigan University

Stephen H. Wagner, Central Michigan University

Submitted by Melissa R. Brittain, britt1mr@cmich.edu

45-4 DEMOGRAPHIC DIFFERENCES IN BANDING REACTIONS: A POLICY-CAPTURING APPROACH

This research examined demographic (e.g., gender, race) differences in reactions to three test-score banding methods. Results demonstrated race and gender differences in the perceived fairness of banding methods. Furthermore, majority group members' fairness perceptions were influenced largely by perceived personal outcome, whereas minorities were impacted more by affirmative action attitudes.

David M. Mayer, University of Maryland

Robert E. Ployhart, George Mason University

Gary Shteynberg, University of Maryland

Submitted by David M. Mayer, dmayer@psyc.umd.edu

46. POSTER SESSION: FRIDAY, 12:30–1:20**RIVER EXB HALL A (LEVEL 1)****LEADERSHIP****46-1 ASSESSING THE BEHAVIORAL FLEXIBILITY OF MANAGERS: A COMPARISON OF METHODS**

Despite widespread interest, several questions remain about managerial flexibility: How to conceptualize it? How to assess it? How to help managers develop it? We analyzed three different ways of measuring this construct. Methods that emphasized the mastery of specific and opposing behaviors were superior to approaches commonly used in practice.

Jennifer T. Lindberg, North Carolina State University

Robert B. Kaiser, Kaplan DeVries Inc.

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

46-2 ADAPTATION AND ENVIRONMENTAL MASTERY AS APPROACHES TO LEADERSHIP ENVIRONMENTS

Two strategic approaches to leadership style are explored: adaptation and environmental mastery. A study investigates the relationship between behavioral flexibility, proactive personality, Machiavellianism, and the use of these two strategies. Results indicated partial support for hypothesized relationships between strategic approaches and personality variables.

Kevin C. L. Ruminson, California State University–Office of the Chancellor

Harold W. Goldstein, Baruch College, CUNY

Submitted by Kevin C. L. Ruminson, kruminson@calstate.edu

46-3 LEADERSHIP STRATEGIC STYLES: BEHAVIORAL CHAMELEONS AND SITUATIONAL ENGINEERS

Within a person–environment congruence framework, two strategic approaches to effective leadership are explored: behavioral chameleon (adjusting one's style to fit the situation) and situational engineer (adjusting the situation to fit one's style). An integration of these approaches is proposed and implications for leadership effectiveness are discussed.

Kevin C. L. Ruminson, California State University–Office of the Chancellor

Harold W. Goldstein, Baruch College, CUNY

Submitted by Harold W. Goldstein, harold_goldstein@baruch.cuny.edu

46-4 EFFECTS OF CHARISMATIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE ON ATTRIBUTIONAL BIAS

We examined the effects of charismatic leadership and organizational outcome on perceptions of leader effectiveness and attributions. The results showed that if the leader was charismatic, participants attributed the failure of the organization to external factors, however the charismatic leader received more credit for success than the non-charismatic leader.

Nurcan Ensari, Alliant International University

Ed Lopez, Alliant International University

Submitted by Nurcan Ensari, nensari@hotmail.com

46-5 PREDICTING PERFORMANCE FROM SELF-ENGAGEMENT AND PERCEPTIONS OF TASK SKILL

Army Reserve Officer Training Corps (ROTC) cadets participated in a leadership assessment course. Course engagement was a significant predictor of rated leadership performance, even after controlling for conscientiousness and self-efficacy. Perception of skill was a stronger predictor of rated performance for those cadets engaged in the course.

Thomas W. Britt, Clemson University
Craig R. Dawson, Clemson University
Jeffrey L. Thomas, U.S. Army Medical Research Unit–Europe
Submitted by Craig R. Dawson, craiganddelilah@juno.com

46-6 DO YOU SEE WHAT I SEE? BIAS IN LEADERSHIP PERCEPTIONS

In two studies, we tested the idea that leadership behaviors may be encoded differently when a leader is female. Results indicated that relative to agentic male leaders, perceivers have difficulty encoding traits from an agentic female leader, leading to an observable disparity in perceiver behavior.

Kristyn A. Scott, University of Waterloo
Douglas J. Brown, University of Waterloo
Submitted by Kristyn A. Scott, ka4scott@watarts.uwaterloo.ca

46-7 LEADERSHIP, FOLLOWER EMOTIONS, AND PERFORMANCE: AN EXPERIMENTAL EXAMINATION

Theory and research on the influence of leaders on emotional aspects of their followers' world is still embryonic. Randomized experiments showed that transformational leadership evoked positive emotions during task performance whereas transactional leadership generated negative emotions. Moreover, follower emotions moderated the impact of transactional and transformational leadership on follower performance.

Taly Dvir, Tel Aviv University
Inbal Wenger, Tel Aviv University
Submitted by Taly Dvir, talyd@post.tau.ac.il

46-8 THE CURVILINEAR RELATIONSHIP BETWEEN RELATIONSHIP QUALITY AND TURNOVER INTENTIONS

We hypothesized that the relationship between supervisor–subordinate relationship quality and turnover intentions might be best represented as curvilinear as opposed to linear. We tested and found support for this hypothesis in two organizational samples of 402 employees from a water management district and 183 employees from a distribution services organization.

Kenneth J. Harris, Florida State University
K. Michele Kacmar, Florida State University
Lawrence A. Witt, University of New Orleans
Submitted by Kenneth J. Harris, kennyjharris@hotmail.com

46-9 PREDICTING LEADER ADAPTABILITY WITH LEADER TRAIT PATTERNS

A multivariate pattern trait approach is used to predict leader adaptability among 142 middle- to upper-level managers. Leaders moderate to high in metacognition, optimism, and emotional intelligence (HHH) were rated more adaptable than leaders below average in each attribute (LLL) and leaders below average on at least two attributes (1H2L).

Paige K. Bader, George Mason University
Stephen J. Zaccaro, George Mason University
Cary F. Kemp, George Mason University
Submitted by Paige K. Bader, pbader@gmu.edu

46-10 TOWARD A GROUNDED THEORY OF FEMALE LEADERSHIP DEVELOPMENT

A grounded theory of female leadership development in the military was discovered through the iterative process of open coding, axial coding, and selective coding. Results indicate that relationships, engaged experiences, and incorporating feedback play key roles in female leadership development. The current theory was contrasted to another leadership development model.

Rebecca J. Reichard, Army Research Institute

Dana E. Sims, University of Central Florida

Submitted by Rebecca J. Reichard, rreichar@unlnotes.unl.edu

46-11 WORK VALUES AND JOB INVOLVEMENT IN RELATION TO LMX

This study found that the work values of achievement and concern for others, and the attitude of job involvement, were all positively and significantly related to LMX. Also, job involvement moderated the relationship between the value of achievement and LMX. Additionally, the relationship between LMX and citizenship behaviors was supported.

Lisa M. Jones, University of North Carolina–Chapel Hill

Submitted by Lisa M. Jones, lisa_jones@unc.edu

46-12 THE LMX AND JOB TENSION FORM ACROSS LEVELS OF DISPOSITION

Data from 182 patrol officers indicated that negative and positive affect moderated the nonlinear LMX–job tension relationship. Particularly, this association was best depicted by an inverted U form for high NAs—tension was highest when LMX was at moderate levels and lowest when LMX was either low or high.

Wayne A. Hochwarter, Florida State University

Zinta S. Byrne, Colorado State University

Submitted by Zinta S. Byrne, zinta.byrne@colostate.edu

46-13 TEAM LEADERSHIP THEORY: TOWARDS A UNIFIED UNDERSTANDING OF LEADING TEAMS

The purpose of this paper is to develop a comprehensive theory of team leadership. Specifically, I integrate prior conceptualizations into a unified theoretical model of leading teams in organizations. I build on this framework by examining the boundary conditions of the model illuminating future theoretical and research directions.

Jonathan C. Ziegert, University of Maryland

Submitted by Jonathan C. Ziegert, jziegert@psyc.umd.edu

**46-14 THE EFFECT OF EMPOWERMENT ON ORGANIZATIONAL EFFECTIVENESS
MODERATED BY LEADERSHIP**

The study investigated empowerment's effect on organizational effectiveness (OE) moderated by leadership style within a government setting. Two hundred twenty-five (225) federal employees participated in the research. Leadership's moderating role was found to vary depending on the level of analysis performed. Empowerment was found to mediate the leadership style–OE relationship.

Isabel Perez, U.S. Department of Labor

Richard C. Sorenson, Alliant International University

Charles Tatum, National University

Submitted by Isabel Perez, perezi582@aol.com

**46-15 USING ORGANIZATIONAL SUPPORT AND JOB CHARACTERISTICS TO
 EXPLAIN TRANSFORMATIONAL LEADERSHIP**

The present study integrated transformational leadership with organizational support and job characteristics theory to test the notion that transformational leaders change the way followers view their organizations and their jobs. Results illustrated that the effects of transformational leadership on performance were mediated by both organizational support and job characteristics theory.

Ronald F. Piccolo, University of Florida

Jason A. Colquitt, University of Florida

Submitted by Ronald F. Piccolo, rpiccolo@ufl.edu

46-16 LEADERSHIP STYLE AND PERFORMANCE IN TELEWORK: EXAMINING AFFECT-BASED TRUST

Secondary data analysis was used to examine the relationship between the Full Range Leadership Theory and the task and contextual performance of 127 teleworkers. The present study shows how leadership influences teleworker performance. Results also show that affect-based trust is important in the relationship between leaders and teleworkers.

Rebecca D. Vandever, Old Dominion University

Donald D. Davis, Old Dominion University

Submitted by Rebecca D. Vandever, rsay@odu.edu

46-17 LEADER-MEMBER EXCHANGE, GROUP-LEVEL PROCESSES, AND GROUP PERFORMANCE

Data collected from 348 work groups provided support for the relationship between the overall quality of the leader-member exchanges in a group (i.e., LMX-7) and group-level sales performance. Additional predictions regarding the role of group-level process variables (i.e., synergy, cohesion) also received some support.

Orly Dotan, Baruch College, CUNY

Harold W. Goldstein, Baruch College, CUNY

Lisa H. Nishii, Cornell University

David M. Mayer, University of Maryland

Submitted by Orly Dotan, odotan@gc.cuny.edu

**46-18 LEADER-MEMBER EXCHANGE (LMX) THEORY:
 REINTRODUCING THE CONSTRUCT OF DIFFERENTIATION**

Within the LMX leadership literature, the construct of differentiation has received insufficient attention. We discuss this construct by focusing on nine questions and answers, addressing issues such as: what leaders differentiate on, the impact of differentiation, and measurement of differentiation. Current literature is reviewed and future directions are suggested.

Orly Dotan, Baruch College, CUNY

Harold W. Goldstein, Baruch College, CUNY

Submitted by Orly Dotan, odotan@gc.cuny.edu

46-19 COGNITIVE, SOCIAL, AND DISPOSITIONAL INFLUENCES ON LEADER ADAPTABILITY

We investigated the combined influence of metacognition, social perceptiveness, optimism, tolerance for ambiguity, and openness on leader adaptability. Five-hundred seventy-two (572) military officers filled out individual differences measures prior to being rated for adaptability behaviors. Results indicate that the combined influence of these cognitive, social, and dispositions characteristics is necessary for adaptability.

Cary F. Kemp, George Mason University

Stephen J. Zaccaro, George Mason University

Mark Jordan, Air Command and Staff College

Steve Flippo, Air Command and Staff College

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

46-20 DEVELOPING AN EMPIRICAL LINK BETWEEN LEADER MENTAL MODELS AND PERFORMANCE

This research examined the extent to which the accuracy of leader mental models predicted leader performance. Data collected in a repeated measures design indicated support for the relationship between leader mental model accuracy and leader performance. Implications and suggestions for future research are discussed.

Gabrielle M. Wood, George Mason University
 Nicholas W. Vilella, George Mason University
 Krista L. Langkamer, George Mason University
 Cary F. Kemp, George Mason University
 Stephen J. Zaccaro, George Mason University
 Submitted by Gabrielle M. Wood, gtarmy@gmu.edu

**46-21 SELF-OTHER AGREEMENT ON CHARISMATIC LEADERSHIP:
INFLUENCE TACTICS AND PERFORMANCE**

We examined the extent to which subordinates' perceptions of influence tactics were associated with their managers' self-awareness. Self-aware managers, whose self-ratings on charismatic leadership were in agreement with their subordinates' ratings, used soft influence tactics (e.g., consultation) and had units that emphasized innovation and quality practices.

Yair Berson, Polytechnic University
 John J. Sosik, Pennsylvania State University–Great Valley
 Submitted by Yair Berson, yberson@poly.edu

**46-22 BEYOND GENDER: RELATIONAL SELF-DEFINITION AS A PREDICTOR
OF INTERACTIVE LEADERSHIP**

Previous research suggests that women managers prefer interactive leadership, which is characterized by active efforts to develop positive interactions with subordinates. The present study examines the mediating effect of relational self-definition on the relationship between managers' gender and interactive leadership. Results indicate that relational self-definition significantly predicted interactive leadership.

Cathleen A. Swody, University of Connecticut
 Steven Mellor, University of Connecticut
 Submitted by Cathleen A. Swody, cathleen.swody@uconn.edu

**46-23 PREDICTING LEADERSHIP EFFECTIVENESS:
CONTRIBUTIONS OF CRITICAL THINKING, PERSONALITY, AND DERAILERS**

This study evaluated the effect of critical thinking, personality and derailment characteristics on predicting dimensions of leadership performance. Results ($n = 326$) indicated that personality and derailers uniquely contributed to predicting performance after accounting for critical thinking. How these characteristics contribute to our understanding of leadership performance is discussed.

William D. Fleming, Hogan Assessment Systems
 Submitted by William D. Fleming, bfleming@hoganassessments.com

46-24 STRUCTURAL EQUATION MODELING ANALYSIS OF OFF-THE-JOB INTERACTIONS

Using structural equation modeling, we investigated how off-the-job interactions may influence employee perceptions. With a sample of 309 employees across organizations, we compared four models in order to determine the manner in which off-the-job interactions mediate the effects of Extraversion and Transformational Leadership on job satisfaction.

Daren S. Protolipac, Northern Illinois University
Mark Posmer, Northern Illinois University
Kristian M. Veit, Northern Illinois University
Daniel J. Davis, Northern Illinois University
Chris P. Parker, Northern Illinois University
Submitted by Mark Posmer, mposmer@hotmail.com

46-25 THE ROLE OF BASIC PSYCHOLOGICAL NEEDS IN LMX RELATIONSHIPS

This study explores the role of basic psychological needs in leader-member exchange (LMX). Based on 436 student employees, results indicated that self-esteem, belongingness, and autonomy are significantly related to LMX. These needs were also found to mediate the relationships between LMX and both (a) job satisfaction and (b) affective well-being.

Michael Hepperlen, ePredix, Inc.
Roni Reiter-Palmon, University of Nebraska–Omaha
Submitted by Michael Hepperlen, michael.hepperlen@epredix.com

46-26 JUSTICE AND LEADER PERFORMANCE: VIEWS FROM MANAGERS AND THEIR SUBORDINATES

The study used a 360-degree feedback survey of senior executives to confirm the taxonomy of organizational justice proposed by Greenberg (1993). Additionally, agreement between managers' self-ratings and ratings by their subordinates predicted perceptions of justice.

Charles Tatum, National University
Travis R. Bradberry, Workforce Development Solutions
Richard J. Eberlin, Alliant International University
Carin Kottraba, Alliant International University
Submitted by Charles Tatum, ctatum@nu.edu

46-27 SITUATIONAL LEADERSHIP THEORY: A META-ANALYSIS OF THE MATCHING HYPOTHESIS

Meta-analysis was used to assess the validity of Hersey and Blanchard's Situational Leadership Theory. The relationship between leadership style "matches" and effectiveness was examined across 15 studies ($K = 3,221$). Results lend modest support to the theory, with an overall corrected effect size of .16. Moderators of this relationship also were identified.

Tracey L. Shilobod, Clemson University
Linda Jean McMullen, Bowling Green State University
Patrick H. Raymark, Clemson University
Submitted by Tracey L. Shilobod, tlshilobod@aol.com

46-28 PREDICTING FOLLOWER REACTIONS TO LEADERS: SELF-CONCEPT, ILT, AND SITUATIONAL CHARACTERISTICS

The active role of followers in the formation of the leadership relationship and, ultimately, in leader effectiveness has been a neglected issue in leadership research. Our findings demonstrate that follower reactions to leaders can be predicted by followers' interpersonal self-concept, and that follower implicit leadership theories mediate these relationships.

Mark G. Ehrhart, San Diego State University
Hillary Bargagliotti, Bainbridge
Submitted by Mark G. Ehrhart, mehrhart@sunstroke.sdsu.edu

46-29 EFFECTS OF LEADERSHIP ON TELEWORKER JOB SATISFACTION, COMMITMENT, AND TURNOVER

Effects of transformational and transactional leadership on job satisfaction, commitment, and turnover were examined in a sample of teleworkers. Hierarchical linear regression results support the influence of leadership on these outcomes. Moderated regression analyses indicate that the effect of transformational leadership degrades with increasing telework frequency.

Janet L. Bryant, Old Dominion University

Donald D. Davis, Old Dominion University

Submitted by Janet L. Bryant, jbryant34@cox.net

47. COMMUNITY OF INTERESTS: FRIDAY, 12:30–1:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: CROSS-CULTURAL ISSUES IN I-O**

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

48. PRACTITIONER FORUM: FRIDAY, 1:00–2:50**COLORADO (LEVEL 2)****HR IN THE PALM OF YOUR HAND: SCIENCE AND PRACTICE**

The utility of handheld computers to HR research and practice has increased over the past 5 years, with advancements in hardware, memory, software, and wireless connectivity options. In this forum, research and practice on the relationship between handheld computer technology and HR issues will be presented.

R. Jason Weiss, Development Dimensions International, *Chair*

Scott A. Davies, American Institutes for Research, *Co-Chair*

Scott A. Davies, American Institutes for Research, Robert Calderon, Caliber Associates, Inc., *Human Resources in the Palm of Your Hand: Science and Practice*

Brian D. Lyons, University of Tennessee–Knoxville, Scott A. Davies, American Institutes for Research, David Rodbard, MD, American Institutes for Research, Wayne Brandes, American Institutes for Research, Col. Ronald K. Poropatich, MC Telemedicine Directorate (TMED), WRAMC, *Needs Assessment of PDAs in Clinical Practice in U.S. Army Medical Environments*

Scott A. Davies, American Institutes for Research, David Rodbard, MD, American Institutes for Research, Wayne Brandes, American Institutes for Research, Col. Ronald K. Poropatich, MC Telemedicine Directorate (TMED), WRAMC, *Evaluation of Integration of PDAs into Clinical Business Practices, Processes, and Outcomes*
Robert Calderon, Caliber Associates, Inc., Scott A. Davies, American Institutes for Research, *The Utilization of Handheld Computer Technology within Key Personnel Activities*

R. Jason Weiss, Development Dimensions International, *Information Technology Trends and I-O: The World at Your Handheld*

Submitted by Scott A. Davies, sdavies@air.org

49. SYMPOSIUM: FRIDAY, 1:00–2:50**SUPERIOR A (LEVEL 2)****RECENT ADVANCES IN ITEM RESPONSE THEORY RESEARCH**

The five papers presented in this symposium highlight new contributions that item response theory can make to I-O psychology research. These papers present new techniques and applications based on and related to differential item functioning, appropriateness measurement, and computerized adaptive testing.

Michael J. Zickar, Bowling Green State University, *Chair*

Brian H. Kim, Michigan State University, Neal W. Schmitt, Michigan State University, Alyssa Friede, Michigan State University, Frederick L. Oswald, Michigan State University, Lauren J. Ramsay, Michigan State University,

Michael A. Gillespie, Michigan State University, *Differential Item Functioning in Situational Judgment Tests: Is It a Function of the Scoring Procedure?*

Norberto A. Valbuena, Universidad Nacional Rafael, Nambury S. Raju, Illinois Institute of Technology, *Assessment of Measurement Equivalence Based on Confirmatory Factor Analysis and Item Response Theory*

Adam W. Meade, North Carolina State University, Kemp Ellington, North Carolina State University, S.

Bartholomew Craig, North Carolina State University, *Exploratory Measurement Invariance: A New Method Based on Item Response Theory*

Michael J. Zickar, Bowling Green State University, Jennifer L. Burnfield, Bowling Green State University, *Using Mixed-Model IRT in I-O Psychology Applications*

Randall D. Penfield, University of Florida, Jenny Bergeron, University of Florida, Bruce Louis Rich, University of Florida, *Evaluation of Three Ability Estimates Under the Generalized Partial Credit Model*

Alan D. Mead, AICPA, *Discussant*

Submitted by Michael J. Zickar, mzickar@bgnet.bgsu.edu

50. PRACTITIONER FORUM: FRIDAY, 1:00–2:50

SUPERIOR B (LEVEL 2)

TALENT MANAGEMENT: HOW I-O PSYCHOLOGISTS CAN (FAIL TO) ADD VALUE?

Aligning people with jobs is the essence of talent management and a key expertise of I-O psychologists. However, organizations are not asking I-O psychologists for assistance with this key business activity. The panelists will discuss their hands-on experience and suggest a framework for I-O practitioners to successfully approach talent management.

Kirk L. Rogg, Aon Consulting, *Chair*

Theresa L. McNelly, Aon Consulting, Kirk L. Rogg, Aon Consulting, *My Colleagues Said What? A Survey of Talent Management Perspectives*

Michelle M. Crosby, Starwood Hotels & Resorts, Matthew R. Redmond, Starwood Hotels & Resorts, *Leveraging Talent Management Programs Through Organizational Start-up, Growth, and Adversity*

Mark L. Lifter, Aon Consulting, *Challenges to Implementing Talent Management in Decentralized Global Organizations*

Tamara K. Tuggle, Amerada Hess, *A "Fit for Purpose" Model for Implementing Talent Management Programs*

MaryBeth Mongillo, Dell Inc., *Talent Management Lessons Learned at the Speed of Dell*

Submitted by Kirk L. Rogg, Kirk_Rogg@aon.com

51. SYMPOSIUM: FRIDAY, 1:00–2:50

MAYFAIR (LEVEL 3)

SIOP ORGANIZATIONAL FRONTIERS SERIES: UPCOMING VOLUMES

This symposium will first summarize the goals of the SIOP Organizational Frontiers Series. Presentations will then be given describing five upcoming Frontiers volumes: *Discrimination in the Workplace: Psychological and Organizational Perspectives*; *The Dark Side of Organizational Behavior*; *The Psychology of Entrepreneurship*; *Perspectives on Person–Organizational Fit*; and *The Psychology of Conflict and Conflict Management in Organizations*.

Robert D. Pritchard, University of Central Florida, *Chair*

Robert L. Dipboye, Rice University, Adrienne J. Colella, Texas A&M University, *Discrimination in the Work Place: Psychological and Organizational Perspectives*

Ricky W. Griffin, Texas A&M University, Anne M. O'Leary-Kelly, University of Arkansas, *The Dark Side Of Organizational Behavior*

J. Robert Baum, University of Maryland, Michael Frese, University of Giessen, Robert A. Baron, Rensselaer Polytechnic Institute, *The Psychology Of Entrepreneurship*

Cheri Ostroff, Columbia University, Timothy A. Judge, University of Florida, *Perspectives on Person–Organizational Fit*

Carsten K. W. De Dreu, University of Amsterdam, Michele J. Gelfand, University of Maryland, *The Psychology of Conflict and Conflict Management in Organizations*

Submitted by Robert D. Pritchard, RDPritchard@compuserve.com

52. SPECIAL EVENT: FRIDAY, 1:30–2:50**CHICAGO VI (LEVEL 4)****BUSINESS LEADERS' INSIGHTS INTO I-O PSYCHOLOGY'S IMAGE, VISIBILITY, AND IDENTITY**

A panel of prominent HR and business leaders will discuss how they use and perceive I-O psychologists and how they distinguish us from related professions. The panel will answer questions to help us better understand our identity and generate suggestions for improving our visibility and branding our profession.

Robert R. Sinclair, Portland State University, *Chair*

Lise M. Saari, IBM, *Moderator*

Jeffrey A. Jolton, Genesee Survey Services, Inc., *Moderator*

Submitted by Robert R. Sinclair, sinclair@pdx.edu

53. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**CHICAGO VII (LEVEL 4)****APPLICATIONS OF COMPETENCY MODELING: OVERCOMING BARRIERS TO IMPLEMENTATION**

As competency models continue to spread, I-O practitioners are encountering new obstacles and new opportunities. The purpose of this forum is to describe how competency models are being developed and applied within different types of organizations, share lessons learned, discuss barriers to implementation, and explore innovative ideas.

Mark A. Morris, JCPenney, *Chair*

Patrick R. Powaser, Oxy Inc., *Efficiently Managing Leadership Competencies in a Decentralized Organization*

Robert C. Hausmann, Teachers College, Columbia University, *Using Competencies to Manage and Plan a Sailor's Professional Development*

Lauren Manning Salomon, MD Anderson Cancer Center, *Technology and Competency Modeling in a Healthcare Institution*

Mark A. Morris, JCPenney, Steven M. Johnson, JCPenney, *Developing Competency Models for Performance Measurement: Methods and Lessons*

Jo Ann Johnson McMillan, Bigby, Havis & Associates, *Bringing Competency Models to Life in Leadership Development Programs*

Submitted by Mark A. Morris, mamorris@jcpenney.com

54. SPECIAL EVENT: FRIDAY, 1:30–2:20**CHICAGO X (LEVEL 4)****DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD: THE ORGANIZATIONAL CITIZENSHIP CONSTRUCT: WHERE IT CAME FROM, WHAT'S ITS FUTURE**

This presentation will summarize the major findings in my research career, especially in the areas of motivation and productivity. I will discuss the lessons learned about doing research based on both successes and failures. Finally, I will talk about what I see as important for research in the future.

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Chair*

Walter C. Borman, Personnel Decisions Research Institutes, *Presenter*

Submitted by Elaine D. Pulakos, elaine.pulakos@pdri.com

55. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON I (LEVEL 4)****ACHIEVING WORK/LIFE BALANCE AND ORGANIZATIONAL EFFECTIVENESS WITH
ALTERNATIVE WORK ARRANGEMENTS**

We look at impacts of alternate work arrangements, such as compressed workweeks and telecommuting. Satisfaction rises, particularly for work/life balance, and there are also hopeful signs for organizational effectiveness. Women benefit more than men do, especially if children are at home. Reflection explores how far industry has come.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*

Diane L. Daum, Personnel Research Associates, Scott A. Young, Personnel Research Associates, Inc., Karen M. Barbera, Personnel Research Associates, *The Impact of Work Hours on Employee Satisfaction: An Investigation of Key Moderators*

Allen I. Kraut, Baruch College/Kraut Associates, Carolyn Rice, Visteon Corporation, Kira L. Barden, Baruch College, CUNY, *The Impact of Compressed Workweeks on Work/Life Balance and a Lot More*

Nancy DeLay, Eli Lilly & Company, Mark LoVerde, Personnel Research Associates, Inc., Roya Ayman, Illinois Institute of Technology, *Impact of Telecommuting on Work–Family Conflict*

Simcha Ronen, Tel Aviv University, *How Far We Have Come in a Quarter Century, and an Outlook for the Future*

Douglas T. Hall, Boston University, *Discussant*

Submitted by Allen I. Kraut, allenkraut@aol.com

56. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON II (LEVEL 4)****MAKING CONDITIONAL REASONING TESTS WORK: REPORTS FROM THE FRONTIER**

An increasing number of researchers are using conditional reasoning methodology to assess personality constructs. This symposium documents the development of new conditional reasoning tests that measure mainstream personality constructs. Because the methodology is both innovative and unique, the presentations offer insights and recommendations that can only be gained through experience.

Sigrid B. Gustafson, American Institutes for Research, *Chair*

Michael Ingerick, George Mason University, Jose M. Cortina, George Mason University, Nicole M. Dudley, George Mason University, Dalit Lev-Arey Margalit, George Mason University, Karin A. Orvis, George Mason University, Kathryn L. Baughman, George Mason University, *“Adapting” to a New Measurement Approach: Lessons Learned From Developing a Conditional Reasoning (CR) Measure of Adaptability*

Patrick Gavan O’Shea, American Institutes for Research, Sigrid B. Gustafson, American Institutes for Research, Rick Hense, Capital One, Suzanne R. Hawes, Capital One, Julie Lowe, Capital One, *The Conditional Reasoning Item Development Process: Pitfalls, Successes, and Lessons Learned*

Gerald F. Goodwin, U.S. Army Research Institute, Patrick Gavan O’Shea, American Institutes for Research, James E. Driskell, Florida Maxima Corporation, Eduardo Salas, University of Central Florida, Sharon D. Ardison, U.S. Army Research Institute, *What Makes a Good Team Player? Development of a Conditional Reasoning Measure of Team Orientation*

James M. LeBreton, Wayne State University, Michael D. McIntyre, University of Tennessee, *Conditional Reasoning: Strategies and Suggestions for Item Development and Validation*

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

Submitted by Sigrid B. Gustafson, sgustafson@air.org

57. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**SHERATON IV (LEVEL 4)****UNPROCTORED INTERNET TESTING: ISSUES AND OPPORTUNITIES**

Benefits of unproctored Internet testing are counterbalanced by threats to the candidate experience and assessment integrity. We present research addressing practical issues of environment-linked reactions and demographic differences and the impact of cheating, and conclude with a discussion of potential solutions to challenges resulting from this expanding form of testing.

Evan F. Sinar, Development Dimensions International, *Chair*

Jennifer P. Bott, University of Akron, Corrie E. Pogson, University of Akron, Amie D. Lawrence, Select International, Inc., Matthew S. O'Connell, Select International, Inc., *An Investigation of the Effects of Cheating on Unproctored Web-Based Testing: A Comparison of Performance on Cognitive Ability, Situational Judgment and Personality Tests*

Evan F. Sinar, Development Dimensions International, Douglas H. Reynolds, Development Dimensions International, *Exploring the Impact of Unstandardized Internet Testing Environments*

Sarah S. Fallaw, Qwiz, Inc., Garnett S. Stokes, University of Georgia, *Reactions to Online Selection Systems: Examining Differences by Location*

Douglas H. Reynolds, Development Dimensions International, Evan F. Sinar, Development Dimensions International, *Using Test Information to Tailor the Interview Process: Promises and Pitfalls*

Submitted by Evan F. Sinar, evan.sinar@ddiworld.com

58. SYMPOSIUM: FRIDAY, 1:30–2:50**SHERATON V (LEVEL 4)**

**THE AGING WORKFORCE:
ADVANCEMENTS IN TRAINING, DEVELOPMENT, AND LIFELONG LEARNING**

This symposium examines continuous learning and how career self-management, use of developmental assessment centers, and stereotype threat impact training of our aging workforce. Thus, each paper contributes to our understanding of how to facilitate the development of a career-resilient, aging workforce in an increasingly technological and competitive marketplace.

Barbara A. Fritzsche, University of Central Florida, *Chair*

Renee Eileen DeRouin, University of Central Florida, *Co-Chair*

Harvey L. Sterns, University of Akron, Greta Lax, University of Akron, *Issues in Career Self-Management and Training*

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Developmental Assessment Centers as Training Tools for the Aging Workforce*

Kathleen A. Lamancusa, The University of Akron, Mano Ramakrishnan, University of Akron, Dennis Doverspike, University of Akron, Casey Parry, University of Akron, *Career-Related Continuous Learning in the Professional Speaking Industry*

Renee Eileen DeRouin, University of Central Florida, Barbara A. Fritzsche, University of Central Florida, Eduardo Salas, University of Central Florida, *Age, Stereotype Threat, and Training Performance*

Paul W. Thayer, North Carolina State University, *Discussant*

Submitted by Barbara A. Fritzsche, bfritzsc@mail.ucf.edu

59. PRACTITIONER FORUM: FRIDAY, 1:30–2:50**ARKANSAS (LEVEL 2)****HR OUTSOURCING: THE ROLE OF I-O PSYCHOLOGISTS**

This session combines data and personal experiences to describe the evolving role of I-O psychologists in the contemporary trend to outsource the human resources function in organizations. Audience members are strongly encouraged to share their own outsourcing experiences.

Seymour Adler, Aon Consulting, *Chair*

Seymour Adler, Aon Consulting, *HR Outsourcing: Trends and Patterns*

Fred A. Mael, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, *Outsourcing of Human Resources Services*

Jerard F. Kehoe, Selection & Assessment Consulting, *HR Outsourcing: One Practitioner's Experience*

Don M. Moretti, Motorola, *HRO at Motorola: What We Weren't Taught in I-O Graduate School*

Submitted by Seymour Adler, Seymour_Adler@Aoncons.com

60. SYMPOSIUM: FRIDAY, 1:30–2:50**MICHIGAN A (LEVEL 2)**

**MAKING A GOOD IMPRESSION:
ANTECEDENTS AND CONSEQUENCES OF IMPRESSION MANAGEMENT**

These papers examine impression management (IM) use in organizational contexts. The goals of these studies are to better understand why IM tactics are used, who is most likely to use them, and how and why targets of IM are affected by their use.

Lynn A. McFarland, George Mason University, *Chair*

Chad H. Van Iddekinge, HumRRO, Lynn A. McFarland, George Mason University, Deirdre E. Lozzi, George Mason University, Patrick H. Raymark, Clemson University, *Effects of Faking Instructions and Personality on Candidate Impression Management*

Helga Peeters, Ghent University, Filip Lievens, Ghent University, *Verbal and Nonverbal Impression Management in Behavioral and Situational Interviews*

Daniel J. Watola, Michigan State University, Ann Marie Ryan, Michigan State University, *Individual Differences in Interviewer Susceptibility to Applicant Impression Management*

James H. Dulebohn, Michigan State University, Lynn M. Shore, University of California–Irvine, Mark Kunze, Georgia State University, Debra Dookeran, Georgia State University, *The Differential Impact of OCBs and Influence Tactics Over Time*

Gerald R. Ferris, Florida State University, *Discussant*

Submitted by Lynn A. McFarland, lmcfarla@gmu.edu

61. SYMPOSIUM: FRIDAY, 1:30–2:50**HURON (LEVEL 2)****TRANSPORTING VALIDITY EVIDENCE: WHO, WHAT, WHEN, AND HOW**

This symposium will focus on methodological issues faced when transporting validity in real-world settings. Issues related to establishing job similarity at both the task level and the competency level will be discussed, as well as establishing job similarity in terms of personal characteristics at the job and organizational levels.

S. Morton McPhail, Jeanneret & Associates, Inc., *Chair*

Julie Anne Caplinger, Jeanneret & Associates, Inc., *Effects of Task Specificity and Methodology on Transporting Validity Evidence*

Jared D. Lock, Hogan Assessment Systems, Nicole R. Bourdeau, University of Tulsa, *Same Job—Different Values: Comparing Similar Jobs Across Organizations*

John R. Leonard, Valero Energy Corporation, *Preemployment Personality Assessment: Making Use of Data From Multiple Validation Strategies*

Ann M. Quigley, Transportation Security Administration, Ryan A. Ross, Hogan Assessment Systems, *Staffing High-Volume Positions Under Tight Time Constraints*

Nancy T. Tippins, Personnel Research Associates, Inc., *Discussant*

Submitted by Julie Anne Caplinger, JulieC@jeanneret.com

62. PRACTITIONER FORUM: FRIDAY, 1:30–2:50

ONTARIO (LEVEL 2)

IMPLEMENTING HIGH-POTENTIAL DEVELOPMENT PROCESSES: A FRONT-LINE PERSPECTIVE

High-potential identification, assessment, and development has become a hot topic for many businesses. The purpose of this forum is to provide best practices in this area, using a large financial services company as a case study. External and internal stakeholders will discuss key innovations and lessons learned.

Lorrina J. Eastman, Bank of America, *Chair*

P. Gail Wise, Right Management Consultants, Amy Montagiani, Right Management Consultants, *Identifying High Potentials and Building Executive “Ownership” of the Process*

Brian L. Fishel, Bank of America, Thomas L. Killen, Bank of America, *Innovations and Key Lessons From a High-Potential Development Process: A View From the Inside*

Shane Douthitt, Bank of America, *Internally Customizing a High-Potential Development Process: Innovations and Challenges*

Matthew T. Richburg, *Customizing an Innovative High-Potential Development System: A View From the Outside*

Submitted by Amy Montagiani, amy.montagiani@right.com

63. INTERACTIVE POSTERS: FRIDAY, 1:30–2:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: PERSONNEL SELECTION II

63-1 STRUCTURAL EQUATION MODELS OF FAKING ABILITY IN REPEATED MEASURES DESIGNS

Models were compared on data in which a situational judgment test and measures of the Big Five were administered under honest and fake good instructions. A model with latent variables representing the six measures and a latent variable representing faking ability proved to be a useful representation of the data.

Michael Biderman, University of Tennessee–Chattanooga

Nhung T. Nguyen, Lamar University

Submitted by Michael Biderman, Michael-Biderman@utc.edu

63-2 THE IMPACT OF FAKING ON THE BIG-FIVE FACTOR STRUCTURE

The present study examined the effect of faking on the Big Five factor structure. The prevalence of faking was systematically varied and the fit of the Big Five model to the data was assessed. No deterioration in fit was observed, although exploratory analyses suggested a breakdown of the factor structure.

Leifur Geir Hafsteinsson, Virginia Tech

John J. Donovan, Virginia Tech

Submitted by Leifur Geir Hafsteinsson, lgh@vt.edu

63-3 FAKING ON PERSONALITY-BASED MEASURES: SJTs COMPARED TO A TRADITIONAL FORMAT

A situational judgment test (SJT) designed to measure agreeableness and conscientiousness correlated moderately well with NEO-FFI scores and showed more resistance to faking than the NEO-FFI did. These results show that an SJT format might be able to measure personality traits and resist deliberate distortion more successfully than the NEO-FFI.

Amy C. Hooper, University of Minnesota

Hannah L. Jackson, University of Minnesota

Stephan J. Motowidlo, University of Minnesota

Submitted by Amy C. Hooper, dies0018@umn.edu

63-4 IDENTIFYING FAKERS USING A BOGUS-ITEM APPROACH

We developed a test in which bogus items were used to detect fakers. Using a sample of participants in a simulated hiring situation, we validated our faking measure against a social desirability scale and admissions of faking. As hypothesized, the bogus item approach was a construct-valid approach to identifying fakers.

Sarah A. Carroll, University of Calgary

David A. Jones, University of Calgary

Lorne M. Sulsky, University of Calgary

Submitted by Sarah A. Carroll, scarroll@ucalgary.ca

64. POSTER SESSION: FRIDAY, 1:30–2:20**RIVER EXB HALL A (LEVEL 1)****JOB PERFORMANCE****64-1 FLANAGAN AWARD WINNER:
WORKING HARD AND SMART DURING TYPICAL AND MAXIMUM PERFORMANCE**

This laboratory study supports the propositions underlying Sackett et al.'s (1988) acclaimed but notably underresearched distinction between typical and maximum performance: Participants' motivation increased under maximum performance conditions. Motivation correlated higher with typical than with maximum performance, and declarative knowledge and skills correlated higher with maximum than with typical performance.

Ute-Christine Klehe, University of Zurich

Neil R. Anderson, University of Amsterdam

Submitted by Ute-Christine Klehe, ute.klehe00@rotman.utoronto.ca

**64-2 THE JOB CHARACTERISTICS-ORGANIZATIONAL CITIZENSHIP BEHAVIOR
RELATIONSHIP: TESTING COMPETING MODELS**

The link between the job characteristic model and organizational citizenship behavior (OCB) was examined in a sample of employees from four organizations. Four competing theories were examined. The best model was one in which job characteristics were indirectly related to OCB via increased critical psychological states.

Stacey Namm, Temple University

Richard L. Frei, Temple University

Submitted by Stacey Namm, snamm@yahoo.com

64-3 FAIRNESS, LMX, AND JOB PERFORMANCE: A FAIRNESS HEURISTIC APPROACH

Using a sample of healthcare workers, this paper showed employee perceptions of organization, department, and team fairness were related to supervisory ratings of organizational citizenship behaviors and in-role task performance. LMX moderated the relationship between employee perceptions and behavior. Implications for practice and organizational justice theory are discussed.

Jeff Johnson, SHAPE Consulting
Talya N. Bauer, Portland State University
Leslie B. Hammer, Portland State University
Donald M. Truxillo, Portland State University
Submitted by Jeff Johnson, jeff@shapeconsulting.com

64-4 ORGANIZATIONAL ROLES AND PERCEPTIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Two studies were conducted to explore differences in antecedents and perceptions of organizational citizenship behavior (OCB) based on organizational role. The two studies found conflicting results for the influence of organizational role on OCB perceptions. In addition, only items from the Altruism OCB dimension were perceived as representing "extra-role" behavior.

Eddie L. Jerden, University of Tulsa
Sharon L. Wagner, University of San Francisco
Cathy Westberry, Middle Tennessee State University
Submitted by Eddie L. Jerden, eljerden@aol.com

**64-5 DISCRIMINATION AGAINST OVERWEIGHT AND OBESE WORKERS:
A META-ANALYTIC INVESTIGATION**

A meta-analytic assessment of bias against overweight/obese workers was conducted and comparisons were made between these findings and conclusions from a narrative review of the literature (Roehling, 1999). Contrary to conclusions by Roehling (1999), the level of bias was similar to (not greater than) that found for age or gender.

Justin Michael Bethke, University of Minnesota–Duluth
Randall Gordon, University of Minnesota–Duluth
Submitted by Justin Michael Bethke, beth0033@d.umn.edu

64-6 INTRINSIC WORK MOTIVATION AS A DIRECT ANTECEDENT OF CITIZENSHIP PERFORMANCE

This research compares the predictive validity of intrinsically oriented work motivation against the more oft-studied attitudinal constructs of job satisfaction and commitment with respect to citizenship performance. Results indicate that satisfaction and commitment do not meaningfully contribute to the prediction of citizenship performance once intrinsic motivation is accounted for.

Tatana M. Olson, Purdue University
Charlie L. Reeve, Purdue University
Submitted by Tatana M. Olson, tatana@psych.purdue.edu

64-7 FIT WITH MULTIPLE RHYTHMS OF THE WORK ENVIRONMENT

We examine the impact of fit with three work-related rhythms (job variety, coworker hurriedness, work unit results orientation) on satisfaction and stress. Using actual measures of fit, polynomial regression results support a satisfaction-fit relationship for job variety and results orientation. Stress is highest when coworkers are hurried.

Karen J. Jansen, Pennsylvania State University
Amy L. Kristof-Brown, University of Iowa
Purnima Bhaskar, Pennsylvania State University
Submitted by Karen J. Jansen, kjansen@psu.edu

64-8 STRESSFUL EVENTS, AFFECT, AND WORK ATTITUDES: TESTING AFFECTIVE EVENTS THEORY

Affective Events Theory contends that emotional reactions mediate the impact of work events on work attitudes. The present study tested this model in a sample of managers and supervisors by examining the potential for job-related affect to mediate the influence of stressful work events on global and facet job satisfaction.

Philip J. Moberg, University of Akron

Paul F. Rotenberry, University of Akron

Submitted by Paul F. Rotenberry, paulrotenberry@hotmail.com

64-9 UNDERSTANDING ORGANIZATIONAL CITIZENSHIP BEHAVIORS: DO MOTIVES MAKE A DIFFERENCE?

This study tested whether or not OCBs have the same effect on the organization regardless of motives using a sample of hospital employees. Results indicated that all OCBs are similar in their effect on the organization, but neither altruistic nor self-interested motives significantly predict OCBs.

Celia W. Chandler, George Mason University

Lynn A. McFarland, George Mason University

Submitted by Celia W. Chandler, cchandl1@gmu.edu

64-10 SOCIAL CAPITAL AND CULTURAL PREDICTORS OF OCBs AND PERFORMANCE

Using an OCB scale developed through content analysis, we examined social capital and cultural predictors of organizational citizenship behaviors and job performance in a field study involving 181 subordinates and 104 supervisors of a manufacturing company from Ghana and found that culture and social capital predict OCBs and job performance.

Baniyelme Zoogah, The Ohio State University

Submitted by Baniyelme Zoogah, zoogah_1@cob.osu.edu

64-11 INTERPERSONAL SKILLS: WHAT THEY ARE AND HOW TO ACQUIRE THEM

This paper presents a comprehensive taxonomy of interpersonal skills that expands and clarifies current conceptualizations of the topic. Links to important organizational outcomes are provided. Future research directions and conclusions regarding the efficacy of current practices employed in the pursuit of improving interpersonal skills are also presented.

Cameron Klein, University of Central Florida

Renee Eileen DeRouin, University of Central Florida

Eduardo Salas, University of Central Florida

Submitted by Renee Eileen DeRouin, renee@derouin.com

64-12 ANTECEDENTS AND CONSEQUENCES OF TRUST IN ORGANIZATION AND MANAGER

This field study provides a test for a social exchange model whereby trust in manager and trust in organization are linked to trustworthiness and organizational justice antecedents. The two central dimensions of trust, trust in organization and trust in manager, are tested and confirmed as mediators involved in unique processes.

Dan Chiaburu, Washington Metropolitan Area Transit Authority

Sophia Marinova, University of Maryland

Submitted by Sophia Marinova, smarinov@rhsmith.umd.edu

64-13 THE STABILITY OF CITIZENSHIP AND COUNTERPRODUCTIVE JOB PERFORMANCE

Researchers have written about the performance patterns of individuals trying, to determine whether job performance over time is dynamic or static. This paper examines the stability of task, citizenship, and counterproductive job performance at the individual and team levels in the NBA and NHL over 10 and 20 years.

Maria Rotundo, University of Toronto

Janelle R. Enns, University of Toronto

Sara L. Mann, Rotman School of Management, University of Toronto

Submitted by Maria Rotundo, rotundo@rotman.utoronto.ca

64-14 AUTONOMY AND CAPABILITY AS PREDICTORS OF ROLE BREADTH AND PERFORMANCE

Job autonomy, general ability, and technical skill were positively related to role breadth in a sample of administrative employees ($N = 132$), accounting for 23% of the variance in role breadth. In addition, role breadth mediated the relationships between job autonomy, general ability, technical skill, and job performance.

Frederick P. Morgeson, Michigan State University

Kelly Delaney-Klinger, Michigan State University

Monica A. Hemingway, Dow Chemical Company

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

64-15 A META-ANALYTIC INVESTIGATION INTO THE STRUCTURE OF WORK BEHAVIOR

The current research used meta-analysis to examine whether citizenship and counterproductive behavior are distinct constructs or are actually opposite poles of the same behavioral factor. Results indicated that citizenship and counterproductivity are modestly negatively related, and are, therefore, best characterized as distinct constructs. Moderators of the relationship are also discussed.

Reeshad S. Dalal, Purdue University

Tatana M. Olson, Purdue University

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

64-16 THE COMPONENTS OF CONTEXTUAL PERFORMANCE IN KOREAN WORK ORGANIZATIONS

The purpose of this study was to identify components of contextual performance in Korean work organizations. Seven factors were derived: Organizational Dedication, Helping Others, Job Dedication, Following Organizational Rules, Inspiring Work Atmosphere, Sharing/Proposing Information, and Showing Consideration. Inspiring Work Atmosphere, Sharing/Proposing Information, and Showing Consideration were unique factors in Korea.

Tae-Yong Yoo, Kwangwoon University

Do-Young Kim, Samsung HRD Center

Submitted by Tae-Yong Yoo, tyoo@kw.ac.kr

64-17 INDIVIDUAL DIFFERENCES, PROCEDURAL JUSTICE, AND ROLE DEFINITIONS PREDICTING OCB

We examine how OCB role perceptions mediate the effects of individual differences (reciprocation wariness, empathic concern and perspective taking) on OCB, and moderate the effects of procedural justice perceptions on OCB. Empirical findings from a field study of 220 employee-supervisor dyads show substantial support for the proposed framework.

Dishan Kamdar, National University of Singapore

Daniel McAllister, National University of Singapore

Daniel B. Turban, University of Missouri

Submitted by Dishan Kamdar, dishan@singnet.com.sg

64-18 EASIER TO HELP (THAN VOICE): ROLES, LMX, MOTIVES, AND OCB

Field-study data on 211 employee-supervisor pairs demonstrated high employee-helping OCB when relationship quality, personal motives, or role conceptualization facilitated helping, BUT high-voice OCB only when two facilitating factors were present (a combination of relationship quality, personal motives, or role conceptualization). Overall, helping was higher than voice.

Dishan Kamdar, National University of Singapore

Linn Van Dyne, Michigan State University

Submitted by Dishan Kamdar, dishan@singnet.com.sg

64-19 ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PART- AND FULL-TIME WORK

This study compared full- and part-time employees' organizational citizenship behavior and motives for such behavior. Full-time employees performed more conscientiousness, civic virtue and altruism OCB than part timers. In addition, voluntary part timers exhibited more altruism OCB and were lower in impression management motives than involuntary part timers.

Christopher R. Olwell, Kansas State University

Barbara A. Fritzsche, University of Central Florida

Submitted by Barbara A. Fritzsche, bfritzsc@mail.ucf.edu

64-20 A TRIARCHIC MODEL OF PERFORMANCE: TASK, CONTEXTUAL, AND ADAPTIVE PERFORMANCE

This study expands the performance construct to include three types of performance: task, contextual, and adaptive. It also tests job satisfaction-performance relationships for the three performances. Results revealed that the three constructs were correlated, yet distinct constructs. Task performance was more strongly related to adaptive performance than contextual performance.

Tae Young Han, Excelsior College

Kevin J. Williams, University at Albany, SUNY

Submitted by Tae Young Han, than@nycap.rr.com

64-21 OCB AND SALARY: MODERATING EFFECTS OF RACE, GENDER, AND LEVEL

This study examined the relationship between organizational citizenship behavior (OCB) and salary with employee job level, race, and gender as moderators. Consistent with hypotheses, OCB and core task behavior (CTB) contributed independently to salary. Race and level moderated the OCB-salary relationship, but not the CTB-salary relationship.

Courtney L. Holladay, Rice University

Stefanie K. Halverson, Rice University

Miguel A. Quinones, University of Arizona

Mark H. Strong, Jeanneret & Associates

Julie Anne Caplinger, Jeanneret & Associates, Inc.

Submitted by Courtney L. Holladay, holladay@rice.edu

64-22 THE ANTECEDENTS OF OCB: MOTIVES AS MEDIATORS

The purpose of this study was to investigate whether motives mediate the relationship between certain antecedent variables (affective commitment, procedural justice, other-oriented empathy, and conscientiousness) and dimensions of OCB. Responses from 162 undergraduates provided strong support for the role of motives as mediators across self- and coworker reports of OCB.

Patrick Connell, University of South Florida

Louis A. Penner, Research Center for Group Dynamics, University of Michigan

Submitted by Patrick Connell, pwconnell@aol.com

64-23 THE INTERACTIVE EFFECTS OF CONSCIENTIOUSNESS, INTENSITY, AND CLIMATE ON PERFORMANCE

In the current study, we examine the conscientiousness “work effort” psychological climate interaction on job performance. The sample in the current study consisted of 139 predominantly part-time restaurant employees. Results indicated that conscientiousness predicted performance ratings only when coupled with high levels of effort and positive psychological climate.

Jason Stoner, Florida State University

Wayne A. Hochwarter, Florida State University

Submitted by Pamela L. Perrewew, pperrew@cob.fsu.edu

64-24 INITIATING ACTION: A MOTIVATIONAL MODEL OF PROACTIVE BEHAVIORS

This study extends prior research on proactivity at work by developing and testing a motivational model of proactive behavior that integrates job characteristics, psychological empowerment, and job involvement as motivational antecedents of proactive behavior.

Katie Helland, University of Tennessee–Knoxville

Michael C. Rush, University of Tennessee

Submitted by Katie Helland, khelland@utk.edu

64-25 AN ANALYSIS OF PERFORMANCE-APPRAISAL RATINGS OF OLDER WORKERS

This study examined the relationship between employee age and objective and subjective job performance. Previous research has found mixed results regarding these relationships. This study rectifies previous methodological problems. Results indicate no relationship between age and objective performance. However, findings suggest a relationship between age and some subjective performance dimensions.

Amanda L. Evans, Florida Institute of Technology

Lisa A. Steelman, Florida Institute of Technology/Burke Inc.

Submitted by Amanda L. Evans, amanda_psu@yahoo.com

64-26 MODELING SECOND-LANGUAGE PROFICIENCY CHANGE FOR U.S. SPECIAL OPERATIONS PERSONNEL

Acquiring and sustaining proficiency in a second language (L2) is becoming increasingly important in today's workplace. However, little research has investigated job-related L2 performance. We used multivariate latent growth modeling to examine listening and reading proficiency across five time points for a sample of 969 U.S. Special Operations Forces personnel.

Eric A. Surface, SOFLO/Army Research Institute

Erich C. Dierdorff, DePaul University

Jack Donnelly, Special Operations Forces Language Office, USASOC

Submitted by Eric A. Surface, esurface@bellsouth.net

64-27 OCB, TASK PERFORMANCE, AND RATING FORMAT: INFLUENCES ON PERFORMANCE JUDGMENTS

We examined the extent to which citizenship performance, task performance, and rating format influence overall and task performance ratings. Using a $3 \times 3 \times 2$ between-subjects factorial design, data for 360 participants indicate that including OCBs in performance assessment fails to increase the accuracy of task performance ratings.

David R. Coole, University of South Florida

Walter C. Borman, Personnel Decisions Research Institutes

Submitted by David R. Coole, coole@helios.acomp.usf.edu

64-28 PERSONALITY MODERATORS OF THE RELATIONSHIP BETWEEN WORKPLACE INCIVILITY AND CWB

Self- and peer-report measures were used to examine the ability of personality (narcissism and negative affectivity) to moderate the relationship between workplace incivility and counterproductive workplace behavior (CWB). The results indicated that the relationship between incivility and CWB was stronger for individuals low in narcissism and high in negative affectivity.

Lisa M. Penney, Personnel Decisions Research Institutes

Submitted by Lisa M. Penney, lpenney@luna.cas.usf.edu

65. COMMUNITY OF INTERESTS: FRIDAY, 1:30–2:20

RIVER EXB HALL A (LEVEL 1)

COMMUNITY OF INTERESTS: EMOTIONS

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

66. SYMPOSIUM: FRIDAY, 2:00–2:50

SHERATON III (LEVEL 4)

VIRTUAL OFFICE: THE GOOD, BAD, AND UGLY

Popular press touts the benefits of virtual office for both employees (increased morale, work–life balance) and companies (increased productivity, decreased costs), but little empirical research has been done to support these claims. This symposium attempts to systematically identify positive and negative outcomes of virtual work.

Michael D. Covert, University of South Florida, *Chair*

Liberty J. Munson, Boeing Company, *Expectations Versus Realities of Virtual Office: An Employee Perspective*

Geneva M. Phillips, Boeing Company, *Expectations Versus Realities of Virtual Office: A Manager Perspective*

Maureen A. Scully, Simmons School of Management, Stephanie L. Woerner, Massachusetts Institute of

Technology, *No More Escape to Work: Virtual Work and Life Balance*

Jeffrey M. Stanton, Syracuse University, *Discussant*

Submitted by Liberty J. Munson, Liberty.J.Munson@Boeing.com

67. PANEL DISCUSSION: FRIDAY, 2:00–2:50

MISSOURI (LEVEL 2)

COMPENSATION REFORM: THE I-O PERSPECTIVE

Federal government agencies have been authorized to implement alternative compensation systems, the most common of which replaces the GS step-level pay system with a pay banding. This session will focus on how SIOP can help government managers reform civil service compensation practices while meeting legal and professional standards.

Charles T. Keil, American Institutes for Research, *Chair*

Mary Anne Lahey, American Institutes for Research, *Panelist*

Robert F. Calderon, Caliber Associates, Inc., *Panelist*

Michael C. Heil, Caliber Associates, Inc., *Panelist*

David W. Dorsey, Personnel Decisions Research Institutes, *Panelist*

Michael J. Keeney, American Institutes for Research, *Panelist*

Submitted by Robert F. Calderon, calderor@calib.com

68. ROUNDTABLE: FRIDAY, 2:00–2:50**ERIE (LEVEL 2)****INTEGRATION OF SCIENCE AND PRACTICE IN INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY**

The objective of the proposed roundtable is to engage interested parties in a critical review of the historical and recent literature, with the aims of identifying and analyzing those studies that best exemplify the integration of rigorous science with powerfully effective practice, and subsequently conducting further work in that vein.

Ira T. Kaplan, Hofstra University, *Host*

Submitted by Ira T. Kaplan, ira.kaplan@hofstra.edu

COFFEE BREAK: FRIDAY, 3:00–3:30**MULTIPLE LOCATIONS****69. SYMPOSIUM: FRIDAY, 3:30–5:20****CHICAGO VI (LEVEL 4)****NEW DEVELOPMENTS IN SJTs: SCORING, COACHING, AND INCREMENTAL VALIDITY**

Four new research studies of Situational Judgment Tests in employment and in educational admissions settings in the U.S. and overseas are presented. The focus is on key operational issues, including incremental validity over cognitive and personality measures, susceptibility to coaching interventions, and the relative value of alternative scoring systems.

Paul R. Sackett, University of Minnesota, *Chair*

Michael J. Cullen, University of Minnesota, Paul R. Sackett, University of Minnesota, *Threats to the Operational Use of Situational Judgment Tests*

Filip Lievens, Ghent University, Tine Buyse, Ghent University, *Validity of Situational Judgment Tests in a Student Admission Context*

Michael A. McDaniel, Virginia Commonwealth University, Amy Powell Yost, Capital One, Mark H. Ludwick, Capital One, Rick Hense, Capital One, Nathan S. Hartman, Virginia Commonwealth University, *Incremental Validity of a Situational Judgment Test*

W. Benjamin Porr, Consortium Research Fellow's Program, Robert E. Ployhart, George Mason University, *The Validity of Empirically and Construct-Oriented Situational Judgment Tests*

Stephan J. Motowidlo, University of Minnesota, *Discussant*

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

70. PANEL DISCUSSION: FRIDAY, 3:30–5:20**CHICAGO VII (LEVEL 4)****THE VALUES OF INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY: WHO ARE WE?**

Nowhere in our literature does there appear an explicit statement of the values of I-O psychology. Do we not have any? Does our commitment to the scientific approach mean we are truly “neutral” regarding values-laden issues? Or do we implicitly mirror the corporate values of the organizations we serve?

Joel M. Lefkowitz, Baruch College, CUNY, *Chair*

Jerald Greenberg, The Ohio State University, *Panelist*

P. Richard Jeanneret, Jeanneret & Associates, Inc., *Panelist*

Rodney L. Lowman, Alliant International University, *Panelist*

William H. Macey, Personnel Research Associates, *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Submitted by Joel M. Lefkowitz, Joel_Lefkowitz@baruch.cuny.edu

71. SYMPOSIUM: FRIDAY, 3:30–5:20**CHICAGO X (LEVEL 4)****UNDERSTANDING THE CONSEQUENCES OF APPLICANT REACTIONS**

This symposium addresses the consequences of applicant reactions. Five papers are presented investigating the effects of applicant reactions on individually and organizationally relevant outcomes. Each paper furthers our understanding of the impact of applicant reactions, and raises practical issues regarding organizational recruitment and selection practices.

Michael Ingerick, George Mason University, *Chair*

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

Jennifer A. Sommers, Portland State University, Talya N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Michael A. Campion, Purdue University, *Applicant Reactions to Online Screening*

Timothy P. McGonigle, Caliber Associates, Lesley A. Perkins, Caliber Associates, Jennifer L. Harvey, Caliber Associates, Lori A. Sideman, Pennsylvania State University, *The Relationship Between Applicant Reactions and Outcomes: A Meta-Analysis*

Holly Lam, Purdue University, Charlie L. Reeve, Purdue University, *A Closer Look at the Relation Between Test Perceptions, Test-Taking Motivation, and Ability-Test Performance: Do Nonability Factors Really Matter?*

Ute-Christine Klehe, University of Zurich, Neil R. Anderson, University of Amsterdam, *The Typical–Maximum Performance Scale (TMPS): Assessing Perceptions of Typical and Maximum Performance Situations*

Michael Ingerick, George Mason University, Lynn A. McFarland, George Mason University, Nicholas L.

Vasilopoulos, George Washington University, Jeffrey M. Cucina, George Washington University, *Modeling the Impact of Applicant Reactions on Noncognitive Test Validity: A Person \times Situation Approach*

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

Submitted by Michael Ingerick, mingeri1@gmu.edu

72. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON I (LEVEL 4)****COMING OF AGE: THE NEW ERA OF WORK–FAMILY RESEARCH**

There has been exponential growth in research on work and family. We take a look at where research has been and where it is heading. The session includes both a substantive and methodological review of the literature as well as two empirical papers and one theoretical paper illustrating new trends.

Lillian T. Eby, University of Georgia, *Chair*

Sarah C. Evans, University of Georgia, *Co-Chair*

Lillian T. Eby, University of Georgia, Wendy J. Casper, University of Tulsa, Angie Lockwood, University of Georgia, Chris R. Bordeaux, University of Tulsa, Andi Brinley, University of Georgia, *A Review and Synthesis of 20 Years of IO/OB Work and Family Research*

Wendy J. Casper, University of Tulsa, Lillian T. Eby, University of Georgia, Angie Lockwood, University of Georgia, Chris R. Bordeaux, University of Tulsa, Andi Brinley, University of Georgia, Dawn D. Burnett, University of Tulsa, Sarah C. Evans, University of Georgia, *Where Have We Been? Reviewing Research Methods in IO and OB Work–Family Research*

Debra A. Major, Old Dominion University, Thomas D. Fletcher, Old Dominion University, Tonya A. Miller, Tyco Fire and Security–ADT, *Understanding the Work–Life Interface: Why Race Matters*

Leslie B. Hammer, Portland State University, Margarita V. Shafiro, Portland State University, John C. Howes, Pacificorp, Ginger C. Hanson, Portland State University, Khatera Sahibzada, Portland State University, *The Relationship Between Values, Personality, and Objective Absenteeism*

Julie Holliday Wayne, Wake Forest University, Joseph G. Grzywacz, Wake Forest School of Medicine, Dawn S. Carlson, Baylor University, Michelle Kacmar, Florida State University, *Work–Family Facilitation: A Theoretical Elaboration of the Construct*

Ellen E. Kossek, Michigan State University, *Discussant*

Submitted by Lillian T. Eby, Leby@uga.edu

73. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON II (LEVEL 4)****INDIVIDUAL DIFFERENCES IN SELF-REGULATORY EFFECTIVENESS: ACTION-STATE ORIENTATION, VOLITIONAL COMPETENCIES, AND PERFORMANCE**

The present symposium focuses on self-regulatory mechanisms that support effective job performance. Presenters discuss the effects of individual differences in the ability to initiate and sustain goal-directed action and to regulate effort, emotions, and attention. The presenters explore relationships between these individual differences and range of work-related criteria and constructs.

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, *Chair*

James M. Diefendorff, Louisiana State University, Erin M. Richard, Louisiana State University, Kajal R. Mehta,

Louisiana State University, *Action-State Orientation and Self-Regulatory Processes During Goal Striving*

Johannes D. Rank, University of South Florida, Paul E. Spector, University of South Florida, Jeanne Carsten, JP

Morgan Chase, *Do Not Hesitate: Action Orientation as a Predictor of Innovative Behavior and Customer Service*

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, Debra Steele-Johnson, Wright State University,

Training for Attention Control: The Role of Action-State Orientation

Alana B. Cober, Transportation Security Administration, Dennis Doverspike, University of Akron, *The Effects of*

Action-State Orientation and Implementation Intentions on a Computer-Based Training Simulation

Piers Steel, University of Calgary, *Self-Regulation, Personality Traits, and Procrastination*

Michael Frese, University of Giessen, *Discussant*

Submitted by Phillip M. Mangos, phillip.mangos@navy.mil

74. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON III (LEVEL 4)****AN EXPLORATION OF THE DYNAMICS OF ADAPTIVE LEADERSHIP**

Leadership is largely treated as static. Yet, organizations are characterized by complexity, unpredictability, and the need for adaptability. A diverse panel of experts—academic and practitioner—explore emerging perspectives on leadership as dynamic and adaptive. Presentations cover top management to team leadership, ranging across conceptual, qualitative, and cases.

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

Steve W. J. Kozlowski, Michigan State University, Daniel J. Watola, Michigan State University, Jaclyn M.

Nowakowski, Michigan State University, Brian H. Kim, Michigan State University, Isabel Cristina Botero,

Michigan State University, *A Functional Theory of Dynamic and Adaptive Leadership*

Cynthia D. McCauley, Center for Creative Leadership, *Leading Together: An Approach to Complex*

Organizational Challenges

Amy C. Edmonson, Harvard Business School, Stacy E. McManus, Harvard Business School, *Organizing to Learn:*

Leadership that Increases Adaptive Capacity

Katherine J. Klein, University of Maryland, Andrew P. Knight, University of Maryland, Jonathan C. Ziegert,

University of Maryland, Yan Xiao, University of Maryland School of Medicine, *A Qualitative Study of*

Dynamic Leadership in an Extreme Setting

Gerald F. Goodwin, U.S. Army Research Institute, Stanley M. Halpin, U.S. Army Research Institute, *Interactional*

Leader Development Processes in the U.S. Army

Submitted by Steve W. J. Kozlowski, stevekoz@msu.edu

75. PANEL DISCUSSION: FRIDAY, 3:30–5:20**SHERATON IV (LEVEL 4)****EMOTIONAL INTELLIGENCE: PRACTICAL QUESTIONS FOR I-O PSYCHOLOGISTS**

Emotional intelligence (EI) has been postulated as an important predictor of performance by some and as nothing more than a renaming of existing constructs by others. This panel discussion brings together a series of experts, with varying opinions, who will respond to multiple questions relevant to the construct of EI.

Chockalingam Viswesvaran, Florida International University, *Chair*

David L. Van Rooy, Florida International University, *Co-Chair*

Richard E. Boyatzis, Case Western Reserve University, *Panelist*

David R. Caruso, Work-Life Strategies, *Panelist*

Cary Cherniss, Rutgers University, *Panelist*

Frank J. Landy, SHL, *Panelist*

Gerry Matthews, University of Cincinnati, *Panelist*

Submitted by David L. Van Rooy, dvanro01@fiu.edu

76. SYMPOSIUM: FRIDAY, 3:30–5:20**SHERATON V (LEVEL 4)****CURRENT PERSON-BASED AND MESSAGE-BASED APPROACHES TO UNDERSTANDING RECRUITMENT**

This symposium examines person-based and message-based explanations for recruitment outcomes. In particular, the role of message content and message delivery mechanism are juxtaposed with individual differences as predictors of fit perceptions, attraction, job pursuit behavior, and message framing and interpretation using samples drawn from three countries.

Brian R. Dineen, University of Kentucky, *Chair*

Jerel E. Slaughter, University of Arizona, Gary J. Greguras, Singapore Management University, Elizabeth Sellers,

Louisiana State University, *Organization Personality Perceptions: Issues of and Beyond Person–Organization Fit*

Brian R. Dineen, University of Kentucky, Raymond A. Noe, The Ohio State University, *Half Empty or Half Full:*

The Effects of Individual Difference Variables on Interpretations of P–E Fit Feedback Information

Greet Van Hove, Ghent University, Filip Lievens, Ghent University, *Valence and Order Effects of Word-of-Mouth Communication on Organizational Attractiveness*

Ian O. Williamson, University of Maryland, David P. Lepak, University of Maryland, James King, Samford

University, Archana Sarma, 3i Corporation, *The Influence of Company Recruitment Web Site Attributes on Organizational Attractiveness*

Richard Posthuma, University of Texas–El Paso, Santiago Ibarreche, University of Texas–El Paso, Troy V.

Mumford, Utah State University, Manuel Quinones, University of Texas–El Paso, *Employee Job Pursuit*

Intentions: Help-Wanted Advertisements in Mexico

Daniel M. Cable, University of North Carolina, *Discussant*

Submitted by Brian R. Dineen, brian.dineen@uky.edu

77. SYMPOSIUM: FRIDAY, 3:30–5:20**ARKANSAS (LEVEL 2)****LEADERSHIP ASSESSMENT AND DEVELOPMENT IN CHINESE ORGANIZATIONS**

China provides a unique testing ground for the cross-cultural generalization of leadership assessment and development theories and methodologies developed in the West. The four papers in this symposium, based on data from China, provide evidence for generalizability of Western theories as well as findings specific to the Chinese context.

Kaiguang Liang, C&D Management Consulting Co., *Chair*

William H. Mobley, China Europe International Business School, *Co-Chair*

Kaiguang Liang, C&D Management Consulting Co., Zhi-Ling Li, C & D Management Consulting, *Leadership Assessment in Chinese Organizations: Some Unique Challenges*

Xiaoxuan Li, Institute of Policy & Management, Kan Shi, Chinese Academy of Sciences, Chaoping Li, Renmin University of China, *Leadership Evaluation in Chinese Research Organizations*

Jianmin Sun, Renmin University of China, *Competency Model of Chinese Business Managers in IT Industry*

Zhixue Zhang, Peking University, *Exploring Business Elites' Ideology: Impacts of Chinese Traditions and Western Theories on Chinese Enterprise Leadership and Management*

Donald D. Davis, Old Dominion University, *Discussant*

Submitted by Kaiguang Liang, carl.liang@cndgroup.com

FRIDAY PM

78. SYMPOSIUM: FRIDAY, 3:30–5:20**COLORADO (LEVEL 2)****MANAGING DIVERSITY IN TURBULENT TIMES: A “SWOT” ANALYSIS**

This symposium incorporates both academic and practical perspectives to present a “SWOT” analysis of four approaches to diversity management in the present business context. The goal is to provoke dialogue and discussion between panelists and audience and to collectively arrive at an agenda for future research and practice.

Aparna Joshi, University of Illinois at Urbana–Champaign, *Chair*

Hui Liao, Rutgers University, *Co-Chair*

Katerina Bezrukova, Rutgers University–Camden, Karen Jehn, Leiden University, *The Effects of Diversity Training Programs*

Katherine W. Phillips, Northwestern University, Nancy P. Rothbard, University of Pennsylvania–Wharton School, Tracy Dumas, George Washington University, *It's Not That I Don't Like You: How Status Drives Preferences for Segmentation and Social Integration in Diverse Environments*

Aparna Joshi, University of Illinois at Urbana–Champaign, Hui Liao, Rutgers University, Susan E. Jackson, Rutgers University, *A Cross-Level Investigation of the Effects of Workplace Diversity on Employee Performance and Rewards*

Candi Castlebury-Singleton, Sun Microsystems, *Global Perspectives on Managing Diversity*

Susan E. Jackson, Rutgers University, *Discussant*

Submitted by Aparna Joshi, aparnajo@uiuc.edu

79. PRACTITIONER FORUM: FRIDAY, 3:30–5:20**MISSOURI (LEVEL 2)****ORGANIZATIONAL CULTURE SURVEYS: MOVING FROM DIAGNOSIS TO ACTION**

Research has demonstrated a clear empirical link between behavior-based organizational culture surveys and organizational effectiveness. However, translating diagnostic information from culture surveys into sustained organizational change is a difficult process. In this practitioner forum, four industry experts describe the strategies they have used in moving from diagnosis to cultural transformation.

Daniel R. Denison, International Institute for Management Development, *Chair*

Ed Sketch, Denison Consulting, *Moving the Needle: An Effective Strategy for Translating Survey Results Into Organizational Change*

Scott L. Nier, Defense Logistics Agency, *Leveraging Corporate Culture to Improve Organizational Performance in a Federal Governmental Agency*

John Greenwade, TIGroup Automotive, David Koller, Maritz, Inc., *Organizational Examples of Strategies to Implement a Cultural Change Process That Impacts the Bottom Line*

Submitted by Jay Janovics, jjanovics@denisonculture.com

80. ROUNDTABLE: FRIDAY, 3:30–5:20

ERIE (LEVEL 2)

EXAMINING WORK/LIFE RESEARCH LITERATURE IN COMPARISON TO REAL-LIFE EXPERIENCES

Three academicians and three practitioners will discuss the literature on work/life issues and how their personal experiences compare. Topics discussed include how career progression is impacted by work/life choices, the types of support needed to manage work/life, personal strategies for success, and suggestions for future research.

Michele L. Ehler, Dow Chemical Company, *Host*

David P. Costanza, George Washington University, *Co-Host*

Michele E. A. Jayne, Ford Motor Company, *Co-Host*

Michelle A. Marks, George Mason University, *Co-Host*

Steffanie L. Wilk, University of Pennsylvania, *Co-Host*

Kimberly A. Smith-Jentsch, University of Central Florida, *Co-Host*

Submitted by Michele L. Ehler, Mehler@dow.com

81. SYMPOSIUM: FRIDAY, 3:30–5:20

HURON (LEVEL 2)

INDIVIDUAL DIFFERENCES IN DIVERSITY INITIATIVES

This symposium addresses the role of individual differences (racioethnicity, cultural competence, discrimination perceptions) in diversity initiatives. The four papers reach the same conclusion: A systematic evaluation of individual differences is needed in order to design diversity interventions tailored to participants' needs. Ignoring individual differences results in ineffective initiatives and backlash.

Carol T. Kulik, University of Melbourne, *Chair*

Elissa L. Perry, Teachers College, Columbia University, Carol T. Kulik, University of Melbourne, *Sexual Harassment Awareness Training: A Systematic Review*

Carol T. Kulik, University of Melbourne, Molly Pepper, Arizona State University, Loriann Roberson, Arizona State University, *The Rich Get Richer: Antecedents and Consequences of Voluntary Diversity Training*

Yunhyung Chung, Rutgers University, Stanley M. Gully, Rutgers University, *The Influence of Previous Discrimination Experiences and Dyadic Dissimilarity on Trainees' Pretraining Expectations and Diversity Attitudes*

Jaye Smith, Pepperdine University, *An Exploration of Aha! Moments Experienced by Students in Diversity Education*

Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitted by Carol T. Kulik, ckulik@unimelb.edu.au

82. PRACTITIONER FORUM: FRIDAY, 3:30–5:20**ONTARIO (LEVEL 2)****CHALLENGES IN STRATEGIC EVALUATION**

Presenters share practical strategies and methodologies to address challenges encountered in conducting strategic evaluations. These include conducting evaluations of diverse HR programs, evaluating large-scale strategic change, tracing impacts through multiple levels of analysis, using the Success Case Method, and making causal attributions about outcomes far down the causal chain.

E. Jane Davidson, Western Michigan University, *Chair*

John C. Scott, Applied Psychological Techniques, Nambury S. Raju, Illinois Institute of Technology, Jack E.

Edwards, U.S. General Accounting Office, *The Challenge of Evaluating Diverse Human Resources Programs*
Jennifer W. Martineau, Center for Creative Leadership, *Challenges in Linking Leadership Development to Organizational Impact*

Michelle L. Biro, Whirlpool Corporation, Mahesh V. Subramony, University of Wisconsin–Oshkosh, *Evaluating Strategic Change in a Global Technology Organization*

Robert O. Brinkerhoff, Western Michigan University, *The Success Case Method: A Fast, Credible, and Efficient Way to Measure Impact of Training and Use Results to Build Organizational Performance and Learning Capability*

E. Jane Davidson, Western Michigan University, *Challenges With Linking Organizational Learning to the Bottom Line: A Practical Approach to Causation*

Submitted by E. Jane Davidson, Jane.Davidson@wmich.edu

83. PRACTITIONER FORUM: FRIDAY, 3:30–4:20**MAYFAIR (LEVEL 3)****ADDRESSING COMMON QUESTIONS AND CHALLENGES FOR THE SURVEY PRACTITIONER**

This practitioner forum will address important real-world issues relevant to survey practitioners and their clients. Through the use of actual survey studies, the papers will answer common survey questions and offer practical recommendations to assist the survey specialist in delivering higher quality results.

Jaci Jarrett Masztal, Burke, Inc., *Chair*

Allan Fromen, IBM, *Co-Chair*

Allan Fromen, IBM, Ed Mosher, IBM, *The Effects of Reminders on Participation Rates: A Case Study*

Jaci Jarrett Masztal, Burke, Inc., Lisa A. Steelman, Florida Institute of Technology/Burke Inc., *Evaluating Response Rate, Demographics, and Rating Favorability*

Daniel V. Lezotte, Illinois Institute of Technology, Pamela Pollak, Illinois Institute of Technology, *An Empirical Evaluation of Minimum Group Size for Reporting Employee Survey Results*

David C. Morris, Sempra Energy, Jamie Madigan, Sempra Energy, Steven D. Ashworth, Sempra Energy, *Measuring Customer Service: Point-of-Service Versus Annual Administration of Customer Satisfaction Surveys*

Nambury S. Raju, Illinois Institute of Technology, *Discussant*

Submitted by Jaci Jarrett Masztal, jmasztal@burke.com

84. INTERACTIVE POSTERS: FRIDAY, 3:30–4:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: LEADERSHIP****84-1****TRAINING TRANSFORMATIONAL LEADERSHIP:
A FIELD EXPERIMENT IN THE NONPROFIT SECTOR**

The effects of training on transformational leadership behaviors, leader effectiveness, and follower satisfaction at three times of analysis were examined. Leaders perceived themselves as more transformational in the short term. Followers perceived leaders as more transformational and effective in the long term. Moderators of training effectiveness were examined. Results indicated some moderation.

Joseph R. Dettmann, Central Michigan University

Submitted by Joseph R. Dettmann, joed215@hotmail.com

84-2**IMPRESSION MANAGEMENT AND TRANSFORMATIONAL LEADERS:
NEW PERSPECTIVES ON TACTIC USE**

This study provides an analysis of transformational leaders and the specific impression management tactics they use. Through data collected from 165 undergraduate business students, we found the impression management techniques of exemplification and inspirational appeals are positively related to components of transformational leadership. Theoretical and managerial implications are also discussed.

John Bingham, Texas A&M University

Submitted by John Bingham, johnbingham@tamu.edu

84-3**MULTIPLE INTELLIGENCES OF TRANSFORMATIONAL LEADERS: AN EMPIRICAL EXAMINATION**

The purpose of this study was to examine the relationship between three types of intelligence (cognitive, emotional, and social intelligence) and the three dimensions of transformational leadership (intellectual stimulation, charisma, and individualized consideration). Results indicated that the three intelligences were differentially related to the components of transformational leadership.

Brian J. Hoffman, University of Tennessee

Michael C. Rush, University of Tennessee

Elizabeth M. Smith, University of Tennessee

Submitted by Brian J. Hoffman, BrnHff9@aol.com

84-4**TRANSFORMATIONAL LEADERSHIP, JOB CHARACTERISTICS, AND
ORGANIZATIONAL CITIZENSHIP PERFORMANCE**

In two field studies, we link transformational leadership behaviors to employees' perceptions of job characteristics and to citizenship performance. We find that followers of transformational leaders engage in more citizenship behaviors toward their organizations, teams, and customers. Furthermore, employees' perceptions of their jobs mediate the transformational leadership–organizational citizenship relationship.

Radostina Purvanova, University of Minnesota

Jessica Dziewieczynski, Pennsylvania State University

Joyce E. Bono, University of Minnesota

Submitted by Radostina Purvanova, purva002@umn.edu

85. POSTER SESSION: FRIDAY, 3:30–4:20**RIVER EXB HALL A (LEVEL 1)****JOB ATTITUDES****85-1 POLITICS AND ORGANIZATIONAL SUPPORT PERCEPTIONS:
DIMENSIONALITY AND DISCRIMINANT VALIDITY**

This study found that politics and organizational support perceptions are best conceptualized as separate constructs via two sources of evidence. First, model comparisons revealed statistically significantly worse fit when politics and support were constrained to be perfectly negatively related. Second, politics and support demonstrated differential relationships with organization-related criteria.

Russell E. Johnson, University of Akron

Submitted by Russell E. Johnson, rej1@uakron.edu

85-2 EMPLOYERS AND PSYCHOLOGICAL CONTRACTS IN SMALL BUSINESS

This research examined psychological contracts, or perceptions of mutual obligations in a work relationship, from the perspective of the small business owner. Ninety-six business owners were surveyed. Results indicated that perceptions of psychological contract breach and violation were negatively associated with work relationship quality.

Karen L. Harris, Western Illinois University

Laura Bandoli, Western Illinois University

Submitted by Karen L. Harris, K-Harris@wiu.edu

**85-3 SELF-ESTEEM MODERATES RELATIONSHIPS BETWEEN ABUSIVE SUPERVISION
AND WORKPLACE DEVIANCE**

We examined the relationships of abusive supervision to workplace deviance, and self-esteem as a moderator of these. Abusive supervision was positively, and self-esteem was negatively, correlated with deviance. High self-esteem workers were more reactive to abusive supervision and engaged in nearly as much deviance under abusive supervision.

Nancy Schaubhut, CPP, Inc.

Gary A. Adams, University of Wisconsin–Oshkosh

Steve M. Jex, Bowling Green State University

Simon Moon, University of Wisconsin–Oshkosh

Submitted by Gary A. Adams, Adamsg@uwosh.edu

**85-4 A NEW INTERACTIONAL JUSTICE MEASURE: CLARIFYING INTERPERSONAL
AND INTERACTIONAL JUSTICE**

Confusion exists regarding interpersonal and interactional justice. We propose a measure of interactional justice and investigate the distinction between, and the predictive validity of, interactional and interpersonal justice. Both measures assess the same construct and our measure accounts for more variance in satisfaction and affective commitment than the accepted measure.

Sylvia G. Roch, University at Albany, SUNY

Linda R. Shanock, University at Albany, SUNY

Submitted by Sylvia G. Roch, roch@albany.edu

85-5 PERCEIVED SIMILARITY AND COMPLEMENTARITY AS PREDICTORS OF SUBJECTIVE P-O FIT

This study investigated how individuals perceive P-O fit. Responses from 209 employees indicated that individuals distinguish between perceptions of similarity and complementarity, and both explained unique variance in subjective P-O fit. Subjective fit predicted higher levels of job satisfaction and organizational commitment, and reduced turnover intentions and job search behaviors.

Kelly A. Piasentin, University of Calgary

Derek S. Chapman, University of Calgary

Submitted by Kelly A. Piasentin, kaweir@ucalgary.ca

85-6 PERCEIVED SUPPORT AND PERFORMANCE: RELATIONSHIPS ACROSS LEVELS OF CYNICISM

The authors examined the relationship of perceived support (POS) with in-role performance and citizenship behaviors across levels of organizational cynicism (OC). Results of moderated polynomial regression analyses indicated that the relationship between POS and both indices of performance was best characterized by an inverted-U shape for high OC individuals.

Wayne A. Hochwarter, Florida State University

Lawrence A. Witt, University of New Orleans

Submitted by Lawrence A. Witt, lwitt@uno.edu

85-7 AN INVESTIGATION OF SELF-INSIGHT IN REACTIONS TO INTERVIEW STRUCTURE

This study compared direct and indirect measurement of the relation between applicant reactions and employment interview structure. Weights derived from policy-capturing methodology were compared to self-report weights for the same five predictors theoretically related to applicant reactions. Both idiographic and nomothetic results indicated a weak association between methodological approaches.

Eric M. Dunleavy, University of Houston

James E. Campion, University of Houston

Submitted by Eric M. Dunleavy, edunleavy@hotmail.com

85-8 SATISFACTION EFFECTS ON MOOD STATE, WITHDRAWAL INTENTIONS, AND OCB

Participants role-played a restaurant server experiencing positive or negative job or life satisfaction. Positive satisfaction resulted in more positive mood state, lower withdrawal intentions, and greater OCB than did no satisfaction information and negative satisfaction information. Results suggest satisfaction and mood states are causally interrelated and have behavioral organizational implications.

Elizabeth L. Shoenfelt, Western Kentucky University

Lynne Battista, Western Kentucky University

Submitted by Elizabeth L. Shoenfelt, betsy.shoenfelt@wku.edu

85-9 DEVELOPMENT OF A MEASURE OF CULTURAL MISTRUST

Cultural mistrust is the belief that certain societal institutions may be biased or unfair towards its members due to group identity such as race. In this paper, we present evidence of the psychometric properties of the scale along with evidence of its convergent and divergent validity with other scales.

Seth Hayes, University of Maryland

David M. Mayer, University of Maryland

Archie L. Bates, University of Maryland

Michele J. Gelfand, University of Maryland

Submitted by Archie L. Bates, abates@psyc.umd.edu

85-10 MANAGERS' RESPONSES TO BRIBERY IN ORGANIZATIONS

This study investigated how managers' attitudes, subjective norms and attributions affect the way managers deal with employee bribery in organizations. Hierarchical regression analyses ($n = 354$) indicated that attitudes and external attributions significantly predicted managers' intentions to discipline bribed employees. Implications for the eradication of bribery in organizations are discussed.

Guillermo Wated, Florida International University

Juan I. Sanchez, Florida International University

Submitted by Guillermo Wated, gwated@aol.com

85-11 EXPLAINING TURNOVER INTENTIONS WITH ORGANIZATIONAL IDENTIFICATION AND JOB SATISFACTION

In the organizational world, Social Identity Theory states that a strong organizational identification is associated with low turnover intentions. We propose a mediation model of identification influencing job satisfaction, which in turn influences turnover intentions. Our model was supported in four samples.

Rolf Van Dick, Aston University

Oliver Christ, Philipps University

Jost Stellmacher, Philipps University

Ulrich Wagner, Philipps University

Oliver Ahlswede, Philipps University

Cornelia Grubba, Philipps University

Martin Hauptmeier, Philipps University

Corinna Hoehfeld, Philipps University

Kai Moltzen, Philipps University

Submitted by Rolf Van Dick, r.vandick@aston.ac.uk

85-12 PREPARING FOR WAR: AN INVESTIGATION OF SOLDIERS' COMBAT READINESS PERCEPTIONS

Recent global events have accentuated the need for U.S. military personnel to remain prepared for combat at all times. This longitudinal study examined perceptions of and factors influencing combat readiness among U.S. Army soldiers. Results revealed that combat readiness perceptions changed over time. Role clarity and information dissemination predicted perceptions.

Brian C. Holtz, George Mason University

Crystal Michele Harold, George Mason University

Paul D. Bliese, Walter Reed Army Institute of Research

Submitted by Brian C. Holtz, bholtz@gmu.edu

85-13 INTERACTION OF POSITIVE AFFECTIVITY AND JOB ATTITUDES DURING ORGANIZATIONAL CHANGE

This study investigated the proposed interaction of job satisfaction with positive affectivity and job insecurity with positive affectivity in predicting two employee outcomes during organizational change, acceptance of change, and absenteeism during organizational transition. The hypotheses were supported for job satisfaction, but only partially supported for job insecurity.

Janelle A. Gilbert, California State University-San Bernardino

Submitted by Janelle A. Gilbert, Janelle@CSUSB.edu

85-14 DOES NEGATIVE AFFECTIVITY MODERATE THE JOB CHARACTERISTICS–JOB SATISFACTION RELATIONSHIP?

Job characteristics are among the most frequently studied antecedents of job satisfaction. The current study examines the moderating role of negative affectivity on the relationship between nonperceptually measured job characteristics and job satisfaction. NA was found to moderate the relationship between autonomy, independence, and recognition with job satisfaction, respectively.

Christiane Spitzmueller, University of Houston

Steve M. Jex, Bowling Green State University

Kristina Renee Miller, University of Houston

Submitted by Christiane Spitzmueller, christiane.spitzmueller@mail.uh.edu

85-15 AN EXAMINATION OF THREE-COMPONENT CONCEPTUALIZATION OF COMMITMENT TO CHANGE

This study further examined the application of three-component conceptualization of commitment in the context of commitment to organizational change. Data from 129 executives was used to examine the relationship of select antecedents and outcomes of commitment to change. Results provided further evidence for the validity of commitment-to-change scales.

Jaydeep Bihari Lal, Xavier Labour Relations Institute (XLRI), India

E. S. Srinivas, Xavier Labour Relations Institute (XLRI), India

Submitted by John P. Meyer, meyer@uwo.ca

85-16 PREDICTING FOOD SAFETY AND SECURITY BEHAVIORS IN TURKEY-PROCESSING WORKERS

This study examines the effectiveness of the theory of planned behavior (TPB) to predict food safety behaviors of 140 turkey-processing employees. Results show that the TPB is a good predictor of food safety behavior and suggests the TPB may be useful in understanding other types of safety and security behaviors.

Gary S. Nickell, Minnesota State University–Moorhead

Verlin B. Hinsz, North Dakota State University

Submitted by Gary S. Nickell, nickellg@mnstate.edu

85-17 STUDENTS' AND PARENTS' ATTITUDES TOWARD UNIONS

Undergraduates and their parents were surveyed to assess attitudes toward unions. Students provided their perceptions of their parents' attitudes along with their own. A small sample of parents participated and provided their attitudes. Correlations and regression approaches indicate that parental attitudes were not good predictors of student attitudes toward unions.

Craig V. King, POPULUS

Richard J. Fogg, Kansas State University

Kayo Sady, Boise State University

Submitted by Craig V. King, CVKing@populus.com

85-18 THE PERCEIVED EXCHANGE QUALITY SCALES (PEQS): AN INITIAL VALIDATION STUDY

The study provided validity evidence for new measures of reciprocity in leader–subordinate interactions. Reliability analyses, factor analyses, and regression analyses provided support for the validity of the new scales. Correlations with an LMX measure, justice measures, and an existing measure of reciprocity also supported the construct validity of the scales.

Daniel L. LeBreton, University of Tennessee–Chattanooga

Submitted by Daniel L. LeBreton, dan-lebreton@utc.edu

85-19 **BORED AND UNDEREMPLOYED: ANTECEDENTS AND CONSEQUENCES OF UNDEREMPLOYMENT AMONG FIREFIGHTERS**

We examined antecedents and consequences of underemployment among firefighters. As predicted, underemployment was positively related to boredom proneness and organizational constraints, and negatively related to adjustment, ambition, and prudence. Underemployment was also found to predict job satisfaction, workload dissatisfaction, and job-related affective well-being, but not job performance.

John D. Watt, University of Central Arkansas

Deidra J. Schleicher, Purdue University

Clive Fullagar, Kansas State University

Submitted by John D. Watt, johnwatt@uca.edu

85-20 **THE STRENGTH OF JOB SATISFACTION ATTITUDES**

We extend previous research on affective-cognitive consistency (ACC; an index of attitude strength) by (a) examining whether ACC moderates relationships between job satisfaction (JS) and outcomes other than performance and (b) comparing ACC with other conceptualizations of attitude strength. Results support the hypothesized role of ACC and other strength measures.

Deidra J. Schleicher, Purdue University

John D. Watt, University of Central Arkansas

Gary J. Greguras, Singapore Management University

Wendy J. Casper, University of Tulsa

Submitted by Deidra J. Schleicher, deidra@krannert.purdue.edu

85-21 **DISENTANGLING CONTRIBUTIONS OF PROCESS ELEMENTS TO THE FAIR-PROCESS EFFECT**

This research indicates that procedural, interpersonal, and informational justice each contribute unique variance to the fair process effect. Procedural justice tended to have the greatest impact on fairness judgments; however, low fairness on any one of the three elements resulted in decreased fairness perceptions.

Andrea L. Sinclair, HumRRO

Neil M. A. Hauenstein, Virginia Tech

Submitted by Andrea L. Sinclair, asinclair@vt.edu

85-22 **INCREMENTAL VALIDITY OF PERSON-ORGANIZATION AND PERSON-GROUP FIT ON WORK ATTITUDES**

The study investigated predictive validities of person-organization and person-group fit with work attitudes, including satisfaction, commitment, and withdrawal behaviors. Questionnaires were completed by 215 main participants, 335 coworkers, and 148 supervisors. Hypotheses regarding objective values fit were weakly supported, while subjective fit hypotheses were supported at a moderately strong level.

Michelle Verquer, DePelchin Children's Center

Submitted by Michelle Verquer, mlverq@aol.com

85-23 **COMMITMENT AND TURNOVER INTENTION: SUBGROUP ANALYSES USING LATENT GROWTH MODELING**

Using subgroup analyses based on Latent Growth Modeling (LGM), we examined (a) the type of change which happens among commitment components when one of them increases or decreases and (b) the type of change which is observed in intentions to quit when a commitment component increases or decreases over time.

Kathleen Bentein, University of Quebec at Montreal
Robert J. Vandenberg, University of Georgia
Christian Vandenberghe, HEC Montreal
Florence Stinglhamber, Maastricht University
Submitted by Christian Vandenberghe, christian.vandenberghe@hec.ca

85-24 THE EFFECTS OF JUSTICE AND SUPPORT ON JOB BURNOUT

We propose a model of the effects of distributive and procedural justice on perceived organizational and supervisor support leading to job burnout and withdrawal cognitions. Findings generally supported the model linkages. Notably, distributive justice was only related to PSS while procedural justice was only related to POS. Implications are discussed.

Nathanael S. Campbell, Mississippi State University
Rodger W. Griffith, University of New Orleans
Carl P. Maertz, Jr., Saint Louis University
Submitted by Nathanael S. Campbell, nc4@cobilan.msstate.edu

85-25 A REEXAMINATION OF THE UTILITY OF THE ORGANIZATIONAL COMMITMENT CONSTRUCT

The validity of the three-factor model of organizational commitment is assessed using CFAs and dominance analysis. Normative and affective commitment are found to load onto a single factor and continuance commitment represents low incremental validity. A path model with commitment as a mediator is developed and validated in independent samples.

Bradley James Brummel, University of Illinois at Urbana-Champaign
Marcus Crede, University of Illinois at Urbana-Champaign
Jeffrey Bagraim, University of Cape Town
Submitted by Bradley James Brummel, brummel@uiuc.edu

85-26 DISPLAY RULES AND EMOTIONAL LABOR: THE MODERATING ROLE OF COMMITMENT

This study examined the moderating role of commitment on the effects of emotional display rule perceptions on emotion regulation strategies and customer service performance. Results revealed that the relationships between display rule perceptions and surface acting, deep acting, and customer service performance were stronger when display rule commitment was high.

Robin H. Gosserand, IBM/Louisiana State University-Shreveport
James M. Diefendorff, Louisiana State University
Submitted by Robin H. Gosserand, rgosserand@yahoo.com

85-27 THE INFLUENCE OF GENDER ON RESPONSES TO SEXUAL HARASSMENT COMPLAINTS

Researchers examined differences in reactions to male and female sexual harassment complainants. Male sexual harassment complainants are believed less and punished more than female complainants. Exploratory analyses revealed that even when believed over the women they accuse, male complainants may actually be punished more severely than those they accuse.

Kenneth E. Podratz, Rice University
Michelle (Mikki) Hebl, Rice University
Submitted by Kenneth E. Podratz, podratz@rice.edu

85-28 THE ROLE OF ETHICAL IDEOLOGY IN WORKPLACE DEVIANCE

The relationship between ethical ideology and workplace deviance was examined by surveying 84 employed MBA students. Results indicated that employees lower in idealism were more likely to commit interpersonal deviance while employees higher in idealism were more likely to perform organizational deviance when they were also higher in relativism.

Chris A. Henle, University of North Carolina–Charlotte
 Robert A. Giacalone, University of North Carolina–Charlotte
 Carole L. Jurkiewicz, Louisiana State University
 Submitted by Chris A. Henle, cahenle@email.uncc.edu

86. COMMUNITY OF INTERESTS: FRIDAY, 3:30–4:20**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: MULTILEVEL METHODS**

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

87. PRACTITIONER FORUM: FRIDAY, 4:30–5:20**MAYFAIR (LEVEL 3)****UNDERSTANDING RETENTION ISSUES IN A DIVERSE WORKFORCE**

Organizations are now focusing special attention on the retention of high-turnover groups in order to attract and maintain a qualified, diverse workforce. The purpose of this forum is to describe issues faced by practitioners related to the retention of diverse workers, and outline specific methods to address these issues.

Mark A. Morris, JCPenney, *Chair*
 Brian J. O'Leary, University of Tennessee–Chattanooga, Bart L. Weathington, University of Tennessee–Chattanooga, *Diversity Is! Welcome to the Real World of Work in the U.S.*
 Erica R. Klein, Hennepin County Human Resources, *Retention and Diversity*
 Mark A. Morris, JCPenney, Steven M. Johnson, JCPenney, *Exit Interviews and Diversity Scorecards*
 Submitted by Mark A. Morris, mamorris@jcpenny.com

88. INTERACTIVE POSTERS: FRIDAY, 4:30–5:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: JOB PERFORMANCE****88-1 ACCORDING TO WHOM? REVISITING OCB'S CATEGORIZATION, APPRAISAL, AND REWARD**

This research examines (a) whether supervisors and employees perceive behavioral items typically used to measure OCB to be extra-role and (b) the relationship between these behaviors and performance appraisals. Despite the small number of OCB-type behaviors actually identified as OCB, employees do engage in OCB and are rewarded for doing so.

Charlotte M. Karam, University of Windsor
 Submitted by Charlotte M. Karam, ckaram@cogeco.com

88-2 CONSIDERING OCB IN PERFORMANCE EVALUATIONS: WHO THINKS IT'S FAIR?

This study explored the relationship between organizational citizenship behavior (OCB) and distributive justice perceptions and considered the influence of employee race and gender on this relationship. We found a threshold for the perceived fairness of using OCB in evaluations and differences in these perceptions dependent upon employee gender and race.

Courtney L. Holladay, Rice University

Stefanie K. Halverson, Rice University

Miguel A. Quinones, University of Arizona

Submitted by Courtney L. Holladay, holladay@rice.edu

88-3 ORGANIZATIONAL CITIZENSHIP AND WORKPLACE DEVIANT BEHAVIOR: ARE THEY DISTINCT?

The present paper examined the empirical separability of survey items measuring Workplace Deviant (WDB) and Organizational Citizenship Behavior (OCB) using confirmatory factor analytic techniques. Results indicated the two constructs were empirically separable, and that they should be further separated into their respective targets, interpersonal (WDBI, OCBI) and organizational (WDBO, OCBO).

Patrick D. Dunlop, University of Western Australia

Kibeom Lee, University of Calgary

Submitted by Patrick D. Dunlop, patrick@psy.uwa.edu.au

**88-4 CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIOR:
SINGLE CONTINUUM OR DISTINCT CONSTRUCTS?**

Reliable and established measures of Organizational Citizenship Behaviors (OCB), Counterproductive Workplace Behaviors (CWB), and Big Five Personality were administered. OCB and CWB were moderately negatively correlated and had different personality correlates. This lends support to OCB and CWB representing two distinct constructs instead of opposite poles of a single continuum.

Shelly A. Wiemann, University of Minnesota

Christopher M. Berry, University of Minnesota

Roxanne M. Laczko, Best Buy

Paul R. Sackett, University of Minnesota

Submitted by Shelly A. Wiemann, s_wiemann@hotmail.com

89. POSTER SESSION: FRIDAY, 4:30–5:20**RIVER EXB HALL A (LEVEL 1)****PERSONALITY****89-1 HIGHER-ORDER DIMENSIONS OF PERSONALITY TRAITS AND VOCATIONAL INTERESTS**

Results from meta-analyses and multidimensional scaling revealed that three dimensions explain relationships among the Big Five personality traits and Big Six interests. Attributes from both domains jointly influence two fundamental motives, sociability and personal growth, and do so through three distinct types of motivational constructs.

Michael K. Mount, University of Iowa

Murray R. Barrick, University of Iowa

Steven E. Scullen, North Carolina State University

James Rounds, University of Illinois

Submitted by Michael K. Mount, Michael-Mount@uiowa.edu

89-2 IMPACT OF SITUATION STRENGTH ON EMOTIONAL STABILITY– WORK OUTCOMES RELATIONSHIPS

We examined the extent to which situation strength measured by r_{wgj} regarding perceptions of work-unit politics moderated relationships between emotional stability and two work outcomes—withdrawal behavior and job performance. Analyses of data from two samples revealed that emotional stability was related to these outcomes in weak situations.

Lawrence A. Witt, University of New Orleans
K. Michele Kacmar, Florida State University
Lisa A. Burke, Louisiana State University–Shreveport
Kenneth J. Harris, Florida State University
Submitted by Lawrence A. Witt, lwitt@uno.edu

89-3 A CLOSER LOOK AT SOCIAL COMPARISON ORIENTATION

We examined the relationship between the two factors of social comparison orientation and the facets of the Big Five factors. Opinion correlated with each of the Big Five; however Ability did not with two of the Big Five, and only one of the facets of the remaining Big Five.

Tasha Leigh Eurich, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by Tasha Leigh Eurich, teurich@lamar.colostate.edu

89-4 MODERATOR EFFECTS OF JOB COMPLEXITY ON THE BIG FIVE VALIDITY

This paper examines the moderator effects of job complexity on the criterion validity of the Big Five personality dimensions. The results showed that job complexity moderates negatively the validity of Conscientiousness, Emotional Stability, and Agreeableness so that higher job complexity produced lower validity coefficients.

Jesus F. Salgado, Universidad de Santiago de Compostela
Submitted by Jesus F. Salgado, psjesal@usc.es

89-5 EXPLORING THE DARK DAYS OF PERSONALITY TESTING IN INDUSTRY

Past commentators argue that the decline in the use of personality testing in industry in the 1960s through 1980s was due to criticisms from Bob Guion and Walter Mischel. We discuss cultural and legal explanations, and argue that examining these topics is important for understanding the practice of applied psychology.

Michael A. Lodato, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Julie A. Fuller, PepsiCo
Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

89-6 RELATIONSHIPS BETWEEN BACKGROUND INVESTIGATION DIMENSIONS, THE CPI AND MMPI-2 SCALES

Background investigations are often used as screening tools in law enforcement agencies. Ratings of personal characteristics based on background investigation data may be viewed as a method measuring personality dimensions. This paper examines relationships between several CPI and MMPI-2 scales and ratings of personal characteristics obtained from background investigation data.

Mark A. Mishken, NYS Office of Court Administration
Krisztina Juhasz, NYS Office of Court Administration
Kevin C. L. Ruminson, California State University–Office of the Chancellor
Submitted by Mark A. Mishken, mmishken@pace.edu

89-7 PROACTIVE PERSONALITY, WORK-FAMILY CONFLICT, AND LIFE SATISFACTION

We examined proactive personality and how this trait can interact with work-family conflict such that the relationship between WFC and life satisfaction is weaker for those with higher proactive personality. This was found to be true for three different measures of WFC.

Brad A. Lenz, University of Wisconsin-Oshkosh
Gina A. Lippold-Ruby, University of Wisconsin-Oshkosh
Gary A. Adams, University of Wisconsin-Oshkosh
Steve M. Jex, Bowling Green State University
Submitted by Brad A. Lenz, lenz@uwosh.edu

89-8 NEGATIVE AFFECTIVITY AS MODERATOR OF THE ACCOUNTABILITY-TENSION RELATIONSHIP

The present research examined the influence of negative affectivity (NA) on the form of the felt accountability-job tension relationship. Results from two studies indicated that the association between felt accountability and job tension would be positive and linear for high NAs and nonlinear (U-shaped) for low NAs.

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

**89-9 VALIDITY EVIDENCE LINKING POLYCHRONICITY AND PERSONALITY
DIMENSIONS TO SALES PERFORMANCE**

Hypothesized relationships among polychronicity, Extraversion, Conscientiousness, and supervisor performance ratings were tested in a sample of 174 sales employees. Polychronicity and Extraversion were significantly related to supervisor ratings of customer service and sales performance. Polychronicity provided incremental validity above contributions of Big Five personality dimensions in predicting supervisor performance ratings.

Jeffrey M. Conte, San Diego State University
Jeremy N. Gintoft, San Diego State University
Submitted by Jeffrey M. Conte, jconte@sunstroke.sdsu.edu

89-10 SELF-MONITORING AS A MODERATOR OF PERSONALITY-PERFORMANCE RELATIONSHIPS

This study examines the influence of self-monitoring on the relationship between relevant personality traits and performance. Results revealed that self-monitoring moderated these relationships, such that when self-monitoring was high the relationships between relevant personality traits and performance were attenuated.

Murray R. Barrick, University of Iowa
Laura Parks, University of Iowa
Michael K. Mount, University of Iowa
Submitted by Laura Parks, laura-parks@uiowa.edu

89-11 PREDICTING EMPLOYEES' ROLE DEFINITION BREADTH USING PERSONALITY AND JOB SATISFACTION

Employees' subjective assessment of what tasks were required (i.e., their role definitions) were predicted by personality and job satisfaction. Job satisfaction mediated the relationship between personality and role definitions. These findings suggest that work and personal characteristics may explain the nature of employees' internalized role definitions.

Olga L. Clark, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitted by Olga L. Clark, oclark@bgnnet.bgsu.edu

89-12 AFFECTIVITY DISPOSITIONS AND WORK-RELATED OUTCOMES: A META-ANALYSIS

This paper meta-analytically reviews the impact of negative and positive affectivity on a range of work-related outcomes, which were grouped into three categories for discussion: affective reactions, job performance, and work-environment perceptions. It was found that NA and PA, in general, negatively and positively associated with these variables, respectively.

Thomas Ng, University of Georgia
Jill A. Brown, University of Georgia
Robert J. Vandenberg, University of Georgia
Submitted by Robert J. Vandenberg, rvandenb@uga.edu

89-13 MULTISAMPLE EXAMINATION OF GOAL-ORIENTATION PROFILES USING CLUSTER ANALYSIS

Individuals were sorted into goal-orientation "profiles" using cluster analysis, and the extent to which the different profiles manifested adaptive and/or maladaptive response patterns across a variety of dispositional, motivational, attitudinal, stress, and behavioral variables was examined. Four profiles emerged across our samples with each manifesting a different response pattern.

Vincent J. Fortunato, University of Southern Mississippi
Andrew M. Goldblatt, University of Southern Mississippi
Sam T. Hunter, University of Oklahoma
Kellie M. Baker, University of Tennessee–Chattanooga
Jeffrey D. Kudisch, University of Maryland
Submitted by Vincent J. Fortunato, v.fortunato@usm.edu

89-14 GOAL ORIENTATION, STRESS, AND JOB ATTITUDES AMONG CUSTOMER SERVICE PERSONNEL

We examined relationships between different goal orientations and job stressors, strains, and attitudes. Learning goal orientation related negatively with job strains and positively with attitudes. Conversely, performance approach and performance avoidance goal orientations related positively to stressors and strains. Moreover, each goal orientation predicted unique variance in our dependent variables.

Vincent J. Fortunato, University of Southern Mississippi
Kellie M. Baker, University of Tennessee–Chattanooga
Andrew M. Goldblatt, University of Southern Mississippi
Sam T. Hunter, University of Oklahoma
Submitted by Vincent J. Fortunato, v.fortunato@usm.edu

89-15 ESTABLISHING: A PERSONALITY PREDICTOR OF CHANGE LEADERSHIP

The Establishing scale of the Performance Perspectives Inventory (Abraham & Morrison, 2002) was designed to assess the tendency for individuals to enjoy or succeed at leading new ventures or large-scale organizational change efforts. The development of the scale is briefly described, and preliminary reliability and validity evidence is presented.

John D. Morrison, A&M Psychometrics, LLC

Dawn D. Burnett, University of Tulsa

Joseph D. Abraham, A&M Psychometrics, LLC

Submitted by Dawn D. Burnett, dawn-burnett@utulsa.edu

**89-16 CAN OPPOSITES ATTRACT? PREDICTING SUBORDINATE OUTCOMES
BASED UPON PERSONALITY HETEROGENEITY**

This study examines whether dissimilarity in the personality dimension of control within supervisor-subordinate dyads is associated with positive subordinate outcomes. Results using polynomial regression and response surface modeling are supportive for satisfaction with supervisor. For OCB and work withdrawal, subordinate or supervisor level of control is important rather than the difference.

Theresa M. Glomb, University of Minnesota

Elizabeth T. Welsh, University of Minnesota

Submitted by Theresa M. Glomb, tglomb@csom.umn.edu

89-17 EVALUATING ALTERNATIVES TO THE GLM IN APPLIED PERSONALITY ASSESSMENT

Even though previous studies have found evidence of nonlinearity in personality-job performance relationships, these studies have lacked generalizability because the results were based on small samples. This study represents the first large-scale research endeavor to utilize meta-analysis and trend analysis to investigate nonlinear personality-job performance relationships.

Greg A. Barnett, Hogan Assessment Systems

Submitted by Greg A. Barnett, gbarnett@hoganassessments.com

89-18 STATE VERSUS TRAIT GOAL ORIENTATION: IS THERE TRULY A DIFFERENCE?

This study contributes to the literature regarding "state" versus "trait" goal orientation. Examination of differences between dispositional and situational measures taken at two points in time within the context of a performance-oriented task, supports the contention that a difference between the two exists. The implications of the findings are discussed.

Ragan Ward, Colorado State University

D. Apryl Rogers, Colorado State University

Zinta S. Byrne, Colorado State University

Suzanne S. Masterson, University of Cincinnati

Submitted by Zinta S. Byrne, zinta.byrne@colostate.edu

89-19 INDIVIDUAL DIFFERENCES IN LEADERSHIP DERAILMENT

This study examined the impact of a leader's dysfunctional interpersonal tendencies on multirater evaluations. Results indicated that (a) dysfunctional behaviors associated with arrogance, cautiousness, volatility, and skepticism negatively impacted ratings of performance and (b) dysfunctional behaviors showed differential effects across rater groups.

Michael J. Najar, DeCotiisErhard, Inc.

Brent D. Holland, Hogan Assessment Systems

Christina R. Van Landuyt, Hogan Assessment Systems

Submitted by Michael J. Najar, mnajar@decotiiserhard.com

89-20 COACHED FAKING WITH THE CONDITIONAL REASONING TEST FOR AGGRESSION

This study examined the effects of coaching on the fakability of the Conditional Reasoning Test for Aggression (CRT-A). Utilized a 3×2 repeated measures design with control group, fully crossing two levels of instruction (fake good/bad) with three levels of coaching (low/medium/high). Results indicate successful faking at most levels of coaching.

Cheryl D. Barksdale, University of Tennessee–Knoxville

Submitted by Cheryl D. Barksdale, cbarksd1@utk.edu

89-21 PLAYING FAVORITES IN THE WORKPLACE: PERSONALITY, EMOTIONS, AND BEHAVIORAL OUTCOMES

Building on Weiss & Cropanzano's (1996) Affective Events Theory, this study explored the influence of personality on emotional and behavioral responses to favoritism. The results of the manifest structural modeling on 522 participants suggests that agreeableness directly impacts behavior, whereas, neuroticism's influence on behavior was mediated by emotion.

Judith L. Van Hein, Middle Tennessee State University

Michael B. Hein, Middle Tennessee State University

Kim Phan, Middle Tennessee State University

Submitted by Judith L. Van Hein, jvanhein@mtsu.edu

89-22 PREDICTING SELF-EFFICACY, GOALS, AND TEST PERFORMANCE: THE MOTIVATIONAL TRAIT QUESTIONNAIRE

Criterion-related validities for a new measure of motivational traits were inspected. Achievement-based traits were related to self-efficacy and goals; anxiety-based traits predicted self-efficacy and test performance, with worry showing a positive relationship with test scores. The Motivational Trait Questionnaire showed promise as a disposition-based predictor of motivational processes and performance.

James H. Martin, University of Missouri–Rolla

Submitted by James H. Martin, martinjh@umr.edu

89-23 ACHIEVEMENT TEST SCORES AND PERSONALITY: JOINT PREDICTORS OF ACADEMIC PERFORMANCE

Two successive undergraduate classes (1998 and 1999) completed personality inventories upon entering college ($N = 425$ and $N = 402$, respectively). Personality was used to predict cumulative (2002) grade-point average. With ACT scores controlled, Prudence and Ambition were positively related to GPA, whereas Sociability and Adjustment negatively predicted GPA.

James H. Martin, University of Missouri–Rolla

Robert L. Montgomery, University of Missouri–Rolla

Submitted by James H. Martin, martinjh@umr.edu

89-24 RATER-TARGET PERSONALITY SIMILARITY AND THE RELATIONSHIP TO EVALUATION OUTCOME

This paper examined the link between personality similarities of rater and ratee to evaluation outcome. Professors from 44 classes participated in our study, and 588 students were assessed longitudinally in a semester. The similarity coefficients from personality ratings between the student and the professor were used to predict end-of-semester evaluations.

Sarah Chan, University of Texas at Arlington

Lauri A. Jensen-Campbell, University of Texas at Arlington

Submitted by Sarah Chan, schan@exchange.uta.edu

**89-25 PREDICTING LYING, CHEATING, AND DEFIANCE IN AN
INTERNET-BASED TESTING ENVIRONMENT**

This study explored the relationship between aggression and undesirable behavior within Internet environments. Participants completed the Conditional Reasoning Test of Aggression (James, 1998) and an online test utilizing an Internet-Based Simulation to elicit and record aggressive/undesirable actions. Results yielded significant correlations between aggression and cheating ($r = .31$), lying ($r = .25$), defiance ($r = .15$), and composite of $r = .40$.

Sara Russell-Taylor, University of Tennessee-Knoxville

Submitted by Sara Russell-Taylor, sara@piop.net

89-26 NARCISSISM: RELATIONSHIP OF SELF-LOVE TO TASK AND CONTEXTUAL PERFORMANCE

This study assesses the extent to which narcissism personality predicts contextual and job performance above the Big Five personality traits. Results from 143 male and female members of a beach patrol showed that narcissism explained 10% incremental variance in task performance and, on average, 6% incremental variance in contextual performance.

Bruce Louis Rich, University of Florida

Timothy A. Judge, University of Florida

Jeffery A. LePine, University of Florida

Submitted by Bruce Louis Rich, BLRich@ufl.edu

89-27 ROLES OF SELF-ESTEEM AND NEUROTICISM IN RESPONSES TO GROUP UNDERMINING

The moderating roles of self-esteem and neuroticism on the group undermining→individual undermining relationship were examined in a longitudinal study of 457 individuals in 103 groups. We predicted and found an interaction such that the relationship between group and individual undermining was stronger among those simultaneously high in self-esteem and neuroticism.

Michelle K. Duffy, University of Kentucky

Jason D. Shaw, University of Kentucky

Kristin Scott, University of Kentucky

Bennett J. Tepper, University of North Carolina-Charlotte

Submitted by Nina Gupta, ngupta@walton.uark.edu

89-28 P-O FIT AS A MODERATOR OF PERSONALITY-JOB PERFORMANCE RELATIONS

This study examined the validity of P-O fit on job performance and also explored the moderator effect of P-O fit on the validity of Big Five scales. Based on data from 116 managers, results indicated that P-O fit predicts job performance and moderates the validity of the Big Five.

Ho-Chul Shin, Hogan Assessment Systems/University of Tulsa

Brent D. Holland, Hogan Assessment Systems

Submitted by Ho-Chul Shin, shin@hoganassessments.com

89-29 GOAL ORIENTATION: STABILITY AND RELATIONSHIPS WITH THE FIVE-FACTOR MODEL

This study supports the stability of learning and performance goal orientation across the domains of academics and athletics. Results supported the hypotheses that dispositional learning goal orientation is positively related to Conscientiousness (.25) and Openness (.31), and negatively related to Neuroticism (-.27).

Jessica R. McCarty, PowerTrain

Jennifer K. Lee, George Mason University

Louis C. Buffardi, George Mason University

Submitted by Jennifer K Lee, jles@gmu.edu

89-30 CONSCIENTIOUSNESS AND PERFORMANCE: NEGATIVE RELATIONSHIPS WITH A CREATIVE GROUP TASK

The boundaries of the positive conscientiousness–performance relationship are tested using two group tasks. With a high-effort, low time-pressure task, a positive relationship is obtained, but with a creative, high time-pressure task, a negative relationship is obtained. Conscientiousness is similarly related to emergent leadership at the individual level.

Christopher Robert, University of Missouri

Yu Ha Cheung, University of Missouri

Jennifer R. Trembath, Missouri State Employee Retirement System

Submitted by Christopher Robert, robertc@missouri.edu

89-31 PREDISPOSITION TOWARD SOCIAL SKILL: A THREE-WAY INTERACTION STUDY

We found that conscientiousness and agreeableness interact to determine individual differences in social skill. The relationship was stronger among individuals high in agreeableness. We also found that social desirability moderated that interaction. Moderated regression analyses yielded a three-way interaction—conscientiousness \times agreeableness \times social desirability—on social skill.

John W. Wilson, University of Houston

Lawrence A. Witt, University of New Orleans

Submitted by Lawrence A. Witt, lwitt@uno.edu

89-32 COGNITIVE AND PERSONALITY CORRELATES OF SELF-RATING ACCURACY

This study examines relationships between cognitive and personality traits and self-rating accuracy. Self-rating accuracy is measured using both self–other congruence and behavioral criteria. Results indicate that agreeableness is most closely associated with self-peer, self-coworker, and self-supervisor rating congruence, whereas cognitive ability is a moderator of the criterion-related validity of self-ratings.

Jay Janovics, Denison Consulting

Neil D. Christiansen, Central Michigan University

Jacquelyn Renee Steele, Central Michigan University

Submitted by Jay Janovics, jjanovics@denisonculture.com

90. COMMUNITY OF INTERESTS: FRIDAY, 4:30–5:20

RIVER EXB HALL A (LEVEL 1)

COMMUNITY OF INTERESTS: ORGANIZATIONAL JUSTICE

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

91. SPECIAL EVENT: FRIDAY, 5:30–6:30

CHICAGO X (LEVEL 4)

INTERNATIONAL MEMBERS RECEPTION

Open to all international members, those who conduct research on international issues, and who support international-related issues and members.

92. SPECIAL EVENT: FRIDAY, 6:30–7:30

MISSISSIPPI (LEVEL 2)

LGBT RECEPTION

Open to all individuals who are LGBT, who conduct research on LGBT issues, and who support LGBT-related issues and people.

EVENING RECEPTION: FRIDAY, 6:00–8:00

CHICAGO VI/VII (LEVEL 4)

FRIDAY PM

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COFFEE BREAK: SATURDAY, 7:30–8:00**MULTIPLE LOCATIONS****93. SYMPOSIUM: SATURDAY, 8:00–9:50****CHICAGO VI (LEVEL 4)**

**COMPLEMENTARY TESTS FOR ADMISSIONS TO ACADEMIC INSTITUTIONS:
BEYOND COGNITIVE ABILITY**

The use of cognitive academic admissions tests (e.g., GMAT, MCAT, SAT, ACT, and LSAT) has become the focus of concern as institutions attempt to increase prediction of success as well as increase diversity in the schools and occupations. The challenges in identifying, developing, and validating complementary tests will be discussed.

Wayne J. Camara, College Board, *Chair*

Jennifer Hedlund, Central Connecticut State University, Robert J. Sternberg, Yale University, *Developing a Supplement to the GMAT in MBA Admissions*

Ellen Julian, Association of Medical Colleges, *Assessing the Personal Characteristics of Premedical Students*

Patrick Kyllonen, ETS, *Standardized Letter of Recommendation*

Neal W. Schmitt, Michigan State University, Frederick L. Oswald, Michigan State University, Brian H. Kim, Michigan State University, Lauren J. Ramsay, Michigan State University, Michael A. Gillespie, Michigan State University, *Biodata and Situational Judgment: Complements to Standardized Tests in Academic Prediction*

Sheldon Zedeck, University of California–Berkeley, Marjorie M. M. Shultz, University of California–Berkeley,

Jamie H. Clark, University of California–Berkeley, *Effectiveness Factors for Lawyering Performance*

Wayne J. Camara, College Board, *Discussant*

Submitted by Sheldon Zedeck, zedeck@socrates.berkeley.edu

SATURDAY AM

94. PANEL DISCUSSION: SATURDAY, 8:00–9:50**CHICAGO VII (LEVEL 4)**

**TECHNOLOGY'S ROLE IN THE EVOLUTION OF
ACCEPTABLE TEST VALIDATION STRATEGIES**

This panel discussion brings together representatives from companies currently creating and deploying new technology-driven validation models with representatives from companies utilizing online testing and assessment for the purpose of discussing the broad-based impact of technology on the science of validation and the acceptability of specific technology-related validation models.

Charles A. Handler, rocket-hire.com, *Chair*

James C. Beaty, ePredix, *Panelist*

David G. Bigby, Bigby, Havis & Associates, *Panelist*

Mitchell W. Gold, Sprint, *Panelist*

Steven T. Hunt, Independent Consultant, *Panelist*

David L. Mayfield, Georgia-Pacific, *Panelist*

Submitted by Charles A. Handler, chandler@rocket-hire.com

95. SYMPOSIUM: SATURDAY, 8:00–9:50**CHICAGO X (LEVEL 4)**

NEW PERSPECTIVES ON CROSS-CULTURAL ISSUES IN ORGANIZATIONS

New perspectives on cross-cultural issues in organizations are considered, including a cross-cultural model of role-taking in organizations, a model of cultural change in multicultural organizations, cultural differences in responses to stress, cultural determinants of preferences for rewards, and the influence of social identity on emotional responses in multicultural organizations.

Dianna L. Stone, University of Central Florida, *Chair*

Eugene F. Stone-Romero, University of Central Florida, Dianna L. Stone, University of Central Florida, *Role-Taking in Culturally Heterogeneous Organizations*

Miriam Erez, Technion, *The Dynamic Nature of Culture From a Multilevel Perspective*

Rabi S. Bhagat, University of Memphis, Karen South Moustafa, University of Memphis, *Cultural Variations in Coping with Organizational Stress*

Joseph J. Martocchio, University of Illinois at Urbana-Champaign, *Compensation and Reward Systems in a Multicultural Context*

Patricia Garcia-Prieto, University of Geneva, Susan Schneider, University of Geneva, *Interpreting Diversity Issues in Organizations: The Role of Social Identity*

Harry C. Triandis, University of Illinois, *Discussant*

Submitted by Eugene F. Stone-Romero, roughrock@bellsouth.net

96. SYMPOSIUM: SATURDAY, 8:00–9:50

SHERATON II (LEVEL 4)

UNDERSTANDING THE EFFECTIVENESS OF 360-DEGREE FEEDBACK PROGRAMS

Four presentations and a discussion offer research results and insights on the effectiveness of 360-degree feedback and how to improve the use of 360-degree programs in organizations. The panelists represent academics, practitioners, and an international perspective on 360-degree feedback.

Joan F. Brett, Arizona State University–West, *Chair*

Leanne E. Atwater, Arizona State University–West, *Co-Chair*

James W. Smither, La Salle University, Manuel London, SUNY–Stony Brook, Richard R. Reilly, Stevens Institute of Technology, *A Meta-Analysis of Longitudinal Studies of Multisource Feedback*

Leanne E. Atwater, Arizona State University–West, Joan F. Brett, Arizona State University–West, *360-Degree Feedback to Managers: Does It Result in Changes in Employee Attitudes?*

Patrick R. Powaser, Oxy Inc., Marc C. Marchese, King's College, *Cultural Influences on 360-Degree Feedback*

Alma McCarthy, National University of Ireland–Galway, Thomas N. Garavan, University of Limerick, *Recipient Acceptability of Multisource Feedback: An Investigation of Rater, Ratee, and Contextual Variables*

Allan H. Church, PepsiCo, *Discussant*

Submitted by Joan F. Brett, jbrett@asu.edu

97. SYMPOSIUM: SATURDAY, 8:00–9:50

SHERATON III (LEVEL 4)

HOLDING MULTIPLE ROLES AND USING FAMILY POLICIES: BENEFITS AND COSTS

The papers in this symposium examine nontraditional outcomes of the work–family intersection. Specifically, the positive effects of engaging in multiple roles and the potential difficulties of using family-friendly policies are investigated. Strategies to maximize work–life balance and minimize family-friendly policy backlash are empirically tested.

Bryanne L. Cordeiro, Pennsylvania State University, *Chair*

Alicia A. Grandey, Pennsylvania State University, *Co-Chair*

Ellen E. Kossek, Michigan State University, Brenda A. Lautsch, Simon Fraser University, Susan C. Eaton, Harvard University, Kerrie L. Vanden Bosch, Michigan State University, *Managing Work–Home Boundaries,*

Performance, and Well-Being: The Effects of Formal Access to Telework and Flexibility Enactment

Jeffrey H. Greenhaus, Drexel University, Tammy D. Allen, University of South Florida, Sharon Foley, Drexel University, *Work–Family Balance: Exploration of a Concept*

Rebecca H. Mulvaney, Caliber Associates/Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Off-the-Job Training: A New Model of Nonwork-to-Work Facilitation*

Candace B. Cronin, Caliber Associates/Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Do You Think Your Family is My Responsibility? Evaluating the Fairness of a Family-Responsive Policy*

Julie Holliday Wayne, Wake Forest University, *Discussant*

Submitted by Bryanne L. Cordeiro, blc194@psu.edu

98. SYMPOSIUM: SATURDAY, 8:00–9:50

SHERATON V (LEVEL 4)

OLD WINE, NEW BOTTLES: SEXUAL HARASSMENT AND WOMEN'S CAREER DEVELOPMENT

This symposium examines the impact of sexual harassment on women's career progress and development, including the buffering effects of a mentor; harassment by clients and customers; career impact of discrimination on professional women; and a longitudinal study of the ongoing effects of harassment on women's career development over time.

Louise F. Fitzgerald, University of Illinois at Urbana–Champaign, *Chair*

Hilary J. Gettman, University of Maryland, Michele J. Gelfand, University of Maryland, *Bringing Sexual Harassment Research in Line with the Service Economy: A Measure and Model of Sexual Harassment by Clients*

Patrick Wadlington, University of Illinois at Urbana–Champaign, Fritz Drasgow, University of Illinois at Urbana–Champaign, Louise F. Fitzgerald, University of Illinois at Urbana–Champaign, *An Examination of the Moderation Effects of Mentoring on the Relationship Between Sexual Harassment and its Resulting Negative Outcomes on Women Within the Military*

Louise F. Fitzgerald, University of Illinois at Urbana–Champaign, Linda L. Collinsworth, University of Illinois at Urbana–Champaign, Carra S. Sims, University of Illinois at Urbana–Champaign, Alayne J. Ormerod, University of Illinois Urbana–Champaign, *White Collar Blues: The Causes and Consequences of Sex Discrimination Against Professional Women*

Nancy E. Betz, The Ohio State University, Louise F. Fitzgerald, University of Illinois at Urbana–Champaign, *Dead Ends and Detours: The Long-Term Impact of Sexual Harassment and Discrimination on the Career Development of Professional Women*

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

Kimberly T. Schneider, Illinois State University, *Discussant*

Submitted by Louise F. Fitzgerald, Lfitzger@spsych.uiuc.edu

99. SYMPOSIUM: SATURDAY, 8:00–9:50

ARKANSAS (LEVEL 2)

ORGANIZATIONAL COMMITMENT: CONSTRUCT REFINEMENT AND EXPANSION

Commitment research has been maturing beyond articulation of basic theoretical components and measurement development. These papers contribute to this further development by examining the underlying nature of commitment, its predictiveness, and relationships among constituent components.

Mindy E. Bergman, Texas A&M University, *Chair*

Pedro Ignacio Leiva, Texas A&M University, Katherine Marie Gaulke, Texas A&M University, Kristen M. Watrous, Texas A&M University, Ann H. Huffman, Texas A&M University, Stephanie C. Payne, Texas A&M University, Sheila Simsarian Webber, University of Southern Maine, *Personality Correlates of Commitment: An Investigation of Two Foci of Commitment*

Kristen M. Watrous, Texas A&M University, Mindy E. Bergman, Texas A&M University, *Organizational Commitment: An Attempt at Construct Refinement*

Arzu Wasti, Sabanci University–Istanbul, *Commitment Profiles: The Combined Influence of Commitment Forms on Job Outcomes*

Ian R. Gellatly, University of Alberta, John P. Meyer, University of Western Ontario, Andrew A Luchak, University of Alberta, *Organizational Commitment and Behavior: It's the Nature of the Commitment Profiles that Count!*

SATURDAY AM

John Bingham, Texas A&M University, *Internally Bound: An Examination of Ideological Commitment and the Covenantal Relationship*

Natalie J. Allen, University of Western Ontario, *Discussant*

Submitted by Mindy E. Bergman, meb@psyc.tamu.edu

100. SYMPOSIUM: SATURDAY, 8:00–9:50

COLORADO (LEVEL 2)

CROSS-CULTURAL APPROACHES TO WORK–FAMILY CONFLICT: A 10-COUNTRY INVESTIGATION

This symposium presents findings of a 10-country cross-cultural research project on work–family conflict. Emic results are grouped in three cultural contexts: Anglo-Saxon/European (Spain, Ukraine, Australia), Asian (Taiwan, Indonesia, India), and Middle-Eastern (Turkey, Israel). Data include analysis of the cultural context, work–family policies, and findings of the focus group discussions.

Zeynep Aycan, Koc University, *Chair*

Roya Ayman, Illinois Institute of Technology, Karen Korabik, University of Guelph, Donna S. Lero, University of Guelph, *Advancing Knowledge on Work–Family Interface Through a Cross-Cultural Approach: A Multilevel and Multinational Project*

Steven A.Y. Poelmans, IESE Business School, Leslie B. Hammer, Portland State University, Margarita V. Shafiro, Portland State University, Anne Bardoel, Monash University, *Work–Family Conflict in Anglo-Saxon and European Cultural Context: The Cases of Spain, Ukraine, and Australia*

Ting-Pang Huang, Soochow University, Artiawati Mawardi, University of Surabaya, Ujvala Rajadhyaksha, Indian Institute of Technology Bombay, Tripti Pande Desai, Institute for Integrated Learning in Management, *Work–Family Conflict in Asian Cultural Context: The Cases of Taiwan, Indonesia, and India*

Zeynep Aycan, Koc University, Anat Drach-Zahavy, University of Haifa, Anit Somech, University of Haifa, *Work–Family Conflict in Middle-Eastern Cultural Context: The Cases of Turkey and Israel*

Submitted by Zeynep Aycan, zaycan@ku.edu.tr

101. PRACTITIONER FORUM: SATURDAY, 8:00–9:50

MISSOURI (LEVEL 2)

LEADERS IN A GLOBAL ECONOMY: CHALLENGES AND BENEFITS FOR EXECUTIVES

Leaders in a Global Economy is a study of executives that covered leadership, development, rewards, connections, work-life, and retention. A total of 10 major global companies participated in the study. The principal researcher will describe the study and representatives from four companies will discuss how the study was applied in their organizations.

Michele L. Ehler, Dow Chemical Company, *Chair*

Sara P. Weiner, IBM, Maria Ferris, IBM, *IBM and the Leaders in a Global Economy Study*

Ginnie Hough, Dow Chemical Company, Jennifer H. Frame, Dow Chemical Company, *Global Benchmarking: Comparing Senior Leaders Views on Diversity, Inclusion, and Work–Life*

Alan L. Colquitt, Eli Lilly & Company, Candi Lange, Eli Lilly & Company, *Gender Diversity at Eli Lilly and Company: Follow-Up on the “Leaders in a Global Economy” Study*

Kelly O’Neil, JP Morgan Chase, Katherine Anne McAllister, JP Morgan Chase, *A Call to Action: Improving Work–Life Integration and Advancing the Women’s Agenda at JP Morgan Chase*

Ellen Galinsky, Families and Work Institute, *Discussant*

Submitted by Michele L. Ehler, Mehler@dow.com

102. ROUNDTABLE: SATURDAY, 8:00–8:50**ERIE (LEVEL 2)****STUDYING COUNTERPRODUCTIVE WORKPLACE BEHAVIOR:
OVERCOMING CHALLENGES AND OFFERING FUTURE DIRECTIONS**

The scientific study of counterproductive workplace behavior has become an increasingly prominent issue among academicians and practitioners alike. This session will allow audience members to openly discuss the challenges associated with conducting research on this topic, address recent developments, and share ideas as a point of departure for future inquiry.

Melissa L. Gruys, Washington State University–Vancouver, *Host*

Susan M. Burroughs, Washington State University–Vancouver, *Co-Host*

Submitted by Melissa L. Gruys, gruys@vancouver.wsu.edu

103. PANEL DISCUSSION: SATURDAY, 8:00–9:50**ONTARIO (LEVEL 2)****HR METRICS—CONTINUING THE JOURNEY**

I-O psychologists are increasingly participating in the creation and evaluation of HR measures in organizations. The aim of this panel is to continue the healthy and meaningful dialogue between academics and practitioners (started at SIOP 2003) to assess the state of the art in HR metrics and share best practices

Wayne F. Cascio, University of Colorado, *Chair*

Venkat Bendapudi, The Ohio State University, *Panelist*

Scott M. Brooks, Gantz Wiley Research, *Panelist*

Laura A. Gniatczyk, ArvinMeritor, Inc., *Panelist*

Michele E.A. Jayne, Ford Motor Company, *Panelist*

Nathan T. Sloan, HumanR, Inc., *Panelist*

Mahesh V. Subramony, University of Wisconsin–Oshkosh, *Panelist*

Submitted by Mahesh V. Subramony, subramon@uwosh.edu

104. CONVERSATION HOUR: SATURDAY, 8:00–8:50**MAYFAIR (LEVEL 3)****ETHICAL DILEMMAS IN ORGANIZATIONAL PSYCHOLOGY:
DISCUSSION OF CIRCUMSTANCES, IMPACT, OUTCOMES**

This conversation hour provides opportunities to discuss real-life ethical dilemmas in the practice of I-O psychology: what is salient and the reasons they occur. This session will examine case studies submitted by psychologists working in three work contexts: internal/organization, independent practitioners, and consultants in consulting firms.

Welyne M. Thomas, Personnel Decisions International, *Host*

Joy E. McCarthy, McCarthy Consulting, *Co-Host*

Jaci Jarrett Masztal, Burke, Inc., *Co-Host*

Submitted by Welyne M. Thomas, Welyne.Thomas@personneldecisions.com

SATURDAY AM

105. INTERACTIVE POSTERS: SATURDAY, 8:00–8:50**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: JOB ATTITUDES****105-1 SITUATIONAL AND DISPOSITIONAL FACTORS IN JOB AND LIFE SATISFACTION**

Both situational (job characteristics, role stressors, treatment by supervisors and coworkers) and dispositional variables (positive affectivity, negative affectivity and core self-evaluations) were related to job and life satisfaction in 364 university employees. Hypothesized predictors explained 48% and 32% of the variance in job and life satisfaction, respectively.

Nathan A. Bowling, Central Michigan University

Connie P. Watson, Delta College

Terry A. Beehr, Central Michigan University

Submitted by Nathan A. Bowling, nathan.a.bowling@cmich.edu

105-2 CORE SELF-EVALUATIONS IN JAPAN: EFFECTS ON JOB AND LIFE SATISFACTION

This study tested the relative validity of four dispositional measures in predicting job and life satisfaction. In a professional Japanese sample, the core self-evaluations concept displayed, in general, higher correlations with satisfaction than each of the concept's lower-order traits, and explained incremental variance beyond PA, NA, and the NOSQ.

Ronald F. Piccolo, University of Florida

Timothy A. Judge, University of Florida

Submitted by Ronald F. Piccolo, rpiccolo@ufl.edu

105-3 MEASUREMENT EQUIVALENCE OF THE JDI ACROSS CHINESE AND AMERICAN WORKERS

Despite increased usage of job attitude surveys within global organizations, few studies have addressed the issue of measurement equivalence across western and eastern cultures. Therefore, we examined the functioning of the Job Descriptive Index across Chinese and American workers. CFA and IRT techniques confirmed the appropriateness of JDI score comparisons.

Steven S. Russell, Bowling Green State University

Mo Wang, Bowling Green State University

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

105-4 DEVELOPMENT OF THE COWORKER SATISFACTION INDEX USING CTT AND IRT

Measures of colleague satisfaction in the workplace often do not capture the intricacies of coworker relationships. In this study, the importance of coworker interactions and the limitations of existing measures were examined. The Coworker Satisfaction Index was developed using a combination of Classical Test Theory and Item Response Theory frameworks.

Michael A. Lodato, Bowling Green State University

Erin Thornbury, Bowling Green State University

Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

106. POSTER SESSION: SATURDAY, 8:00–8:50**RIVER EXB HALL A (LEVEL 1)****STATISTICS, RESEARCH METHODS, TECHNOLOGY****106-1 ENSEMBLE ESTIMATION: A NEW METHOD FOR ASSESSING VALIDITY TRANSPORT**

The current study compares three methods for assessing the viability of validity transport: Schmidt–Hunter, Hedges–Vevea, and Louis’s Ensemble methods. Results of the study suggest the Ensemble method is a comparable nonparametric alternative to the Schmidt–Hunter method. Both the Ensemble and Schmidt–Hunter methods worked better than the Hedges–Vevea method.

Jennifer L. Kisamore, University of Oklahoma

Michael T. Brannick, University of South Florida

Submitted by Jennifer L. Kisamore, jkisamore@ou.edu

106-2 ROBUSTNESS OF r_{WG} AND ADM INTERRATER AGREEMENT INDICES

The statistical performance of two interrater agreement indices used to rate single targets was compared. ADM was more robust under conditions of skew and variance, while r_{WG} was more robust under conditions of platykurtosis. The implications of these findings with respect to judges’ ratings of a single target are discussed.

Kristin Smith-Crowe, Tulane University

Michael J. Burke, Tulane University

William P. Dunlap, Tulane University

Submitted by Kristin Smith-Crowe, ksmith5@tulane.edu

106-3 E-RECRUITMENT AND THE BENEFITS OF ORGANIZATIONAL WEB APPEAL

Reactions to online job advertisements were examined. Although both the formatting and user-friendliness of online recruitment materials influenced participants’ inclinations to pursue associated jobs, formatting was more important than user-friendliness. Impressions of the employer mediated the relationship between satisfaction with the Web site and inclinations to pursue employment with the organization.

Lori Foster Thompson, East Carolina University

Phillip W. Braddy, North Carolina State University

Karl Wuensch, East Carolina University

Submitted by Lori Foster Thompson, FosterL@mail.ecu.edu

106-4 EXPLORATORY FACTOR ANALYSIS: AVOIDING FOUR COMMON MISTAKES

Exploratory factor analysis (EFA) is a complex, multistep process. Applied researchers often use the computer software defaults rather than making informed choices from the available options. This paper provides practical information on making decisions regarding (a) extraction, (b) rotation, (c) the number of factors to interpret, and (d) sample size.

Blandy Costello, North Carolina State University

Jason W. Osborne, North Carolina State University

Submitted by Blandy Costello, blandy_costello@ncsu.edu

SATURDAY AM

**106-5 BENCHMARKING r_{WG} INTERRATER AGREEMENT INDICES:
LET'S DROP THE .70 RULE-OF-THUMB**

Variance-based interrater agreement indices in the r_{WG} family are often interpreted using rules of thumb derived for reliabilities (e.g., $\geq .70$ = acceptable). Monte Carlo results suggest that far more stringent standards are needed, especially for maximum-variance r_{WG} , as values $> .70$ can routinely be obtained from totally *random* ratings.

Robert J. Harvey, Virginia Tech

Eran Hollander, Virginia Tech

Submitted by Robert J. Harvey, rj@pstc.com

106-6 TIME-INDEPENDENT REPEATED MEASURES DATA: EXAMPLES OF ALTERNATIVE MODELS

Most discussions of multilevel (hierarchical) models for the analysis of repeated measures data emphasize time-dependent models. This paper outlines several examples in which time is not the most relevant predictor, even when it appears otherwise. Our goal is to broaden the conceptual framework of data analysts who use multilevel models.

Aaron S. Wallen, New York University

David Rindskopf, City University of New York–Graduate Center

Submitted by Aaron S. Wallen, asw218@nyu.edu

106-7 EFFECTS OF ELECTRONIC MONITORING TYPE ON ORGANIZATIONAL JUSTICE AND PRIVACY

This study investigated the effect of different types of electronic performance monitoring and control systems (EPMCSs) on perceptions of procedural justice, interpersonal justice, and privacy. Results from 246 college students indicated significant differences in perceptions of fairness and privacy depending on EPMCS type.

Laurel A. McNall, University at Albany, SUNY

Sylvia G. Roch, University at Albany, SUNY

Submitted by Laurel A. McNall, lm5865@albany.edu

**106-8 PROBLEMS WITH STATISTICAL CONTROL IN MANAGEMENT RESEARCH:
ANALYSIS AND RECOMMENDATIONS**

I examine statistical control in a sample of 60 articles published during 2000–2002. Authors' basis for including control variables, clarity regarding methods, and reporting of results were coded. Potential problems included lack of explanations for inclusion, unclear descriptions of methods, and incomplete reporting. Recommendations for addressing these problems are offered.

Thomas E. Becker, University of Delaware

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

106-9 HOW SHOULD WE META-ANALYZE RELIABILITY COEFFICIENTS?

We compared three methods of meta-analysis for reliability data: Vacha-Haase, Hunter, and Schmidt (1990), and Lipsey and Wilson (2001). Results suggested that a hybrid procedure works best; Hunter and Schmidt should be used to estimate the mean and random-effects variance component but weighted regression should be used for modeling moderators.

Corinne D. Mason, CPS

Submitted by Corinne D. Mason, Corinne_222@hotmail.com

106-10 INITIAL MONTE CARLO FINDINGS ON MAXIMUM LIKELIHOOD META-ANALYSIS

This study examined Raju and Drasgow's (2003) recently derived maximum likelihood estimation procedures for validity generalization research. Initial results based on simulated data indicated that these techniques produced some inaccuracies, although further investigation is needed to confirm these findings.

Patrick D. Converse, Michigan State University

Frederick L. Oswald, Michigan State University

Submitted by Patrick D. Converse, convers8@msu.edu

106-11 EXAMINATION OF AGREEMENT AMONG CONSENSUS- VERSUS MECHANICALLY DERIVED ASSESSMENT CENTER RATINGS

Standardized methods for aggregating assessment center dimension ratings remain a source of debate. This paper questions assertions that the mechanical integration of assessment center dimension ratings is a viable alternative to traditional consensus discussions. Results based on intraclass correlation coefficients suggest that mechanically derived ratings lack necessary agreement with consensus-derived ratings.

Michelle Bush, University of Tennessee

Maria R. Louis-Slaby, University of Tennessee

Robert T. Ladd, University of Tennessee

Submitted by Michelle Bush, mlaird@utk.edu

106-12 THE POSITIVES AND NEGATIVES OF NEGATIVELY WORDED ITEMS IN SCALES

This study looked at two well-defined scales to determine if negative wording influenced factor structures and internal consistency for people with different reading ability (ACT reading subscores), high and low Need for Cognition, and different decision-making styles. Factor structures did vary across groups when items were phrased negatively.

Craig V. King, POPULUS

Richard J. Fogg, Kansas State University

Ronald G. Downey, Kansas State University

Submitted by Craig V. King, CVKing@populus.com

106-13 IMPACT OF STATE NEGATIVE AFFECT ON SELF-REPORTED TRAIT NEGATIVE AFFECT

Results of two studies using different research designs indicated that individuals who were induced into state negative affect reported higher levels of fear, hostility, sadness, and guilt on a frequently used self-report measure of trait affect. Implications for the results are discussed as they relate to organizational research.

Angela K. Pratt, Wayne State University

Nicholas Cannon, Wayne State University

Anthony O. June, Wayne State University

James M. LeBreton, Wayne State University

Submitted by Angela K. Pratt, apratt@sun.science.wayne.edu

106-14 SCORING SITUATIONAL JUDGMENT TESTS USING EXAMINEE RESPONSES WITHOUT CRITERION DATA

Data are summarized demonstrating substantial convergence between situational judgment tests scored using expert- and examinee-based scoring standards computed without reference to criterion data for which substantial expert and examinee data are available. The convergence indicates that examinee response distributions may be used to score situational judgment tests.

Pete Legree, U.S. Army Research Institute

Joseph Psotka, U.S. Army Research Institute

Submitted by Tonia S. Heffner, heffnert@ari.army.mil

106-15 ASSESSING INTERRATER AGREEMENT WHEN THE NUMBER OF RATERS IS SMALL

The present paper examined the consequences of estimating interrater agreement with r_{wg} , utilizing a small number of raters. Three issues were pointed out and discussed: dependency of r_{wg} on n ; ambiguity regarding zero-agreement; the discreteness of r_{wg} . Implications of low- n agreement were pointed out and recommendations regarding practice were made.

Leifur Geir Hafsteinsson, Virginia Tech

Neil M. A. Hauenstein, Virginia Tech

Submitted by Leifur Geir Hafsteinsson, lgh@vt.edu

106-16 ESTIMATES OF ERROR VARIANCE ATTRIBUTABLE TO VARIOUS COMPONENTS OF UNRELIABILITY

Different types of reliability estimates (test-retest, alternate form, internal consistency) account for different sources of error variance. By obtaining a sample of different types of reliability estimates for the same tests we provide estimates of the amount of error variance different sources of error account for.

Corey E. Miller, Wright State University

Carl L. Thornton, Wright State University

Submitted by Corey E. Miller, corey.miller@wright.edu

106-17 EXTENDING AN APPROACH TO DEVELOPING PARALLEL TEST FORMS

We developed parallel forms of a situational judgment inventory predicting college performance. After generating 10,000 tests by randomly selecting items from within 12 content domains, we extend the Gibson and Weiner (1998) approach by selecting parallel tests using their criterion-related validity with GPA, in addition to their classical test statistics.

Alyssa Friede, Michigan State University

Frederick L. Oswald, Michigan State University

Neal W. Schmitt, Michigan State University

Brian H. Kim, Michigan State University

Lauren J. Ramsay, Michigan State University

Submitted by Alyssa Friede, frieideal@msu.edu

106-18 DIFFERENTIAL ITEM FUNCTIONING AND ITEM INFORMATION

This research established a link between differential item functioning (DIF) and item information in item response theory. A method of measuring DIF in terms of item information was proposed. Several examples were presented. The proposed index was highly related to other measures of DIF. Implications for research were discussed.

Damon U. Bryant, University of Central Florida

David Williamson, Educational Testing Service

William Wooten, University of Central Florida

Dahlia S. Forde, University of Central Florida

Submitted by Damon U. Bryant, dbryant@pegasus.cc.ucf.edu

106-19 ITEM INFORMATION FOR THE MULTIDIMENSIONAL 3-PARAMETER LOGISTIC MODEL

The item information function in a specified direction for the multidimensional 3-parameter logistic (M3-PL) model was derived. The M3-PL item information function was shown as a general case of item information for several unidimensional and multidimensional models. A sufficient condition for maximizing information was given. Research implications were discussed.

Damon U. Bryant, University of Central Florida

Submitted by Damon U. Bryant, dbryant@pegasus.cc.ucf.edu

106-20 DEVELOPMENT OF THE LEARNER CHARACTERISTICS SCALE

A scale was developed to assess characteristics of engagement, involvement, and self-regulated learning, which are related yet distinct areas of research that address how learners acquire knowledge. Undergraduates performed a card-sorting task or responded to the scale. Consistent results support the proposed characteristics, which correlated with academic performance measures.

Nancy J. Stone, Creighton University

Submitted by Nancy J. Stone, nstone@creighton.edu

106-21 NEW METHODOLOGIES AND INSIGHT INTO I-O PSYCHOLOGY PROGRAM RANKING

Over the past 2 decades, there has been an interest in ranking I-O psychology doctoral programs. This study expands upon the previous research and presents an alternative method for ranking such programs.

Brian L. Parry, Brigham Young University

Sean D. Otto, Brigham Young University

Bruce L. Brown, Brigham Young University

Submitted by Bruce L. Brown, bruce_brown@byu.edu

106-22 CONFLICT AND COOPERATION: OCCUPATIONAL SUBCULTURE OF IT EMPLOYEES

IT supports the effective functioning of most organizations. Individuals supporting these technologies have become critically important. In the present study, we interviewed these and other employees to explore their work, intra-group communication, and intergroup communication. Analysis using Trice's (1993) framework suggested that cultural conflict contributed to dysfunction within the organizations.

Cavinda Caldera, Syracuse University

Indira Guzman, Syracuse University

Kathryn R. Stam, Syracuse University

Vibha Vijayasri, Syracuse University

Isabelle Yamodo, Syracuse University

Jeffrey M. Stanton, Syracuse University

Submitted by Jeffrey M. Stanton, jmstanto@syr.edu

107. COMMUNITY OF INTERESTS: SATURDAY, 8:00–8:50**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: TEAM PERFORMANCE**

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

108. SYMPOSIUM: SATURDAY, 8:30–9:50**SHERATON I (LEVEL 4)**

**WOMEN IN THE EXECUTIVE SUITE:
BARRIERS TO EQUAL WORKPLACE ADVANCEMENT**

Barriers to the advancement of women to the most senior ranks of corporations are explored in studies drawing on both experimental and survey research methodologies. Findings indicate that the key barriers include female executives' management styles, perceived lack of empowerment, and inadequate expertise in senior line management.

Jason P. DePasquale, CNA Corporation, *Chair*

Mary Johannesen-Schmidt, Oakton Community College, Marloes van Engen, Tilburg University, Claartje

Vinkenbergh, Vrije Universiteit, *Transformational Versus Transactional Leadership as a Route to Career Advancement: Doing the Right Thing Varies for Male and Female Leaders*

Kim T. Morris, International Survey Research, Patrick Kulesa, International Survey Research, Katherine M. Simonds, International Survey Research, Rebecca C. Masson, International Survey Research, *Gender Gaps in the Opinions of Senior Leaders*

Brian Welle, Catalyst, *What's Holding Women Back? Barriers to Women's Advancement as Perceived by Top Executives*

Alice H. Eagly, Northwestern University, *Discussant*

Submitted by Jason P. DePasquale, jason_depasquale@msn.com

109. SYMPOSIUM: SATURDAY, 8:30–9:50

SHERATON IV (LEVEL 4)

POSITIVE I-O PSYCHOLOGY: A DISCUSSION OF APPROACHES AND DIRECTIONS

The purpose of this session is twofold: (a) to present the current work of individuals doing research in positive I-O psychology, examining work utilizing a variety of approaches, and (b) to create a discussion among the participants and the audience about the future directions of positive psychology in the industrial-organizational field.

Megan Gerhardt, Miami University, *Chair*

Timothy A. Judge, University of Florida, Joyce E. Bono, University of Minnesota, Amir Erez, University of Florida, Edwin A. Locke, University of Maryland, *Core Self-Evaluations and Job Satisfaction: The Role of Self-Concordance*

Suzanne J. Peterson, Miami University, Fred Luthans, University of Nebraska, *Positive Psychological Capital States as Predictors of Executive Performance and Attitudes*

Daniel Heller, University of Waterloo, David Watson, University of Iowa, Remus Ilies, Michigan State University, *The Role of Person Versus Situation in Life Satisfaction: A Critical Examination*

Brent Scott, University of Florida, Remus Ilies, Michigan State University, Timothy A. Judge, University of Florida, *The Influence of Personal Traits and Experienced States on Satisfaction with Job, Marriage, and Life*

Bruce J. Avolio, University of Nebraska, *Discussant*

Submitted by Megan Gerhardt, gerhardmm@muohio.edu

110. MASTER TUTORIAL: SATURDAY, 8:30–9:50

OHIO (LEVEL 2)

ONE CE CREDIT AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

EMPLOYEES WITH DISABILITIES: EMPLOYER MISCONCEPTIONS VERSUS DATA AND PRACTICES

More than a decade after the Americans with Disabilities Act passed, most people with disabilities are still unable to find adequate employment. This tutorial will present accurate data and practical examples to counter employers' misconceptions and suggest ways to change inaccurate perceptions and attitudes of managers, coworkers, and business leaders.

Nathan D. Ainspan, U.S. Department of Labor–ODEP, *Presenter*

Peter Blanck, Law, Health Policy and Disability Center, *Presenter*

Joyce A. Bender, Bender Consulting Services, Inc., *Presenter*

Kris Libertucci, UnumProvident, *Presenter*

Molly Ray, BankNorth, *Presenter*

Submitted by Nathan D. Ainspan, Nathan@Ainspan.com

111. PRACTITIONER FORUM: SATURDAY, 8:30–9:50**MISSISSIPPI (LEVEL 2)****REDUCING ABSENTEEISM IN A REPRESENTED ENVIRONMENT**

This forum will address some of the challenges of organizational diagnosis and change in a represented environment. We will discuss I-O based techniques used to impact absenteeism in two unionized settings. All of the implemented techniques were within the scope of bargained-for policies and contracts.

Dru D. Fearing, Nucleus Solutions, *Chair*

Kelly J. Strom, Nucleus Solutions, Deborah Ladd, Nucleus Solutions, Chera L. Haworth, Nucleus Solutions,

Annemarie C. Johnson, Work Strategy LLC, *Reducing Absenteeism in a Represented Environment*

Submitted by Deborah Ladd, ladd@nucleusweb.com

112. PANEL DISCUSSION: SATURDAY, 8:30–9:50**HURON (LEVEL 2)****APPLYING I-O PSYCHOLOGY IN HIGHER EDUCATION ADMINISTRATION:
OPPORTUNITIES AND CHALLENGES**

Panelists will discuss higher education administration as a forum for the practice of I-O psychology. Using question-and-answer format, the session will show how an I-O background prepares one for this work and address necessary or desirable skill sets and information that are not part of standard I-O training.

Rosemary Hays-Thomas, University of West Florida, *Co-Chair*

William D. Siegfried, University of North Carolina–Charlotte, *Co-Chair*

John M. Cornwell, Loyola University–New Orleans, *Panelist*

Irwin L. Goldstein, University System of Maryland, *Panelist*

Milton Hakel, Bowling Green State University, *Panelist*

Laura L. Koppes, Eastern Kentucky University, *Panelist*

Submitted by Rosemary Hays-Thomas, rlowe@uwf.edu

113. ROUNDTABLE: SATURDAY, 9:00–9:50**ERIE (LEVEL 2)****MAXIMIZING DIVERSITY IN TALENT MANAGEMENT:
THE I-O PRACTITIONER'S PERSPECTIVE**

Many organizations are striving to increase the diversity in their top ranks; however, when reviewing key leadership in many organizations, diverse talent remains sparse. In this roundtable, representatives from Dell and Wachovia will present their challenges and successes in building a stronger pipeline of diverse talent through talent management.

Lucy Wenzel Dahl, Dell Computer Corporation, *Host*

Kim M. Stepanski, Pfizer, Inc, *Co-Host*

Rhonda K. Kidwell McGown, Wachovia, *Co-Host*

Submitted by Lucy Wenzel Dahl, lucy_dahl@dell.com

SATURDAY AM

114. PRACTITIONER FORUM: SATURDAY, 9:00–9:50**MAYFAIR (LEVEL 3)****IT'S A DIRTY JOB: STAFFING AND RETAINING FOR UNDESIRABLE JOBS**

The organizations featured in this forum have trouble filling difficult jobs, hiring qualified people, and retaining employees. The jobs might entail unpleasant work conditions, harsh work hours, heavy travel, or lack of social contact. This forum examines strategies used by three organizations to select and retain talent in difficult positions.

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

Elizabeth M. Haley, University of Nebraska–Omaha, Gloria M. Pereira, University of Houston–Clear Lake,

Working at the Railroad: Hiring for Train Service Positions at Union Pacific Railroad

Pete Hudson, Waste Management, Derrick Hamilton, Waste Management, *Hauling Trash to a Dump: Hiring and Retaining Drivers at Waste Management*

Lauren Manning Salomon, MD Anderson Cancer Center, *Making Cancer History: Recruiting and Retaining Clinical Coding Specialists*

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

115. INTERACTIVE POSTERS: SATURDAY, 9:00–9:50**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: STATISTICS, RESEARCH METHODS, TECHNOLOGY****115-1****(PRACTICALLY IN) SIGNIFICANT:****THE DIFFERENCE BETWEEN INTERNET AND PAPER FEEDBACK RATINGS**

One prominent process improvement to feedback ratings is allowing them via computer (e.g., Internet). However, similarity between Internet and paper rating mediums remains unclear. Ratings were analyzed to assess comparability between Internet and paper-based response mediums. Although Internet ratings were higher, the size of those differences was practically insignificant.

Carey L. Peters, Tennessee Valley Authority

Stephen Gaby, University of Tennessee

Submitted by Carey L. Peters, clpeters@tva.gov

115-2**TECHNOLOGY AND APPLICANT SCREENING:****DO IVR AND PAPER-AND-PENCIL FORMATS DIFFER?**

With the increased use of technology in screening contexts, organizations may administer the same prescreen content via different formats. Does format change the construct being measured and/or the applicants entering the next step of the selection process? The current study addresses these questions in regards to IVR/telephone and paper-and-pencil formats.

Jennifer M. Hurd, Aon Consulting

Joshua M. Sacco, Aon Consulting

Submitted by Jennifer M. Hurd, jennifer_m_hurd@aoncons.com

115-3 THE IMPACT OF DATA COLLECTION METHODOLOGY ON POPULAR DATA-REPORTING INDICES

Using a within-subjects design, this study examined the impact of survey administration method (paper-and-pencil vs. Internet) on two popular methods of reporting organizational data (means analysis and percent-favorable/unfavorable responses). Data from 117 participants demonstrated factorial invariance and no significant mean differences. However, percent-favorable responses differed by administration method.

Brian G. Whitaker, University of Akron

Submitted by Brian G. Whitaker, bgw111@yahoo.com

115-4 ARE ONLINE AND PAPER-AND-PENCIL PERSONALITY TESTS TRULY COMPARABLE?

Confirmatory factor analysis was used to test for measurement invariance between nineteen commercially available online and paper-and-pencil personality scales. Furthermore, respondents were either randomly assigned or allowed to choose their response format. Results indicated that while conscientiousness tended to be invariant across conditions, many other scales were not.

Adam W. Meade, North Carolina State University
Lawrence Michels, University of Georgia
Gary J. Lautenschlager, University of Georgia
Submitted by Adam W. Meade, adam_meade@ncsu.edu

116. POSTER SESSION: SATURDAY, 9:00–9:50**RIVER EXB HALL A (LEVEL 1)****MOTIVATION, DECISION MAKING****116-1 DOMAIN SPECIFICITY'S EFFECT ON THE VALIDITY OF GOAL ORIENTATION MEASURES**

Existing measures of goal orientation (GO) assess a general or a domain-specific construct, although the impact of this distinction is unknown. The present study used a sample of 584 undergraduates to show that the domain specificity of the GO measure influenced the extent to which it correlated with other constructs.

Michael Horvath, Clemson University
Christine Scheu, Michigan State University
Richard P. DeShon, Michigan State University
Submitted by Michael Horvath, mhorvat@clemson.edu

116-2 GOAL ORIENTATION AND FEEDBACK SIGN AS PREDICTORS OF SELF-EFFICACY CHANGES

Goal orientation was examined as a moderator of the effects of feedback on self-efficacy changes. Self-efficacy was assessed throughout learning, and the extent to which feedback and goal orientation predicted these changes was examined. Self-efficacy changes were less influenced by feedback sign when individuals were high in learning orientation.

Erin M. Richard, Louisiana State University
James M. Diefendorff, Louisiana State University
Submitted by Erin M. Richard, erinrichard@hotmail.com

116-3 SCENARIO USE IN MANAGERIAL EXPLANATION TASKS

Attempts to reduce overconfidence in explanation tasks often encourage individuals to sequentially consider alternatives to an initial explanation. However, individuals may underweight alternatives. Scenario planning encourages the simultaneous generation of multiple initial explanations. We adapt this logic from planning tasks to explanation tasks and present results from a laboratory study.

Robert C. Litchfield, Washington & Jefferson College
Jinyan Fan, The Ohio State University
Submitted by Robert C. Litchfield, rlitchfield@washjeff.edu

SATURDAY AM

116-4 PERFORMANCE FEEDBACK INTERACTS WITH MOTIVATIONAL ORIENTATIONS IN PREDICTING INTRINSIC MOTIVATION

The results of this longitudinal field study support hypothesized interactive effects of performance feedback and select motivational orientations in predicting intrinsic motivation. For individuals who performed poorly, strong learning and achievement orientations sustained intrinsic motivation, whereas a strong orientation toward avoiding poor performance diminished intrinsic motivation. Implications are discussed.

Lucinda Lawson, Lehigh University

Robert R. Hirschfeld, University of Georgia

Submitted by Robert R. Hirschfeld, rhirschf@uga.edu

116-5 OVERCOMING COGNITIVE LOAD IN THE INTERVIEW: THE EFFECT OF INTROVERSION/EXTRAVERSION

Introverted and extraverted participants were randomly assigned to interview (high cognitive load-HCL) or observe (low cognitive load-LCL) a job-candidate interview. Consistent with predictions, extraverted observers (LCL) adjusted their impressions of the job candidate most. Impression differences occurred even though participants demonstrated similar recall for job candidate information.

Lynn K. Bartels, Southern Illinois University-Edwardsville

Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitted by Cynthia R. Nordstrom, cnordst@siue.edu

116-6 PERSONALITY-MOTIVATIONAL PATHWAYS TO PERFORMANCE: PERSON-MOTIVATIONAL UNDERPINNINGS OF "SHOWING UP"

This study examined personality-motivational influences on class attendance and the role of attendance in training performance. As expected, attendance contributed significantly to the prediction of performance, beyond that of cognitive abilities. Results support the personality-motivation pathways of influence on attendance and show that Conscientiousness and avoidance motivation significantly influenced attendance.

Steven D. Caldwell, Georgia Institute of Technology

Ruth Kanfer, Georgia Institute of Technology

Manuel Voelkle, University of Mannheim

Submitted by Steven D. Caldwell, steven.caldwell@mgt.gatech.edu

116-7 HIGH SKILL AND CHALLENGE AT WORK: OPTIMAL EXPERIENCE FOR WHOM?

Applying Csikszentmihalyi's (1990) flow theory to the workplace, two studies demonstrated that among achievement-oriented employees only, the combination of high skill and challenge produced greater positive mood, task interest, and performance than other skill-challenge combinations. Additionally, positive mood mediated the interactive relationship of skill/challenge and need for achievement with performance.

Jason R. Jones, University of Delaware

Robert Eisenberger, University of Delaware

Florence Stinglhamber, Maastricht University

Linda R. Shanock, University at Albany-SUNY

Amanda A. Tenglund, Towers Perrin

Submitted by Jason R. Jones, jrjones@udel.edu

**116-8 THE AFFECTIVE-COGNITIVE PROCESS AND SITUATIONAL INFLUENCES
UNDERLYING INTERPERSONAL FACILITATION**

We found that perceived organizational support moderated the relationships between interpersonal facilitation and two dimensions of the Big Five model of personality—Emotional Stability and Conscientiousness; the relationships were stronger among workers reporting low support. More importantly, the Conscientiousness \times support interaction mediated the Emotional Stability \times support interaction.

Lawrence A. Witt, University of New Orleans

Michael K. Mount, University of Iowa

Submitted by Lawrence A. Witt, lwitt@uno.edu

116-9 MOTIVATIONAL SPILLOVER IN A DUAL-TASK SETTING

The present study examined how motivational processes spill over across task boundaries in a dual-task setting. The results indicated that failure on a given task impacted self-efficacy and self-set performance goals for a subsequent task, and that this effect was partially mediated by positive and negative affect.

Yvette Quintela, Virginia Tech

John J. Donovan, Virginia Tech

Submitted by Yvette Quintela, yquintel@vt.edu

116-10 ARE EMOTIONAL DISPLAY RULES PERCEIVED AS FORMAL JOB REQUIREMENTS?

This study explores the extent to which employees and their supervisors categorize emotional display rules as required behaviors (termed display rule breadth). Results show relatively low agreement between employees and supervisors on display rule role definitions. Predictors of display rule breadth include interpersonal interaction requirements of jobs and job attitudes.

James M. Diefendorff, Louisiana State University

Erin M. Richard, Louisiana State University

Meredith H. Croyle, Louisiana State University

Submitted by James M. Diefendorff, jdiefen@lsu.edu

116-11 AN EXAMINATION OF MODERATORS OF THE HESITATION AND PERFORMANCE RELATIONSHIP

Job attitudes and job characteristics were examined as moderators of the relationship between the action-state orientation dimension of hesitation and supervisor ratings of performance in two samples. Routineness, job satisfaction, and job involvement were significant moderators of the relationship between hesitation and self-management performance.

James M. Diefendorff, Louisiana State University

Erin M. Richard, Louisiana State University

Robin H. Gosserand, IBM/Louisiana State University in Shreveport

LaToya Hardman, Southern University

Submitted by James M. Diefendorff, jdiefen@lsu.edu

116-12 THE DECISION TO TRUST: WHICH ANTECEDENTS ARE MOST IMPORTANT?

This study employed policy-capturing methodology to examine which antecedents to workplace trust are weighed most heavily in individuals' decisions to trust. Results suggest that, in general, perceived trustworthiness, followed by expectations and attributions, were more important than the degree of organizational control and task importance.

Dana E. Sims, University of Central Florida

Barbara A. Fritzsche, University of Central Florida

Eduardo Salas, University of Central Florida

Submitted by Dana E. Sims, Abbey386@aol.com

116-13 A MOTIVATIONAL MODEL OF PRODUCT SAFETY AND SECURITY BEHAVIORS

Safety and security are critical to the products and services many organizations offer. We test a model of factors contributing to workers' motivation to keep food products safe. Results support a revised model indicating that work routines, behavioral intentions, attention, and constraining conditions influence self-reports of safety and security behaviors.

Verlin B. Hinsz, North Dakota State University

Gary S. Nickell, Minnesota State University–Moorhead

Submitted by Verlin B. Hinsz, Verlin.Hinsz@NDSU.NoDak.edu

116-14 AN INTEGRATION OF PROMOTION/PREVENTION FOCUS AND ACTION-STATE ORIENTATION

This study integrated action-state orientation with a motivational focus within the framework of the Action Phases Model. Results indicated that time spent considering options was indicative of the deliberative and implemental mindsets. Disengagement tended to mediate the interactive effect of motivational focus and action-state orientation on overall performance.

Chu-Hsiang Chang, University of Akron

Jennifer P. Bott, University of Akron

Submitted by Chu-Hsiang Chang, cchang@uakron.edu

116-15 AN INTEGRATIVE MODEL OF MOTIVATION PREDICTING CHANGE IN PERFORMANCE

The current study examines change in performance by applying aspects of expectancy and goal setting theory. A model that contains distal and proximal indicators of motivation is proposed. Data from 133 undergraduate students indicate that the relationship between change in effort and change in performance was moderated by ability.

Jeffrey R. Labrador, Central Michigan University

Neil D. Christiansen, Central Michigan University

Submitted by Jeffrey R. Labrador, jefflabrador@hotmail.com

116-16 CAN A DECOY BOLDLY GO WHERE NONE HAS GONE BEFORE?

We investigate whether the decoy effect generalizes to a 4-attribute decision task, and which of two posited heuristics is responsible for the effect. Results from within- and between-persons analyses (a) suggest the decoy effect does generalize, though somewhat weakened, and (b) are consistent with the dominance heuristic explanation.

Silvia Bonaccio, Purdue University

Charlie L. Reeve, Purdue University

Submitted by Silvia Bonaccio, silvia@psych.purdue.edu

116-17 TASK DEMANDS MODERATE GOAL-ORIENTATION EFFECTS ON COGNITIVE APPRAISALS

We examined effects of goal orientation on cognitive appraisals of threat and challenge and whether task demands moderated those effects. Results indicated differential effects for goal orientations on challenge and threat appraisals. Moreover, task demands moderated mastery goal-orientation effects on challenge appraisals, revealing stronger effects under high-demand conditions.

Paul R. Heintz, Wright State University

Debra Steele-Johnson, Wright State University

Anupama Narayan, Wright State University

Submitted by Paul R. Heintz, heintz.2@wright.edu

116-18 GOAL REVISION IN A SIMULTANEOUS MULTIPLE-GOAL ENVIRONMENT

This study examined self-regulation in a multiple-goal environment. It was proposed that goal revision is influenced by GPDs and causal attributions. Results showed GPDs predicted revision direction and magnitude and that controllability attributions moderated this relation. Although results were not in the anticipated direction, they fit with modern motivational frameworks.

Trevor G. Byrd, Virginia Tech

John J. Donovan, Virginia Tech

Submitted by Trevor G. Byrd, trbyrd@vt.edu

**116-19 TEMPORAL AND HIERARCHICAL CONSIDERATIONS IN PREDICTING
SUBSEQUENT SELF-SET GOALS**

This study examined how past performance and past goals influence subsequent self-set goals and how those relationships depend on the hierarchical level and the temporality of the goal with its life span. Results showed that the joint relationship of past goals and performance is quite complex in predicting subsequent goals.

Howard J. Klein, The Ohio State University

Brian R. Dineen, University of Kentucky

Bradley J. Alge, Purdue University

Submitted by Howard J. Klein, klein_12@cob.osu.edu

**116-20 CHANGES IN EFFORTFUL PERFORMANCE IN RESPONSE TO
GOAL-PERFORMANCE DISCREPANCIES**

This research examined how the level of effort exerted by individuals in a training program changed as a function of the goal-performance discrepancies (GPDs) they encountered. The results indicated that changes in effortful performance were related to GPDs and that this relationship was moderated by self-efficacy and performance goal orientation.

John J. Donovan, Virginia Tech

Stephen A. Dwight, Bristol-Myers Squibb

Dan Schneider, Sepracor Inc.

Submitted by John J. Donovan, donovan@vt.edu

116-21 GOAL REVISION PROCESSES IN AN ORGANIZATIONAL CONTEXT

The present study examined how individuals in an organizational setting revised their goals in response to goal-performance discrepancies (GPDs) and the potential influence of causal attributions on this relationship. The results indicated that goal revision was primarily a function of GPDs and that this relationship was moderated by stability attributions.

John J. Donovan, Virginia Tech

Stephen A. Dwight, Bristol-Myers Squibb

Dan Schneider, Sepracor Inc.

Submitted by John J. Donovan, donovan@vt.edu

**116-22 SELF-ESTEEM, AFFECTIVITY, AND DEPRIVATION:
PREDICTORS OF WELL-BEING IN THE UNEMPLOYED**

The influence of deprivation of the latent benefits of employment on the psychological well-being of a sample of unemployed individuals was examined. Hierarchical regression analysis revealed that, after controlling for individual differences, employment commitment, and financial strain, the latent benefits were unable to significantly predict well-being.

Patricia N. Hoare, University of Southern Queensland

Michael A. Machin, University of Southern Queensland

Submitted by Michael A. Machin, machin@usq.edu.au

116-23 EFFICIENT AND REPRESENTATIVE DESIGNS FOR JUDGMENT ANALYSIS

Efficient and representative designs are compared across five different methods of judgment analysis (JA), a.k.a. policy capturing. The objective is to reduce the ratio of judgment cases to cues sufficient for acceptable results, and to save time. This may allow for easier and wider use of JA in organizations.

Kristophor G. Canali, University of Connecticut

R. James Holzworth, University of Connecticut

Submitted by Kristophor G. Canali, kristophor.canali@uconn.edu

116-24 THE EFFECTS OF COGNITIVE APPRAISALS ON JUSTICE PERCEPTIONS

To increase our understanding of how people form justice perceptions, this study provides a cognitive appraisal model. Specifically, it discusses how social comparison (i.e., comparison of one's experienced treatment to the treatment a referent other receives) and normative comparison (i.e., comparison of one's experienced treatment to one's deserved treatment) affect justice perceptions.

Tae-Yeol Kim, University of North Carolina

Submitted by Tae-Yeol Kim, kimt@bschool.unc.edu

116-25 THE INTERACTIVE EFFECTS OF GOAL ORIENTATION AND ACCOUNTABILITY ON PERFORMANCE

The current study investigated the interaction effects of the individual difference variables learning orientation, performance orientation, and avoidance orientation and accountability conditions on individual task performance. Data indicates that an interaction effect exists between accountability condition and learning and avoidance orientation for performance.

Walter D. Davis, University of Mississippi

Neal P. Mero, University of Central Florida

Joseph M. Goodman, University of Mississippi

Submitted by Joseph M. Goodman, jgoodman@bus.olemiss.edu

116-26 THE THEORY OF PLANNED BEHAVIOR: AN EXAMINATION ACROSS RACIAL GROUPS

The theory of planned behavior (TPB) has been used to predict a wide range of behaviors. We examine how well this theory predicts faking behavior across racial groups. Results indicate that the TPB predicts the behavior of Black and White individuals better than it does Asian individuals.

Deirdre E. Lozzi, George Mason University

Lynn A. McFarland, George Mason University

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

117. COMMUNITY OF INTERESTS: SATURDAY, 9:00–9:50**RIVER EXB HALL A (LEVEL 1)****COMMUNITY OF INTERESTS: HIGH-TECH RECRUITMENT AND SELECTION**

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

COFFEE BREAK: SATURDAY, 10:00–10:30**MULTIPLE LOCATIONS****118. PANEL DISCUSSION: SATURDAY, 10:30–12:20****CHICAGO VI (LEVEL 4)****LAST LINE OF DEFENSE: ARMING PILOTS TO DEFEND THE COCKPIT**

The Arming Pilots Against Terrorism Act required the Transportation Security Administration to establish the Federal Flight Deck Officer program in which pilots would be trained and armed to defend the flight deck against terrorism and air piracy. This panel discusses the assessment issues faced in creating a process to arm pilots.

Ann M. Quigley, Transportation Security Administration, *Chair*

Joyce C. Hogan, Hogan Assessment Systems, *Panelist*

James Fico, Private Practice, *Panelist*

Ryan A. Ross, Hogan Assessment Systems, *Panelist*

Deborah Gebhardt, Human Performance Systems, Inc., *Panelist*

Alana B. Cober, Transportation Security Administration, *Discussant*

Submitted by Joyce C. Hogan, jhogan@hoganassessments.com

119. SYMPOSIUM: SATURDAY, 10:30–12:20**CHICAGO VII (LEVEL 4)****EFFECTS OF APPLICANT FAKING ON VALIDITY: TOWARD A BETTER UNDERSTANDING**

The papers in this symposium investigate a wide range of potential effects that the intentional distortion of noncognitive measures may have on validity. Collectively, the research presented demonstrates that effects of faking on validity are more complicated than typically characterized.

Eric D. Heggstad, Colorado State University, *Chair*

Crystal Michele Harold, George Mason University, Lynn A. McFarland, George Mason University, Nicole M.

Dudley, George Mason University, Eric Odin, George Mason University, *Personality and Faking Behavior: Does Warning Moderate Validity?*

Gary N. Burns, Central Michigan University, Neil D. Christiansen, Central Michigan University, *Effects of Faking on the Linear Construct Relationships of Personality Test Scores*

Dan J. Putka, HumRRO, Chad H. Van Iddekinge, HumRRO, Carl E. Eidson, Wilson Learning Corporation, Patrick H. Raymark, Clemson University, *Demographic Moderators of Applicant–Incumbent Differences on the Big Five*

Theodore L. Hayes, Transportation Security Administration, Nicholas L. Vasilopoulos, George Washington University, Jeffrey M. Cucina, George Washington University, *Further Examinations of Cognitive Ability and Strategic Impression Management*

Neil D. Christiansen, Central Michigan University, Renee F. Rozek, Central Michigan University, *Effects of Socially Desirable Responding on Hiring Judgments*

Chet Robie, Wilfrid Laurier University, *Discussant*

Submitted by Eric D. Heggstad, heggesta@lamar.colostate.edu

120. SYMPOSIUM: SATURDAY, 10:30–12:20**CHICAGO X (LEVEL 4)****THINGS, DATA, AND PEOPLE: FIFTY YEARS OF A SEMINAL THEORY**

The impact of the Things, Data, People (TDP) taxonomy in Fine's Functional Job Analysis (FJA) theory has been far-reaching (e.g., the Dictionary of Occupational Titles). A half-century later, FJA remains highly relevant to researchers and practitioners, particularly given the "retirement" of DOT and the limitations of its replacement, the O*NET.

Edwin A. Fleishman, George Mason University, *Chair*

Sidney A. Fine, Independent Consultant, *The Theory*

SATURDAY AM

Steven F. Cronshaw, University of Guelph, *Use of TDP Concepts in Theory Development, Research, and Practice*
 Robert J. Harvey, Virginia Tech, *Empirical Foundations for the Things–Data–People Taxonomy of Work*
 Sidney A. Fine, Independent Consultant, Robert J. Harvey, Virginia Tech, Steven F. Cronshaw, University of Guelph,
*FJA Strategies for Addressing O*NET Limitations in a Post-DOT Environment*
 Milton Hakel, Bowling Green State University, *Discussant*
 Miguel A. Quinones, University of Arizona, *Discussant*
 Submitted by Robert J. Harvey, rj@pstc.com

121. SYMPOSIUM: SATURDAY, 10:30–11:50**SHERATON I (LEVEL 4)****ASSUMPTIONS AND CONVENTIONS IN DATA ANALYSIS: TOWARD NEW APPROACHES**

Current analytic techniques (e.g., multiple regression and SEM) require assumptions about data, such as multivariate normality and interval-level measurement. This symposium offers analytic alternatives for circumstances where conventional uses are untenable. Approaches reviewed address nonnormal data in SEM, missing data in longitudinal designs, interpreting correlated predictors, and poor scale calibration.

Daniel A. Newman, Pennsylvania State University/Alliant International University, *Chair*
 James L. Farr, Pennsylvania State University, *Co-Chair*
 Hock-Peng Sin, Pennsylvania State University, David A. Harrison, Pennsylvania State University, *Assessing Fit in Covariance Structure Analysis When Data are Nonnormal*
 William M. Rogers, Grand Valley State University, *Using Optimal Scaling Techniques to Detect Erroneous Scale-Point Definitions*
 James M. LeBreton, Wayne State University, Robert T. Ladd, University of Tennessee, *Some Monte Carlo Comparisons of Relative Importance Statistics*
 Daniel A. Newman, Pennsylvania State University/Alliant International University, *Missing Data in Longitudinal Designs: Enhancing Imputation with Auxiliary Variables*
 David Chan, National University of Singapore, *Discussant*
 Submitted by Daniel A. Newman, dan148@psu.edu

122. SYMPOSIUM: SATURDAY, 10:30–12:20**SHERATON II (LEVEL 4)**

**FORMAL MENTORING PROGRAMS:
BRIDGING THE GAP BETWEEN RESEARCH AND PRACTICE**

An increasing number of organizations are implementing formal mentoring programs. However, there is little existing empirical research to guide the design of these programs. This symposium assembles four papers on formal mentoring that address this gap. Discussion will focus on stimulating a dialogue between mentoring researchers and practitioners.

Tammy D. Allen, University of South Florida, *Chair*
 John J. Sosik, Pennsylvania State University–Great Valley, Veronica Godshalk, Pennsylvania State University–Great Valley, *Effects of Formality, Gender, and Supervisory Status in Mentoring Relationships*
 Tammy D. Allen, University of South Florida, Kimberly O'Brien, University of South Florida, *Do Formal Mentoring Programs Enhance Attraction to the Organization?*
 Connie R. Wanberg, University of Minnesota, John D. Kammeyer-Mueller, University of Florida, Marc C. Marchese, King's College, *Antecedents and Outcomes of Formal Mentoring Quality*
 Lillian T. Eby, University of Georgia, Angie Lockwood, University of Georgia, *Proteges' and Mentors' Reactions to Participating in Formal Mentoring Programs*
 Lisa Finkelstein, Northern Illinois University, *Discussant*
 Matthew S. Monte, S. C. Johnson, *Discussant*
 Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

123. SYMPOSIUM: SATURDAY, 10:30–11:50**SHERATON III (LEVEL 4)**

**360, THE NEXT GENERATION:
INNOVATIONS IN MULTISOURCE PERFORMANCE ASSESSMENT**

360° performance assessment lives! Far from having stagnated, 360 continues to evolve with creative extensions of the basic concept emerging regularly. Presenters will use real data to demonstrate four innovations in multisource performance assessment, discuss the promises and pitfalls of each, and consider the future of 360° assessment.

S. Bartholomew Craig, North Carolina State University, *Chair*

Andrew N. Garman, Rush University, *Increasing the Sensitivity of 360-Feedback Systems to Individual Needs*

Jennifer W. Martineau, Center for Creative Leadership, *Measuring the Impact of Leadership Training: How can it be Best Accomplished?*

Robert B. Kaiser, Kaplan DeVries Inc., Robert E. Kaplan, Kaplan DeVries, Inc., *Overlooking Overkill: On the Folly of Linear Rating Scales for a Nonlinear World*

S. Bartholomew Craig, North Carolina State University, Robert J. Harvey, Virginia Tech, *Using CAT to Reduce Administration Time in 360° Performance Assessment*

Cynthia D. McCauley, Center for Creative Leadership, *Discussant*

Submitted by S. Bartholomew Craig, bart_craig@ncsu.edu

124. EDUCATION FORUM: SATURDAY, 10:30–11:50**SHERATON IV (LEVEL 4)**

TEACHING WORKPLACE COACHING, APPLYING BLOOM'S TAXONOMY

Coaching is becoming an essential tool for I-O psychologists. Educators are challenged to facilitate student learning in acquiring the knowledge and skills of effective coaching. Bloom's taxonomy of cognitive and affective domains offers a conceptual framework from which to build a class that integrates the theory, practice, and application.

Jennifer Thompson, Chicago School of Professional Psychology, *Chair*

Nancy Newton, Chicago School of Professional Psychology, *Co-Chair*

Nancy J. Davis, Chicago School of Professional Psychology, *Co-Chair*

Fiona Moane, Chicago School of Professional Psychology, *Discussant*

Hilary Gallanter, Chicago School of Professional Psychology, *Discussant*

Submitted by Jennifer Thompson, jthompson@csopp.edu

125. SYMPOSIUM: SATURDAY, 10:30–12:20**SHERATON V (LEVEL 4)**

THE HOW AND WHY OF FAIRNESS: MEDIATORS/MODERATORS OF JUSTICE EFFECTS

While the effects of organizational justice have been well-documented, two questions remain unexplored: how does justice affect attitudinal and behavioral reactions, and when are those effects strongest? The papers in this symposium examine these questions by identifying mediators and moderators of justice effects, including social exchange, stress, personality, and emotions.

Timothy A. Judge, University of Florida, *Chair*

Jason A. Colquitt, University of Florida, *Co-Chair*

Michael R. Bashshur, University of Illinois at Urbana–Champaign, Deborah E. Rupp, University of Illinois at Urbana–Champaign, *Social Exchange as a Mediator of Justice Effects Across Cultures*

Catherine S. Daus, Southern Illinois University–Edwardsville, *Stress as a Mediator of Justice Effects on Job Satisfaction*

Jason A. Colquitt, University of Florida, Timothy A. Judge, University of Florida, Brent Scott, University of Florida, John C. Shaw, University of Florida, *Broad and Narrow Personality Traits as Moderators of Justice Effects*

Zinta S. Byrne, Colorado State University, Deborah E. Rupp, University of Illinois at Urbana–Champaign, Krista D. Mattern, University of Illinois at Urbana–Champaign, Tasha Leigh Eurich, Colorado State University, *Emotions and Affectivity as Moderators of Justice Effects*
 Jerald Greenberg, The Ohio State University, *Discussant*

Submitted by Jason A. Colquitt, colquitt@ufl.edu

126. PANEL DISCUSSION: SATURDAY, 10:30–12:20

OHIO (LEVEL 2)

ANOTHER I-O: KEYS TO SUCCESSFUL “INSIDER–OUTSIDER” PRACTITIONER COLLABORATION

Increasingly, I-O practitioners have to create and implement simple but highly effective ways to strategically impact the business. Accomplishing this often involves insider–outsider partnerships. A panel of six diverse, seasoned practitioners will discuss particular challenges and keys to successful collaboration between these groups, highlighting the changing role of I-O practitioners.

Leo F. Brajkovich, Mindful Leadership Solutions, Inc., *Chair*
 Allan H. Church, PepsiCo, *Co-Chair*
 Ricardo Aparicio, General Mills, *Panelist*
 David W. Bracken, Mercer Delta, *Panelist*
 Paul H. De Young, Deloitte & Touche, *Panelist*
 Michelle Thomas, Abbott Laboratories, *Panelist*
 Janine Waclawski, Pepsi-Cola Company, *Panelist*
 William E. Werhane, International Survey Research LLC, *Panelist*

Submitted by Leo F. Brajkovich, brakenship@astound.net

127. SYMPOSIUM: SATURDAY, 10:30–12:20

MISSISSIPPI (LEVEL 2)

EMERGING WORKPLACE DIVERSITY ISSUES: ETHNICITY, BILINGUALISM, AND WORKPLACE EXCLUSION

Workplace conflict based on employee ethnicity is the focus of this symposium. We discuss employees’ ethnic harassment experiences, exclusion due to ethnicity, and conflict based on employees’ use of non-English languages in the workplace. We also present an integrative paper describing aspects of organizational climate that affect employee social cognition.

Kimberly T. Schneider, Illinois State University, *Chair*
 Jennifer L. Berdahl, University of Toronto, Celia Moore, University of Toronto, Phani Radhakrishnan, University of Toronto, *Ethnic Harassment: A Male-on-Male Project?*
 Mindy E. Bergman, Texas A&M University, Kristen M. Watrous, Texas A&M University, Katherine Marie Gaulke, Texas A&M University, *Bilingualism in the Workplace*
 Robert Hitlan, University of Northern Iowa, Jennifer Harden, University of Northern Iowa, *The Impact of Workplace Exclusion and Personality on Workplace Attitudes and Behaviors*
 Lisa M. Leslie, University of Maryland, Michele J. Gelfand, University of Maryland, *The Effect of Organizational Climate on the Attribution to Discrimination Process*
 Lilia M. Cortina, University of Michigan, *Discussant*

Submitted by Kimberly T. Schneider, ktschne@ilstu.edu

128. PRACTITIONER FORUM: SATURDAY, 10:30–11:50**ARKANSAS (LEVEL 2)**

**CHALLENGES AND OPPORTUNITIES DESIGNING AND IMPLEMENTING
NEW PERFORMANCE MANAGEMENT SYSTEMS**

The forum presents current thinking and best practices related to designing and implementing a “best-in-class” performance management system. Critical legal and measurement issues related to the performance management system design will be discussed. Practitioners who were actively involved in two recent ongoing large-scale implementation interventions will discuss their lessons learned.

Stephen A. Dwight, Bristol-Myers Squibb, *Chair*

Janet L. Barnes-Farrell, University of Connecticut, *How Are We Doing? Important Considerations for Evaluation of Performance Appraisal Programs*

Kathleen Kappy Lundquist, Applied Psychological Techniques, John C. Scott, Applied Psychological Techniques, *Legal Considerations When Auditing Your Performance Management System*

Tina M. Everest, Home Depot, *Implementing Performance Management to Attract, Motivate, and Retain a High-Performing, Diverse Workforce*

Stephen A. Dwight, Bristol-Myers Squibb, Dennis Walls, Bristol-Myers Squibb, Jane Luciano, Bristol-Myers Squibb, *Lessons Learned While Implementing a New Global Performance Management System*

Submitted by Stephen A. Dwight, stephen.dwight@bms.com

129. PANEL DISCUSSION: SATURDAY, 10:30–11:50**COLORADO (LEVEL 2)**

**DEMONSTRATING THE IMPACT AND ROI OF ASSESSMENT PROGRAMS:
ISSUES, CHALLENGES, AND APPROACHES**

I-O psychologists often implement assessment programs for personnel selection and promotion. The purpose of this panel is to discuss how I-O psychologists demonstrate the impact and return on investment (ROI) of such programs to their customers—the decision makers who evaluate such interventions—and the associated issues and challenges.

Ken Lahti, Colorado State University, *Chair*

James C. Beaty, ePredix, *Panelist*

Paul D. DeKoekkoek, Sprint, *Panelist*

Joel B. Vaslow, Sprint, *Panelist*

Jana Fallon, American Express, *Panelist*

Craig J. Russell, University of Oklahoma, *Panelist*

Submitted by Ken Lahti, ken.lahti@epredix.com

130. PANEL DISCUSSION: SATURDAY, 10:30–11:20**MISSOURI (LEVEL 2)**

DO BORDERS REALLY MATTER? ISSUES IN MULTINATIONAL SELECTION

As corporations shift focus from domestic to global markets, knowledge of international business practices and employment laws is no longer a specialty but a necessity. Without an understanding of the legal context and other factors that impact selection, practitioners will face many challenges when working with diverse and multinational organizations.

Jamie L. Borich, Hogan Assessment Systems, *Chair*

Stephen T. Murphy, Hogan Assessment Systems, *Co-Chair*

Rostislav Benak, University of Prague, *Panelist*

Sally A. Carless, Monash University, *Panelist*

SATURDAY AM

Filip De Fruyt, Ghent University, *Panelist*
 Hunter Mabon, Stockholm University, *Panelist*
 Jean-Pierre Rolland, Paris X University, *Panelist*

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

131. SYMPOSIUM: SATURDAY, 10:30–12:20

MICHIGAN A (LEVEL 2)

MAKING META-ANALYSIS EASIER AND MORE ACCURATE

Meta-analysis is an invaluable methodology for summarizing and advancing our scientific understanding. However, it is a technique that continues to evolve. This symposium introduces programs that make it easier and techniques that improve its accuracy. These innovations range from a computerized coding platform to a maximum-likelihood validity generalization technique.

John D. Kammeyer-Mueller, University of Florida, *Chair*

Piers Steel, University of Calgary, *Co-Chair*

John D. Kammeyer-Mueller, University of Florida, *MetaExcel Analysis and MetaExcel Coding*

Scott B. Morris, Illinois Institute of Technology, *Estimating the Standardized Mean Difference With Heterogeneous Variance*

Nambury S. Raju, Illinois Institute of Technology, *An Evaluation of Maximum-Likelihood Estimation in Validity Generalization*

Allen I. Huffcutt, Bradley University, *Assessing the Stability of Meta-Analytic Mean Estimates*

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

Submitted by Piers Steel, Piers.Steel@Haskayne.UCalgary.ca

SATURDAY AM

132. PRACTITIONER FORUM: SATURDAY, 10:30–11:50

MICHIGAN B (LEVEL 2)

TRADITIONAL VERSUS VIRTUAL ASSESSMENT CENTERS: CASE STUDIES IN ORGANIZATIONAL CHANGE

Sprint and Toyota have both recently shifted to distance learning models and introduced virtual assessment centers. Assessment centers are embedded in Sprint's culture but new to Toyota. Practical and research-based issues will be discussed from these unique perspectives including the business case for change, participant reaction, and lessons learned.

Kirk L. Rogg, Aon Consulting, *Chair*

Matthew R. Smith, Aon Consulting, Jessica L. Kane, Aon Consulting, *The History and Recent Trends in the Use of Virtual Assessments*

Ben Terrill, Sprint, *Traditional and Virtual Assessment Centers in Sprint's University of Excellence*

Jay H. Steffensmeier, Clemson University, *Traditional and Virtual Assessment Center Effectiveness: Let the Data Speak!*

John Azzara, Toyota Financial Services, *It's the Communication, Stupid! Organizational Change and Virtual Assessment*

Submitted by Kirk L. Rogg, Kirk_Rogg@aon.com

133. PRACTITIONER FORUM: SATURDAY, 10:30–11:50

SUPERIOR A (LEVEL 2)

CREATING GREAT COACHES AT MOTOROLA: A CASCADING MODEL

Motorola developed an innovative program that trains and certifies internal "master coaches" in nine countries on four different continents. This practitioner forum examines three components of Motorola's Global Coaching Project: (a) the conceptual framework; (b) the process; and (c) the execution of a complex global initiative.

Tjai M. Nielsen, RHR International Company, *Chair*

Alejandro Reyes, Motorola, *The Conceptual Model: Motorola's Business Rationale and the Three Pillars*

Anna Marie Buchmann, RHR International Company, *The Process: Certifying Master Coaches and Developing Change Agents*

Zenglo Chen, Motorola, *Execution: Challenges in Implementing a Global Consulting Partnership*

Eric Sundstrom, University of Tennessee, *Discussant*

Submitted by Tjai M. Nielsen, tnielsen@rhrinternational.com

134. SYMPOSIUM: SATURDAY, 10:30–11:50

SUPERIOR B (LEVEL 2)

P–O FIT: RECENT ADVANCES IN THEORETICAL PERSPECTIVES AND RESEARCH METHODOLOGY

The degree to which individuals fit within their organizational contexts has important consequences for individuals and organizations. Shedding light on some of the complexities, new research presented in this session explores methodological and cultural factors along with the particular variable sets that may serve as the basis for assessing fit.

Edward L. Levine, University of South Florida, *Chair*

Michael T. Brannick, University of South Florida, *Co-Chair*

Karen J. Jansen, Pennsylvania State University, Amy L. Kristof-Brown, University of Iowa, Judd H. Michael, Pennsylvania State University, *The Role of Enabling Environments for Person–Group Fit*

Mark Alan Smith, University of South Florida, Edward L. Levine, University of South Florida, *Effects of Subordinate–Supervisor Personality “Fit” on Subordinate Attitudes and Turnover Propensity*

Erica C. Lutrick, TMP Worldwide/Monster.Com, Michael T. Brannick, University of South Florida, *Selecting for Fit in Organizational Culture/Climate*

Kevin H. C. Cheng, University of Hong Kong, C. Harry Hui, University of Hong Kong, *Congruency Between*

Organizational Service Climate and Personal Value to Service: A Study of the Service Industry in Hong Kong

Jeffrey R. Edwards, University of North Carolina, *Discussant*

Submitted by Michael T. Brannick, mbrannic@luna.cas.usf.edu

135. ROUNDTABLE: SATURDAY, 10:30–11:20

ERIE (LEVEL 2)

DESIGNING AND IMPLEMENTING SUCCESSFUL SURVEY INITIATIVES IN GLOBAL SETTINGS

With continued economic globalization, an increasing number of companies have employee populations crossing national boundaries. This session brings together experts from corporate, consulting, and academic settings to share and discuss issues that can impact multinational survey initiatives. Challenges in survey development, implementation, communication, and action planning will be addressed.

Joseph D. Abraham, A&M Psychometrics, LLC, *Host*

M. Evelina Ascalon, Erasmus University–Rotterdam, *Co-Host*

Steven R. Gordon, Wilson Learning Corporation, *Co-Host*

Jerry Halamaj, John Deere, *Co-Host*

Linda L. Hoopes, ODR, *Co-Host*

Thomas Rauzi, Dell Inc., *Co-Host*

Lisa Sandora, Microsoft Corporation/IIT, *Co-Host*

Submitted by Joseph D. Abraham, JAbraham@ppicentral.com

136. PRACTITIONER FORUM: SATURDAY, 10:30–11:20**HURON (LEVEL 2)****MERGERS AND ACQUISITIONS: EMPLOYEE IMPACT AND CREATING SMOOTH INTEGRATION**

Three practitioners discuss the impact of mergers and acquisitions on employees. They examine various aspects: employee opinion results and implications for action; organizational interventions that “should” help; and the reality of what is effective. The discussant will provide a critique of the presentations as well as discussion of related work.

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

Rhonda L. Gutenberg, Gantz Wiley Research, *To Be, or Not to Be—Acquired—That is the Question*

Robert C. Barnett, MDA Consulting Group, Judy O’Hagan, Novartis Pharmaceuticals, *Organizational Change Practices That Work in Mergers and Acquisitions*

Michael Beer, Harvard University, *Discussant*

Submitted by Rhonda L. Gutenberg, rgutenberg@gantzwiley.com

137. PRACTITIONER FORUM: SATURDAY, 10:30–11:20**ONTARIO (LEVEL 2)****RECENT ENHANCEMENTS TO THE JOB ANALYSIS PROCESS**

In this forum, several practitioners will present practical advice for obtaining helpful job analytic information. Tips for incorporating interviews, observational methods, and large-scale surveys will be presented. In addition, the panelists will discuss methods for collecting data over the Internet and solving measurement problems related to job analysis.

Allison M. Ahart, University of Minnesota, *Chair*

Timothy P. McGonigle, Caliber Associates, *Co-Chair*

Sid Teske, Hennepin County, Minnesota HR, *Utilizing Interviews and Observations as Tools for Conducting Job Analyses*

Allison M. Ahart, University of Minnesota, *Administering Large-Scale Surveys to Obtain Job Analytic Information*

Jeanne Makiney, CPS Human Resource Services, *Collecting Job Analysis Data Over the Internet*

Timothy P. McGonigle, Caliber Associates, *Measurement Problems in Small N Job Analysis Projects*

Submitted by Allison M. Ahart, AMAhart@aol.com

138. PANEL DISCUSSION: SATURDAY, 10:30–11:50**MAYFAIR (LEVEL 3)**

ONE CE CREDIT AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

ETHICS IN THE PRACTICE OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

This panel is designed to provide I-O practitioners with information on how the Ethics Code applies to the practice of I-O psychology. After a brief review of the current Ethics Code, a panel of experts will be presented with ethical dilemmas drawn from practitioners and suggest appropriate responses.

Nancy T. Tippins, Personnel Research Associates, Inc., *Chair*

Wanda J. Campbell, Edison Electric Institute, *Panelist*

Blake A. Frank, University of Dallas, *Panelist*

Alberto J. Galue, Verizon Communications, *Panelist*

Deirdre J. Knapp, HumRRO, *Panelist*

John R. Murray, Attitude Resources, Inc., *Panelist*

Submitted by Nancy T. Tippins, ntippins@pra-inc.com

139. INTERACTIVE POSTERS: SATURDAY, 10:30–11:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: MOTIVATION, DECISION MAKING****139-1 WHAT IS GOAL ORIENTATION ANYWAY? DISENTANGLING GOALS, TRAITS, AND SITUATIONS**

We present and empirically test a conceptual model, which identifies three goal orientation domains and their respective constructs. Motivational traits and goal-oriented situations exerted main effects on contextualized goals. Partial support was found for predictions that goal-oriented situations would moderate the relationships between motivational traits and contextualized goals.

Ragan Ward, Colorado State University

Eric D. Heggstad, Colorado State University

Submitted by Ragan Ward, ragan@lamar.colostate.edu

139-2 EXAMINING THE FACTOR STRUCTURE AND NOMOLOGICAL NETWORK OF GOAL ORIENTATION

This study examined the factor structure and nomological network surrounding the goal-orientation construct. Exploratory factor analyses supported the factor structure of extant goal-orientation measures and correlational analyses indicated that the various goal-orientation factors were differentially related to both the global Big Five personality traits and their facets.

Michael B. Hargis, Wayne State University

Jenell L. Senter, Wayne State University

James M. LeBreton, Wayne State University

Submitted by Michael B. Hargis, michaelbhargis@wayne.edu

139-3 PERCEIVED COMPETENCE, TRAIT-GOAL ORIENTATION, AND SELF-SET GOAL LEVEL

Two hundred and seventy-one Chinese college students participated in this longitudinal survey study. We found that trait-like general self-efficacy moderated, while state-like task self-efficacy mediated the relationship between trait-goal orientation and self-set goals at various time points.

Jinyan Fan, The Ohio State University

Hui Meng, East China Normal University

Robert S. Billings, The Ohio State University

Robert C. Litchfield, Washington & Jefferson College

Submitted by Jinyan Fan, fan.61@osu.edu

139-4 GOAL ORIENTATION, TASK INTEREST, AND TASK DIFFICULTY: AN HLM ANALYSIS

We measured self-set goals, task interest, and task difficulty for each class taken by 181 students. Using HLM, we found that performance-approach goal orientation enhanced the positive effect of task interest on normative goals, whereas performance-avoidance goal orientation enhanced the negative effect of task difficulty on nonnormative goals.

Michael Horvath, Clemson University

Hailey L. Ahlfinger, Clemson University

Robert L. McKie, Clemson University

Submitted by Michael Horvath, mhorvat@clemson.edu

SATURDAY AM

140. POSTER SESSION: SATURDAY, 10:30–11:20**RIVER EXB HALL A (LEVEL 1)****PERFORMANCE APPRAISAL, 360 DEGREE, WITHDRAWAL****140-1 ELECTRONIC PERFORMANCE MONITORING: THE EFFECT OF AGE AND TASK DIFFICULTY**

Older and younger participants performed a simple or difficult computer data-entry task under two conditions: monitored or not monitored. Results indicated that EPM decreased performance and induced higher stress levels compared to nonmonitored conditions. In addition, older adults showed a trend of being more impacted by EPM compared to younger adults.

Anthony Traxler, Southern Illinois University–Edwardsville
 Jason R. Mallo, Southern Illinois University–Edwardsville
 Cynthia R. Nordstrom, Southern Illinois University–Edwardsville
 Lynn K. Bartels, Southern Illinois University–Edwardsville
 Submitted by Cynthia R. Nordstrom, cnordst@siue.edu

140-2 THE EFFECTS OF SUPERVISORY POSITIONS ON ABSENCE FREQUENCY AMONG TEACHERS

Does holding or being promoted to a supervisory position affect absenteeism? We analyzed government records of 52,056 Israeli schoolteachers in 2000 and 2001. Controlling for school year 2000 absenteeism, objective workload, and demographic variables, holding a supervisory position or having been promoted to one reduced school year 2001 absence spells.

Zehava Rosenblatt, University of Haifa
 Arie Shirom, University of Tel Aviv
 Submitted by Zehava Rosenblatt, zehavar@construct.haifa.ac.il

140-3 REDUCING ATTRITION BY DECISION-MAKING TRAINING: SOCIAL EXCHANGE OR SELF-DETERMINATION?

This field experiment replicated the finding that decision-making training for job choice administered during entry reduced attrition among new entrants in the Air Force. The results favored the self-determination explanation for the DMT effect over the social exchange explanation. The benefits of decision-making training during socialization are discussed.

Asya Pazy, Tel Aviv University
 Submitted by Asya Pazy, asyap@post.tau.ac.il

140-4 WHAT DOES IT ALL MEAN? DIFFERENCES IN MULTISOURCE RATINGS

The purpose of this study was to test if ratings made by different rater groups (i.e., supervisors, peers, and subordinates) were related to different criteria. Results suggested that rater groups offer unique and meaningful evaluations of the target's behavior because each group attended to different, but overlapping sets of behaviors.

Katie Helland, University of Tennessee
 Brian J. Hoffman, University of Tennessee
 Elizabeth M. Smith, University of Tennessee
 Submitted by Katie Helland, khelland@utk.edu

140-5 EFFECTS OF NIGHT AND MIXED SHIFT WORK ON TURNOVER

We examined turnover differences among employees working traditional and nontraditional work schedules (e.g., night work, mixed shift work). Turnover was higher among evening and night-shift workers. Perceived job opportunities (but not supervisor support) moderated the relationship between shift worked (day vs. evening/night) and turnover.

Kristin Charles, Portland State University
Robert R. Sinclair, Portland State University
James E. Martin, Wayne State University
Submitted by Kristin Charles, kristinc@pdx.edu

140-6 EFFECTS OF VARIABILITY AND FEEDBACK ON TEAM ADAPTABILITY TRAINING

We investigated the effects of variability and feedback on collective efficacy, SMMs, action processes, and performance in a team-adaptability training exercise. Variability contributed strongly to adaptive performance only when paired with constructive feedback, but had negative effects on some outcomes. A process model is proposed to guide future research.

Cary F. Kemp, George Mason University
Gabrielle M. Wood, George Mason University
Meredith Cracraft, George Mason University
Zachary Horn, George Mason University
Stephen J. Zaccaro, George Mason University
Submitted by Cary F. Kemp, ckemp1@gmu.edu

140-7 THE INFLUENCE OF VALUES ON FEEDBACK-SEEKING BEHAVIORS

This study aims to test the influence of cultural values on feedback-seeking behaviors. A set of hypotheses are outlined and tested empirically using samples from China, Canada, Mexico, the Netherlands, Spain, and the U.S. Results indicate that significant aspects of feedback seeking were predicted by values.

Stephane Brutus, Concordia University
Elizabeth Fraser Cabrera, Universidad Carlos III
Submitted by Stephane Brutus, brutus@jmsb.concordia.ca

140-8 INFLUENCE OF PERCEPTIONS OF FAIRNESS ON PERFORMANCE APPRAISAL EFFECTIVENESS

This study examined the influence of fairness perceptions on performance appraisal effectiveness using data from 89 subordinates from a retail chain. Results indicated that fairness perceptions (distributive, procedural, interpersonal, informational justices) significantly, but differentially, influenced behavioral intentions and behavior change and accounted for significant variance in predicting behavioral intentions.

Cara Lundquist, University of Southern Mississippi
Jeffrey D. Kudisch, University of Maryland
Vincent J. Fortunato, University of Southern Mississippi
Submitted by Cara Lundquist, CaraLundquist@aol.com

140-9 THE EFFECT OF TRAINING IN SELF-PERSUASION ON INCREMENTAL IMPLICIT BELIEFS

Incremental implicit theories about the malleability of personal attributes (e.g., ability and personality) positively affect both self-regulation and judgments about others. A 6-week longitudinal experiment found that, using principles of self-persuasion, entity theorists acquired and sustained incremental implicit beliefs.

Peter A. Heslin, Southern Methodist University
Gary P. Latham, University of Toronto
Submitted by Peter A. Heslin, pheslin@mail.cox.smu.edu

140-10 AN EVENT HISTORY ANALYSIS OF FIRST-TERM SOLDIER ATTRITION

This research was designed to assess the influence of attitude ambivalence on the prediction of U.S. Army soldier attrition from self-reported confidence that one would complete one's term of service. Evaluation of temporal changes in the strength of prediction showed that prediction was significant through the 3-year period of observation.

Jennifer K. Lee, George Mason University
 Trueman R. Tremble, U.S. Army Research Institute
 Submitted by Jennifer K. Lee, jles@gmu.edu

140-11 LONGITUDINAL EFFECTS OF FEEDBACK ON SELF-EFFICACY AND PERFORMANCE

A longitudinal study examined the effect of feedback sign on performance. Participants' perception of test result feedback was measured at Time 1 and their performance about 4 weeks later. Feedback sign showed a positive effect to test performance, and this effect was fully mediated by self-efficacy.

Veronica Marie Dendinger, University of Wisconsin-Oshkosh
 Simon Moon, University of Wisconsin-Oshkosh
 Gary A. Adams, University of Wisconsin-Oshkosh
 Submitted by Simon Moon, moonm@uwosh.edu

140-12 WHAT DO YOU WANT TO KNOW? FEEDBACK SEEKING ABOUT SELF-RELATED ATTRIBUTES

A lab experiment was set up in which 129 students could decide on which self-related attributes they sought feedback. People especially sought feedback about their best and most important skills. Interestingly, people were equally interested in feedback about certain and uncertain skills.

Frederik Anseel, Ghent University
 Filip Lievens, Ghent University
 Submitted by Filip Lievens, filip.lievens@ugent.be

140-13 ASSESSING PERFORMANCE: INVESTIGATION OF THE INFLUENCE OF ITEM CONTEXT USING IRT

IRT methods for DIF detection were applied to the investigation of rating bias on task and contextual performance. Responding to contextual items first decreased the relatedness of task items to its underlying construct. Traditional methods lack the sensitivity to detect the item-level bias that we identified using IRT methods.

Daniel C. Kuang, American Institutes for Research
 Lynne Steinberg, Portland State University
 Submitted by Daniel C. Kuang, danielk@pdx.edu

140-14 FEEDBACK-SENDING BEHAVIOR: THE ROLE OF IMPLICIT THEORIES OF HUMAN ABILITIES

This study investigates the dynamics of informal feedback sending in organizations. Using 160 supervisors-employees dyads, the role of the implicit theories of supervisors were found to be related to feedback giving. However, this effect was opposite to what was hypothesized. These results are discussed.

Caroline E. Marchionni, Town of Mount Royal
 Stephane Brutus, Concordia University
 Submitted by Stephane Brutus, brutus@jmsb.concordia.ca

140-15 PERFORMANCE EVALUATION: ASSIMILATION EFFECTS, SOURCE CREDIBILITY, AND FIELD DEPENDENCE/INDEPENDENCE

Field dependent (FD) and independent (FI) participants received previous performance information indirectly from sources differing in credibility before observing a lecturer's performance, or did not receive indirect performance information. When source credibility was low, no assimilation effects occurred; when source credibility was high, FIs exhibited weaker assimilation effects than FDs.

Sebastiano A. Fisicaro, Wayne State University
Karen Jagatic, GuideStar Research
Swati Buddhavarapu, Wayne State University
Scott M. Reithel, Wayne State University
Submitted by Swati Buddhavarapu, ag4546@wayne.edu

140-16 AN EMPIRICAL EXAMINATION OF ACCOUNTABILITY FOR PERFORMANCE DEVELOPMENT

The current study provides an empirical examination of London, Smither, and Adsit's (1997) model of accountability. A lack of research on accountability suggests the developmental nature of feedback systems lowers individual accountability. The path model analyzed examines variables associated with the actor, forces, and mechanisms and their effects on accountability.

Kelly Rutkowski, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology/Burke Inc.
Submitted by Lisa A. Steelman, lsteelma@fit.edu

140-17 PERSON-GROUP FIT AS A CORRELATE OF AGGREGATE OCB AND TURNOVER

This study examined if an aggregate measure of person-group fit predicted unit-level organizational citizenship behavior and group turnover rates. Furthermore, it examined if unit OCB predicted turnover rates. Data from 197 grocery departments supported these hypotheses; however, the relationship between OCB and turnover was moderated by task interdependence.

Amy Nicole Salvaggio, University of Tulsa
Submitted by Amy Nicole Salvaggio, amy-salvaggio@utulsa.edu

140-18 A META-ANALYTIC INVESTIGATION OF MODERATORS OF PERFORMANCE APPRAISAL RELIABILITY

This meta-analysis of performance appraisal literature finds three moderators of performance appraisal reliability: job complexity (unskilled/semiskilled, skilled, professional, managerial), appraisal method (ratings, rankings, BARS), and measure of reliability (alpha or test-retest). Job complexity accounted for the most variance. More complex jobs were generally had less reliable performance appraisals.

Carl L. Thornton, Wright State University
Corey E. Miller, Wright State University
Submitted by Corey E. Miller, corey.miller@wright.edu

140-19 NUMBER OF PERFORMANCE APPRAISAL DIMENSIONS AND RELIABILITY OF GLOBAL RATINGS

The current study analyzed previous research concerning performance appraisals and found a relationship between the number of dimensions and global reliability. These findings suggest that increasing the number of dimensions rated leads to an improvement of global rating reliability. Cognitive processes that might cause this effect are discussed.

Corey E. Miller, Wright State University
 Carl L. Thornton, Wright State University
 Megan Leasher, Wright State University
 Esteban Tristan, Wright State University

Submitted by Corey E. Miller, corey.miller@wright.edu

**140-20 CRONBACH'S ACCURACY COMPONENTS AND CONCERNS ABOUT THE
 PERFORMANCE APPRAISAL LITERATURE**

Cronbach's accuracy components are the most frequently used measures of rating accuracy. However, conceptual concerns about their validity have been raised. Twenty-three studies were meta-analyzed to provide empirical evidence of these concerns. Results indicate that conclusions based on Cronbach's components of accuracy are likely biased, especially for differential accuracy.

Neil M. A. Hauenstein, Virginia Tech
 Eugene J. Kutcher, Virginia Tech

Submitted by Eugene J. Kutcher, ekutcher@vt.edu

140-21 SOURCES OF SILENCE: WHY SUBORDINATES DON'T VOICE CONCERNS TO MANAGEMENT

Although three whistleblowers from Worldcom, the FBI, and Enron were named *Time's* 2002 "Persons of the Year," recent events (e.g., 9/11, Columbia explosion) suggest that many employees still fail to speak up. This paper reviews several reasons why subordinates hold back (e.g., fear of reprisal, workload, groupthink, and bureaucratic barriers).

Renee Eileen DeRouin, University of Central Florida
 Dana E. Sims, University of Central Florida
 Kaoruko M. Nakano, University of Central Florida
 Eduardo Salas, University of Central Florida

Submitted by Renee Eileen DeRouin, renee@derouin.com

140-22 GROUP PERFORMANCE RATINGS: INVESTIGATING BEHAVIORAL AND RATING ACCURACY

This study explores the role of group discussion and consensus in determining the behavioral and rating accuracy of performance ratings. Results suggest that the anticipation of discussion increases behavioral but not rating accuracy and that discussion improves behavioral and rating accuracy only if groups are required to reach consensus.

Sylvia G. Roch, University at Albany, SUNY

Submitted by Sylvia G. Roch, roch@albany.edu

140-23 AFFECTIVE REACTIONS TO PERFORMANCE FEEDBACK: THE ROLE OF SELF-ESTEEM

This study shows that performance feedback influenced both positive and negative affect within individuals and that feedback indicating goal nonattainment (i.e., negative feedback) influenced negative affect more strongly than it influenced positive affect. Weak support is found for the moderating role of self-esteem in the relationship between feedback and affect.

Remus Ilies, Michigan State University
 Irene E. de Pater, University of Amsterdam
 Timothy A. Judge, University of Florida

Submitted by Irene E. de Pater, i.e.depater@uva.nl

140-24 INVESTIGATION OF 360° CEILING EFFECTS: AN EXPLORATORY RASCH APPROACH

A 360-degree assessment was investigated for the presence of a ceiling effect. Through application of RASCH item and person calibration, it was determined that item-difficulty distributions did not parallel manager-ability distributions across five rating categories. This effect is thought to be even more pronounced in other rating instruments.

John Kulas, Saint Cloud State University
 Kelly Hannum, Center for Creative Leadership
 Submitted by John Kulas, jtkulas@stcloudstate.edu

140-25 RELATIONSHIP BETWEEN RATER NEGATIVE AFFECT AND PERFORMANCE RATING ACCURACY

The purpose of this research was to extend previous work on the relationship between affect and performance evaluation ratings. Although none of the correlations between negative affect (NA) and performance rating accuracy measures were significant, results showed that self-monitoring and positive affect moderate the relationship between trait NA and accuracy.

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

140-26 FACTORS AFFECTING ASSESSMENT CENTER FEEDBACK ACCEPTANCE: AN EXPANDED VIEW

This study examined a variety of dimensions that have been suggested as being important to the acceptance of assessment center feedback. Results indicated that the dimension Insight Added by Feedback Giver had the strongest relationship to feedback acceptance with the dimension Perceived Favorability of Feedback being the weakest.

Mark Rose, Wilson Learning Corporation
 Carl E. Eidson, Wilson Learning Corporation
 Jay H. Steffensmeier, Clemson University
 Jeffrey D. Kudisch, University of Maryland
 Submitted by Carl E. Eidson, carl_eidson@WLCmail.com

SATURDAY AM

141. COMMUNITY OF INTERESTS: SATURDAY, 10:30–11:20 RIVER EXB HALL A (LEVEL 1)**COMMUNITY OF INTERESTS: INDIVIDUAL ASSESSMENT**

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

142. SYMPOSIUM: SATURDAY, 11:30–12:50 MISSOURI (LEVEL 2)**DIVERSITY BELIEFS AND ATTITUDES AND THE EFFECTS OF GROUP DIVERSITY**

Beliefs about the extent to which there is value in diversity and attitudes towards diversity may influence the effects of work group diversity. The four presentations in this symposium explore the impact of diversity beliefs and attitudes and the value of these concepts for diversity theory and organizational practice.

Daan Van Knippenberg, Erasmus University–Rotterdam, *Chair*
 Daan Van Knippenberg, Erasmus University–Rotterdam, *Work Group Diversity, Group Identification, and Group Functioning: The Moderating Role of Value-in-Diversity Beliefs*
 Astrid C. Homan, University of Amsterdam, Daan Van Knippenberg, Erasmus University–Rotterdam, Gerben A. van Kleef, University of Amsterdam, Carsten K. W. De Dreu, University of Amsterdam, *Managing Group Diversity Beliefs to Increase Performance in Diverse Teams*

Paul B. Paulus, University of Texas at Arlington, Toshi Nakui, University of Texas at Arlington, Nivi Parthasarathy, University of Texas at Arlington, Joshua Baruah, University of Texas at Arlington, *Preference for Diverse Workgroups and its Relationship to Perceptions and Performance in Diverse Groups*
 Anne Sheehan, University of Queensland, Robin Martin, University of Wales–Cardiff, *On Being Different: Understanding Diversity Influences*

Submitted by Daan Van Knippenberg, dvanknippenberg@fbk.eur.nl

143. MASTER TUTORIAL: SATURDAY, 11:30–12:50

HURON (LEVEL 2)

THREE DIMENSIONS FOR ASSESSING SUPREME COURT AFFIRMATIVE ACTION RULINGS

Major Supreme Court affirmative action (AA) rulings from Bakke (1978) through Gratz and Grutter (2003) are analyzed using three dimensions: (a) sources of AA, (b) Title VII versus constitutional claims, and (c) remedial needs (discrimination) versus operational needs (diversity). Critical implications for recruitment and selection are discussed.

Arthur Gutman, Florida Institute of Technology, *Presenter*

Submitted by Arthur Gutman, artgut@aol.com

144. INTERACTIVE POSTERS: SATURDAY, 11:30–12:20

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: PERFORMANCE APPRAISAL, 360 DEGREE, WITHDRAWAL

144-1 THE INFLUENCE OF GROUPS IN THE MULTIRATER FEEDBACK PROCESS

This paper focuses on the relationship between the multirater feedback process and the rater as moderated by rater group size. Results indicate that concern for anonymity and rater perceptions of accuracy are influenced by the size of the rater group.

Gary A. Kustis, O'Brien, Passen & Associates, Inc.

Robert H. Faley, Kent State University

Cathy L. Z. DuBois, Kent State University

Debra S. Gatton, Tiffin University

Submitted by Gary A. Kustis, garyk@obpa.com

144-2 FACTORS AFFECTING THE EMPHASIS PLACED ON MULTISOURCE FEEDBACK RATINGS

Policy-capturing methodology was used to examine the weight feedback recipients placed on multisource feedback and to compare these results to self-reported emphasis placed on each source. In addition, the role of observational opportunity and liking of the sources were examined in relation to the weight placed on feedback source.

Lori Anderson, Colorado State University

George C. Thornton, Colorado State University

Submitted by Lori Anderson, lori@lamar.colostate.edu

144-3 INDIVIDUAL DIFFERENCES AND PEER FEEDBACK: PERSONALITY'S IMPACT ON BEHAVIOR CHANGE

Although multisource feedback is frequently used for individual coaching and development, little has been reported on the role individual differences play in reactions to multisource feedback information. This study found that the traits openness to experience and possibly conscientiousness moderated behavior change in response to peer feedback.

Peter G. Dominick, Stevens Institute of Technology
 Richard R. Reilly, Stevens Institute of Technology
 John Byrne, Pace University
 Submitted by Peter G. Dominick, aaitalk@aol.com

144-4**MULTISOURCE FEEDBACK:****A CONFIRMATORY FACTOR ANALYSIS APPROACH TO MEASUREMENT EQUIVALENCE**

This paper demonstrates the utility of parameter-nested sequential analysis (Vandenburg and Lance, 2000) to evaluate and pinpoint conceptual and psychometric measurement inequivalence in a multisource feedback (MSF) instrument. The sequential approach demonstrated significant measurement inequivalence across rating sources. The implications of this measurement inequivalence across rating sources are discussed.

Amanda Baugous, University of Tennessee
 Submitted by Amanda Baugous, amichael@utk.edu

145. POSTER SESSION: SATURDAY, 11:30–12:20**RIVER EXB HALL A (LEVEL 1)****GROUPS, TEAMS****145-1****DEVELOPMENT AND INITIAL VALIDATION OF A TEAM TASK-ANALYSIS QUESTIONNAIRE**

A task-analysis questionnaire using team relatedness and workflow items was designed to assess the extent to which a group of tasks or a job is team based. The questionnaire demonstrated acceptable psychometric properties and differentiated between predetermined individual- and team-based tasks. Job-level ratings of workflow were related to performance.

Winfred Arthur, Texas A&M University
 Bryan D. Edwards, Tulane University
 Suzanne T. Bell, Texas A&M University
 Anton J. Villado, California State University–San Bernardino
 Winston Bennett, Air Force Research Laboratory
 Submitted by Suzanne T. Bell, sbell@tamu.edu

145-2**MEETING DEADLINES IN WORK GROUPS: IMPLICIT AND EXPLICIT MECHANISMS**

We examined whether groups were better able to meet deadlines when members shared time perceptions (STP). Congruence in pacing preferences and the exchange of temporal reminders both promoted STP, although at different stages of collaboration. The effect of STP on meeting deadlines was moderated by the content of pacing preferences.

Josette M. P. Gevers, Eindhoven University of Technology
 Christel Rutte, Eindhoven University of Technology
 Wendelien van Eerde, Eindhoven University of Technology/Tech Management
 Submitted by Josette M. P. Gevers, j.m.p.gevers@tm.tue.nl

145-3**THE EFFECTS OF GOAL ORIENTATION AND EXPECTED EVALUATION ON CREATIVITY**

We examined the effects of expected evaluations and goal orientation on creativity. Informational evaluations enhanced ideation for individuals with a mastery goal orientation, and controlling evaluations enhanced creativity processes for individuals with a performance-prove (PP) orientation. Intrinsic motivation mediated the effect of the PP × expected evaluation interaction.

Adam B. Butler, University of Northern Iowa
 Roni Reiter-Palmon, University of Nebraska–Omaha
 Submitted by Adam B. Butler, adam.butler@uni.edu

SATURDAY AM

**145-4 ORGANIZATIONAL VALUES AND PROCEDURES FOR GOAL INTERDEPENDENCE
AND INTERDEPARTMENTAL EFFECTIVENESS**

CEOs in China completed measures of their organization's values and interdependent structures and their vice-presidents completed measures of the department's cooperative, competitive, and independent goals and effectiveness. Structural equation analysis suggested that values and interdependent structures promote cooperative but not competitive or independent goals that result in interdepartmental effectiveness.

Dean W. Tjosvold, Lingnan University-Hong Kong
 Quoquan Chen, Tsinghua University
 Submitted by Dean W. Tjosvold, tjostvold@ln.edu.hk

145-5 BREAKING ROUTINES: A STUDY ON TIME PRESSURE

This study examined several factors that influence breaking of routines at work, a necessary condition for creativity and learning. The behavior of 70 students on a complex task was examined. Results indicated that time pressure and high self-efficacy hindered routine-breaking while motivation facilitated it.

Sandra Ohly, Technical University of Braunschweig
 Sabine Sonnentag, Technical University of Braunschweig
 Submitted by Sandra Ohly, s.ohly@tu-bs.de

145-6 THE EFFECTS OF REACTIONS TO FEEDBACK ON TEAM PERFORMANCE

Few studies examine team feedback reactions and their relationship to performance. Using numerous teams from multiple organizations, we examined two reactions to team feedback, blaming and strategizing, and their relationship with team performance. We found performance improvements were positively related to strategy formation and negatively related to blaming and excuse making.

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

**145-7 AN ALTERNATIVE FRAMEWORK FOR UNDERSTANDING WHEN
MEMBERSHIP CHANGES IMPEDE TEAMWORK**

Research is inconclusive as to whether membership change stimulates or impedes teamwork. We propose that it is not so much whether membership changes but rather whether contextual factors support adaptation. We hypothesize that tenure and supervisory encouragement moderate the relationship between membership change and teamwork. Forty-one teams were surveyed.

Giles Hirst, Aston University
 Submitted by Giles Hirst, g.hirst@aston.ac.uk

145-8 ON THE HUNT FOR TEAMWORK: THE ROLE OF PLANNING PROCESSES

We examined the impact of preplanning and three dimensions of planning process on team coordination and performance using 38 teams competing in an experimental scavenger hunt. Preplanning improved deliberate planning process and performance. Deliberate and contingency planning predicted coordination. Reactive planning explained incremental variance in coordination and performance.

Leslie A. DeChurch, Florida International University
 Craig Haas, Florida International University
 Alexander Alonso, Florida International University
 Paul J. Gregory, Florida International University
 Laura C. Batista, Florida International University

Jessica Gonzalez, Florida International University
Angela Leano, Florida International University
Alex Matos, Florida International University
Submitted by Leslie A. DeChurch, dechurch@fiu.edu

145-9 SHARED VALUES AS A MODERATOR OF THE TURNOVER-PERFORMANCE RELATIONSHIP

Relationships between work group and management turnover, shared values, and performance improvement following an intervention were examined using data from 50 work units in multiple organizations. Direct management turnover negatively related to performance improvement. Shared values and work group and overall management turnover showed significant interactions in predicting performance improvement.

Kristen M. Watrous, Texas A&M University
Ann H. Huffman, Texas A&M University
Robert D. Pritchard, University of Central Florida
Submitted by Kristen M. Watrous, kristen-watrous@tamu.edu

145-10 CRAFTING A MODEL OF ERROR IDENTIFICATION IN TRANSACTIVE MEMORY SYSTEMS

Prior transactive memory research has paid little attention to why members fail to identify errors in groups. This article provides a model outlining the motivational process preceding individual error-detection behavior. It also identifies factors affecting the motivational process and actual behavior with the aim of encouraging future empirical research.

Zhike Lei, University of North Carolina-Chapel Hill
David A. Hofmann, University of North Carolina-Chapel Hill
Submitted by Zhike Lei, Leiz@kenan-flagler.unc.edu

145-11 WILL THEY SHARE? TEAM PROBLEM SOLVING IN COMPUTER-MEDIATED ENVIRONMENTS

The current investigation extended co-located Information Sampling theory research by Stasser and Titus (1987) to the computer-mediated cooperative team domain. Data from 37 three-person teams indicate that, despite its criticality, information not shared equally by all team members is frequently discounted and often ignored during team discussions.

Lori A. Ferzandi, Pennsylvania State University
Amie L. Skattebo, Pennsylvania State University
Ivanna S. Terrell, Pennsylvania State University
Priya Bains, Pennsylvania State University
Submitted by Lori A. Ferzandi, laf192@psu.edu

145-12 YOU CAN'T ALWAYS GET WHAT YOU WANT

The performance of developmental tasks positively influences one's career opportunities. This study shows that after the allocation of tasks between men and women who initially chose to perform the same type of tasks, women end up with less developmental tasks than their male counterparts.

Irene E. de Pater, University of Amsterdam
Annelies E. M. Van Vianen, University of Amsterdam
Ron Humphrey, Virginia Commonwealth University
Randall G. Sleeth, Virginia Commonwealth University
Nathan S. Hartman, Virginia Commonwealth University
Agneta H. Fischer, University of Amsterdam
Submitted by Irene E. de Pater, i.e.depater@uva.nl

145-13 UNDERSTANDING TEAM ADAPTABILITY: A CONCEPTUAL FRAMEWORK

Due to the complex environments in which many work teams operate, a team's capacity to effectively respond to unanticipated circumstances is essential. The purpose of this paper is to provide a conceptual framework for team adaptability and highlight some of its key contributing variables.

Dana L. Kendall, University of Central Florida
 Eduardo Salas, University of Central Florida
 C. Shawn Burke, University of Central Florida
 Kevin C. Stagl, Institute for Simulation & Training
 Submitted by Dana L. Kendall, dkendall@ist.ucf.edu

**145-14 MANAGING DISTANCE BY INTERDEPENDENCE:
SUCCESSFUL MANAGEMENT PRACTICES IN VIRTUAL TEAMS**

A field study of 31 virtual teams in two business organizations examined management practices related to goal, task, and outcome interdependence. Consistent with expectations, quality of goal setting, task interdependence, and team-based rewards were positively related to team effectiveness. Moreover, these effects were partially mediated by motivational processes.

Guido Hertel, University of Kiel
 Udo Konradt, University of Kiel
 Borris Orlikowski, AMESUR GmbH
 Submitted by Guido Hertel, hertel@psychologie.uni-kiel.de

**145-15 CYCLICAL GROUP DEVELOPMENT AND TEAM LEADERSHIP EMERGENCE:
AN INTEGRATED MODEL**

Cyclical models of group development may be integrated with an interactive model of leadership emergence in autonomous teams. This paper examines the interaction of leader traits and situational factors during the cycling of an autonomous team within and between the storming, norming, and performing phases of group development.

Joy Karriker, Virginia Commonwealth University
 Submitted by Joy Karriker, karrikerje@vcu.edu

145-16 WHAT IF BEING ONESELF ISN'T VERY FUNNY?

This study examined the impact of encouraging humor on satisfaction, stress, and performance. Perception that one was not allowed to "be oneself" was correlated with decreased satisfaction and stress. Sense of humor served as a buffer against stress. Many subjects failed to spontaneously create humor, because being humorous is difficult.

Stuart D. Sidle, University of New Haven
 Douglas F. Cellar, DePaul University
 Submitted by Stuart D. Sidle, ssidle@newhaven.edu

145-17 WHEN TEAMS ARE MORE EFFECTIVE THAN WORKGROUPS

This longitudinal quasi-experimental study showed that implementing teams had positive effects on five of six process criteria of effectiveness. The effectiveness of teams, however, depends upon organizational context. In conditions where the organizational reward, educational, and information systems were good, teams produced negligible effects on effectiveness criteria.

Michael Johnson, Michigan State University
 Frederick P. Morgeson, Michigan State University
 Gina J. Medsker, HumRRO

Michael A. Campion, Purdue University
Troy V. Mumford, Utah State University
Submitted by Michael Johnson, john1781@msu.edu

145-18 DECISION CHANGE AND THE DEVIL'S ADVOCATE IN GROUP DECISION MAKING

We incorporated decision change in a model of devil's advocacy and demonstrated how the effect of decision change stemming from a devil's advocate critique was moderated by the initial plans considered by groups. Specifically, decision change was positively related to decision quality only when the groups' initial plans were faulty.

Tansy Diaz, University of Oklahoma
Eric Day, University of Oklahoma
Jazmine Espejo, University of Oklahoma
Submitted by Eric Day, eday@ou.edu

145-19 ANTECEDENTS AND CONSEQUENCES OF TEAM-MEMBER EXCHANGE

The present study examined the antecedents and consequences of team member exchange. The feedback environment (predicted antecedent) was positively correlated with TMX. Team OCB and team job performance were predicted consequences of TMX. TMX had a significant positive correlation with team OCB but no significant correlation with team job performance.

Albert Murillo, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology/Burke Inc.
Submitted by Albert Murillo, albertgmurillo@hotmail.com

145-20 EFFECTS OF MOOD SIMILARITY ON BELIEF SIMILARITY IN TEAMS

This research examined the relationship between mood similarity and belief similarity in teams. Data from 37 groups indicated that mood similarity was positively related to belief similarity. Group mood awareness moderated this relationship such that the positive relationship became stronger when group members were aware of each other's mood states.

Ece Tuncel, University of Illinois at Urbana-Champaign
Lorna M. Doucet, University of Illinois at Urbana-Champaign
Submitted by Ece Tuncel, etuncel@uiuc.edu

**145-21 TEAM ATTITUDES AND SOCIAL LOAFING:
MODERATING EFFECTS OF COMPETITIVENESS DIMENSIONS**

Relationships among team attitudes, competitiveness, and social loafing were examined in a longitudinal study. The results show that team attitudes (group-work preference and team-reward attitude) relate negatively to loafing when motivation for new learning is low, while winning orientation exacerbates the relationship between team-reward attitude and loafing.

Eric M. Stark, James Madison University
Jason D. Shaw, University of Kentucky
Michelle K. Duffy, University of Kentucky
Submitted by Nina Gupta, ngupta@walton.uark.edu

145-22 MOOD AND POOLING OF UNSHARED INFORMATION IN GROUP DECISION MAKING

The effects of induced mood on pooling of unshared information in a group decision-making task were examined. Group members were given shared and unshared information prior to group discussion. Group members in positive moods pooled, discussed, and repeated unshared information to a greater extent than group members in negative moods.

Won-Hyun So, University at Albany, SUNY

Kevin J. Williams, University at Albany, SUNY

Submitted by Won-Hyun So, ws7253@albany.edu

145-23 DISPOSITIONAL TRUST AND TEAM-MEMBER EXCHANGE IN THE VIRTUAL ENVIRONMENT

Trust is a concern of both academicians and practitioners interested in virtual teams. Three hundred eighty-five students participated in a semester-long virtual simulation. Team-member exchange TMX was related to some measures of objective performance and attitudinal variables. Dispositional trust constructs were related to TMX measured later in the semester.

Rudolph J. Sanchez, California State University–Fresno

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

Paula L. Rechner, California State University–Fresno

James M. Schmidtke, California State University–Fresno

Submitted by Rudolph J. Sanchez, rjsanchez@csufresno.edu

145-24 THE NATURE OF TASKS: TAKING GROUP BRAINSTORMING TO NEW LEVELS

Typical group brainstorming research indicates that nominal groups consistently outperform face-to-face groups. However, the tasks traditionally used may be confounding the results. The current study tests this hypothesis. Results indicate that face-to-face brainstorming groups greatly outperform nominal groups when the task is ambiguous and complex, requiring inductive thinking.

Adam Pollard, Saint Louis University

Thomas J. Kramer, Saint Louis University

Submitted by Adam Pollard, adam_pollard@hotmail.com

145-25 PARADIGM SHIFTS AND AGE OF ADOPTERS

This research uses citation analysis to test the hypothesis that there is a significant difference in age among those who adopt a new paradigm and those who do not. The results support this hypothesis.

Rosemarie Reynolds, Embry-Riddle Aeronautical University

Submitted by Rosemarie Reynolds, orlandorose@earthlink.net

145-26 PREDICTING INNOVATION: SYNERGIES BETWEEN LEADERSHIP AND SELF-RELATED VARIABLES

This field study examined two leadership styles (transformational leadership and active-corrective transactional leadership) and two self-related factors (organization-based self-esteem and self-monitoring) as predictors of innovative behavior and task performance. Regressions based on data from 161 manager–subordinate dyads demonstrated the predictive power of all four variables and revealed several significant interactions.

Johannes D. Rank, University of South Florida

Nicole Nelson, University of Giessen–Germany

Xian Xu, University of South Florida

Submitted by Johannes D. Rank, jrank@mail.usf.edu

145-27 EFFECTS OF TEAM INPUTS AND PROCESSES ON EMBRYONIC VENTURE PERSEVERANCE

This study looked at new-venture teams, which are often neglected by the literature. The results showed that presence of a distinct leader and educational background diversity were positively related to team satisfaction and viability, respectively. Social integration and open communication were positively related to both team viability and member satisfaction.

Maw-Der Foo, National University of Singapore

Hock-Peng Sin, Pennsylvania State University

Lee-Pen Yiong, National University of Singapore

Submitted by Hock-Peng Sin, hpsin@psu.edu

145-28 DETERMINANTS OF ACCURATE PERCEPTION OF FACIAL EXPRESSIONS IN THE BOARDROOM

We investigated gender, age, and emotional intelligence as predictors of emotion recognition in the boardroom. One hundred fifty-nine participants viewed a video of a board meeting, rated facial expressions, and completed an ability measure of emotional intelligence. Females were more accurate than males, but this was mediated by emotional intelligence.

Jean Althoff, University of Queensland

Neal M. Ashkanasy, University of Queensland

Submitted by Neal M. Ashkanasy, n.ashkanasy@uq.edu.au

146. COMMUNITY OF INTERESTS: SATURDAY, 11:30–12:20 RIVER EXB HALL A (LEVEL 1)**COMMUNITY OF INTERESTS: ADAPTABILITY**

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

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

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

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

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

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

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

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

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

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

Leadership: Cognitive and Emotional Effects on Dynamic Ratings of Charisma

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

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

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

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

Christopher Wright, Corporate Survey.com, *Chair*

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

Barbara L. Shwom, Northwestern University, *Panelist*

Debra Foreman, Foreman and Associates, *Panelist*

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

Lee Johns, Strategic Communications, *Panelist*

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

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

Submitted by Christopher Wright, cwright@corporatesurvey.com

149. PRACTITIONER FORUM: SATURDAY, 12:00–1:20**ARKANSAS (LEVEL 2)**

**ORGANIZATION VALUES:
MAINTAINING CONTINUITY IN THE MIDST OF ORGANIZATION CHANGE**

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

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

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

SATURDAY PM

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

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

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

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

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

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

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

IMPLEMENTING INNOVATIONS IN COMPUTERIZED TESTING

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

Alan D. Mead, AICPA, *Chair*

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

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

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

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

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

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

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

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

EMPLOYEE SOCIALIZATION AND ONBOARDING: APPLIED RESEARCH AND PRACTICE

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

David Futrell, Eli Lilly & Company, *Chair*

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

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

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

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

Submitted by David Futrell, Dfutrell@Lilly.com

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

MAYFAIR (LEVEL 3)

ONE CE CREDIT AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

SUBCONSCIOUS PRIMING: A NEW APPROACH TO GOAL-SETTING RESEARCH

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

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

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

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

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

CHICAGO VII (LEVEL 4)

USING STRUCTURED EMPLOYMENT INTERVIEWS TO PREDICT MULTIPLE DIMENSIONS OF PERFORMANCE

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

Chad H. Van Iddekinge, HumRRO, *Chair*

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

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

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

Christopher E. Sager, HumRRO, Jennifer L. Burnfield, Bowling Green State University, Tonia S. Heffner, U.S.

Army Research Institute, Christina Sue-Chan, City University of Hong Kong, *IQ and Emotional Intelligence: Mediating the Validity of Situational Interviews*

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

Michael A. Campion, Purdue University, *Discussant*

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

Philip L. Roth, Clemson University, *Discussant*

Submitted by Richard Posthuma, rposthuma@utep.edu

SATURDAY PM

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

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

Jason Lebsack, The Nebraska Medical Center, *Chair*

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

Mamiko Fujita, REDAC, Inc., *Discussant*

Valerie Keller, Self Employed, *Discussant*

Submitted by Jason Lebsack, jlebsack@nebraskamed.org

156. SYMPOSIUM: SATURDAY, 12:30–1:50**SHERATON II (LEVEL 4)**

**DEVELOPMENTAL WORK EXPERIENCES AND STRETCH ASSIGNMENTS:
PATHWAYS FOR GROWING LEADERS**

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

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

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

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

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

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

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

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

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

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

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

Susan E. Jackson, Rutgers University, *Chair*

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

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

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

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

158. SYMPOSIUM: SATURDAY, 12:30–1:20

MISSISSIPPI (LEVEL 2)

ATTRACTING AND KEEPING THE BEST AND THE BRIGHTEST

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

Walter Reichman, Sirota Consulting, *Chair*

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

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

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

Douglas A. Klein, Sirota Consulting, *Discussant*

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

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

MICHIGAN A (LEVEL 2)

PRACTICAL IMPLICATIONS OF SELECTION RETESTERS ON TESTING DEVELOPMENT AND POLICY

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

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

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

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

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

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

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

SATURDAY PM

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

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

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

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

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

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

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

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

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

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

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

Petra S. Bayerl, Justus-Liebig University of Giessen

Brigitte Steinheider, University of Oklahoma–Tulsa

Submitted by Brigitte Steinheider, bsteinheider@ou.edu

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

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

Michael Glenn Anderson, University of Tulsa

Helen C. Harton, University of Northern Iowa

Submitted by Michael Glenn Anderson, andymga@hotmail.com

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

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

Beng-Chong Lim, Ministry of Defense Singapore

Katherine J. Klein, University of Maryland

Submitted by Beng-Chong Lim, lim_b_c@yahoo.com

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

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

Dana E. Sims, University of Central Florida

Eduardo Salas, University of Central Florida

C. Shawn Burke, University of Central Florida

Submitted by Dana E. Sims, Abbey386@aol.com

SATURDAY PM

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Jennifer Nieman, Hofstra University

William Metlay, Hofstra University

Ira T. Kaplan, Hofstra University

Submitted by William Metlay, psywzm@hofstra.edu

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

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

Lori Foster Thompson, East Carolina University

Eric A. Surface, SOFLO/Army Research Institute

Don L. Martin, North Carolina State University

Gary B. Barrett, U.S. Army Special Operations Command

Submitted by Lori Foster Thompson, FosterL@mail.ecu.edu

164-20 AN EMPIRICAL TEST OF AN INNOVATION IMPLEMENTATION MODEL

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

Pedro Ignacio Leiva, Texas A&M University

Satoris S. Youngcourt, Texas A&M University

Robert D. Pritchard, University of Central Florida

Submitted by Pedro Ignacio Leiva, pleiva@neo.tamu.edu

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

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

Dana M. Glenn, University of Houston

Alejandro J. Tyler, University of Houston

Lois E. Tetrick, George Mason University

Submitted by Dana M. Glenn, danaglenn29@hotmail.com

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

164-27

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

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

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

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

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

COMMUNITY OF INTERESTS: SITUATIONAL JUDGMENT METHODS

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

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

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

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

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

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

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

COMPLEX EMPLOYEE SURVEY CHALLENGES: SURVIVAL TALES AND STRATEGIES

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

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

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

SATURDAY PM

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

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

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

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

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

Milton Hakel, Bowling Green State University, *Chair*
 Michael Doherty, Bowling Green State University, *Panelist*
 Mary L. Tenopir, Independent Consultant, *Panelist*
 Michael D. Mumford, University of Oklahoma, *Panelist*
 Michael A. Campion, Purdue University, *Panelist*
 Submitted by Milton Hakel, mhakel@bgnet.bgsu.edu

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

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

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

SATURDAY PM

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

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

Nancy DeLay, Eli Lilly & Company, *Chair*

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

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

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

Submitted by Nancy DeLay, Delay_Nancy@lilly.com

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

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

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

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

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

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

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

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

Submitted by Kerry R. Moechnig, kmoechnig@gantz-wiley.com

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

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

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

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

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

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

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

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

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

OHIO (LEVEL 2)

BEYOND TRANSLATIONS AND TIME ZONES: BEST PRACTICES IN GLOBAL SURVEYING

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

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

175. SYMPOSIUM: SATURDAY, 1:30–2:50

MISSISSIPPI (LEVEL 2)

BEYOND FOLK PSYCHOLOGY: CONCEPTUAL AND THEORETICAL ADVANCES IN CONSCIENTIOUSNESS

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

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

176. SYMPOSIUM: SATURDAY, 1:30–2:50

ARKANSAS (LEVEL 2)

THE SUBSTANTIVE NATURE OF PERFORMANCE CHANGE: NEW CONCEPTUALIZATIONS AND FINDINGS

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

SATURDAY PM

Gilad Chen, Georgia Institute of Technology, *Chair*

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

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

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

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

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

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

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

COLORADO (LEVEL 2)

PERSPECTIVES ON PULSE SURVEYS

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

Kyle Lundby, Data Recognition Corp, *Chair*

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

Joe Colihan, IBM, *The IBM Global Pulse Survey: Making the Move Toward Frequent, Small-Sample Surveys*

Frederick M. Siem, Boeing Company, Jody Toquam-Hatten, Boeing Company, *Description and Evaluation of a Pulse Survey at the Boeing Company*

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

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

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

MICHIGAN B (LEVEL 2)

SUCCESSFUL TEACHING TOOLS TO MAKE I-O CLASSES SEXIER

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

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

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

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

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

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

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

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

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

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

179. SYMPOSIUM: SATURDAY, 1:30–2:50**SUPERIOR A (LEVEL 2)**

**BEYOND THE MESSAGE: COMMUNICATION MEDIA,
FAIRNESS PERCEPTIONS, AND EMPLOYEE REACTIONS**

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

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

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

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

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

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

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

Jerald Greenberg, The Ohio State University, *Discussant*

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

180. SYMPOSIUM: SATURDAY, 1:30–2:50**SUPERIOR B (LEVEL 2)**

AUTOMATED TEXT ANALYSIS IN I-O PSYCHOLOGY: RESEARCH TO PRACTICE

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

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

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

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

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

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

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

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

SATURDAY PM

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

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

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

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

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

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

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

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

Andrew Miner, Target Corporation, *Discussant*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RIVER EXB HALL A (LEVEL 1)

WORK AND FAMILY, CAREER MANAGEMENT, SOCIALIZATION

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

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

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

SATURDAY PM

184-2 DOING THINGS RIGHT OR DOING THE RIGHT THING

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

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

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

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

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

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

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

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

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

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

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

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

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

Tracy A. Lambert, University of Georgia

Melissa A. Payton, University of Georgia

Lillian T. Eby, University of Georgia

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

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

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

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

Wendy R. Boswell, Texas A&M University

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

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

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

Tracy D. Hecht, University of Manitoba

Natalie J. Allen, University of Western Ontario

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

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

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

Tracy D. Hecht, University of Manitoba

Natalie J. Allen, University of Western Ontario

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

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

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

Laura Wheeler Poms, George Mason University

Submitted by Laura Wheeler Poms, lpoms@gmu.edu

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

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

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

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

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

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

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

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

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

184-14 A RANDOMIZED EXPERIMENTAL STUDY ON FORMAL MENTORING EFFECTIVENESS

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

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

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

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

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

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

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

Christine Dickson, City of San Diego Wastewater Department

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

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

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

Mary Ann Hannigan, DTE Energy

Submitted by Mary Ann Hannigan, hanniganm@dteenergy.com

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

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

Mark Alan Smith, University of South Florida

Elizabeth M. Lentz, University of South Florida

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

184-19 THE FREQUENCY AND IMPACT OF DAILY CHILDCARE DISRUPTIONS

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

Jessica Bigazzi Foster, Purdue University

Submitted by Jessica Bigazzi Foster, jfoster@purdue.edu

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

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

Douglas J. Brown, University of Waterloo

Richard T. Cober, Booz Allen Hamilton

Jarrett H. Shalhoop, University of Akron

Paul E. Levy, University of Akron

Kevin Kane, University of Waterloo

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

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

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

Sarah H. Ipsa, OKI Systems Limited

Mark S. Nagy, Xavier University

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

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

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

Amy K. Antani, Illinois Institute of Technology

Roya Ayman, Illinois Institute of Technology

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

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

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

Tammy D. Allen, University of South Florida

Elizabeth M. Lentz, University of South Florida

Lillian T. Eby, University of Georgia

Rachel Day, University of South Florida

Raymond Charles Ottinot, University of South Florida

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

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

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

Ann H. Huffman, Texas A&M University

Satoris S. Youngcourt, Texas A&M University

Carl A. Castro, Walter Reed Army Institute of Research

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

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

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

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

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

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

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

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

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

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

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

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

Emily M. Lyle, Fiskars Brands
 Gary A. Adams, University of Wisconsin-Oshkosh
 Steve M. Jex, Bowling Green State University
 Simon Moon, University of Wisconsin-Oshkosh
 Submitted by Gary A. Adams, Adamsg@uwosh.edu

185. COMMUNITY OF INTERESTS: SATURDAY, 1:30-2:20

RIVER EXB HALL A (LEVEL 1)

COMMUNITY OF INTERESTS: EMERGING LEADERSHIP THEORIES

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

SATURDAY PM

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

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

Joseph L. Moses, Applied Research Corporation, *Chair*

George P. Hollenbeck, Hollenbeck Associates, *Presenter*

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

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

Jamie L. Borich, Hogan Assessment Systems, *Chair*

Stephen T. Murphy, Hogan Assessment Systems, *Co-Chair*

Rostaslav Benak, University of Prague, *Panelist*

Filip De Fruyt, Ghent University, *Panelist*

Charmine E. J. Hartel, Monash University, *Panelist*

Duncan Jackson, Massey University, *Panelist*

Hunter Mabon, Stockholm University, *Panelist*

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

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

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

M. Susan Taylor, University of Maryland, *Chair*

Jennifer A. Marrone, University of Maryland, *Co-Chair*

Jennifer A. Marrone, University of Maryland, M. Susan Taylor, University of Maryland, *Understanding Change During Newcomer Socialization: A Proposed Theoretical Model of Newcomer Proactive Behavior and Proximal Socialization Outcomes*

Tae-Yeol Kim, University of North Carolina, Daniel M. Cable, University of North Carolina, Sang-Pyo Kim, Jinju National University, *Socialization Tactics, Employee Proactivity, and Person–Organization Fit*

Alan M. Saks, University of Toronto, Simon Taggar, Wilfred Laurier University, Blake E. Ashforth, Arizona State University, *A Self-Regulatory Conceptualization of Newcomer Proactive Socialization*

Robert C. Liden, University of Illinois–Chicago, Talya N. Bauer, Portland State University, Berrin Erdogan, Portland State University, Sandy J. Wayne, University of Illinois–Chicago, *An Examination of the Role of Personality in Socialization*

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

Mike Crant, University of Notre Dame, *Discussant*

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

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

189. SYMPOSIUM: SATURDAY, 3:30–5:20

CHICAGO VII (LEVEL 4)

DISABILITIES IN ORGANIZATIONAL SETTINGS

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

James D. Westaby, Columbia University, *Chair*

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

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

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

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

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

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

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

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

CHICAGO X (LEVEL 4)

1.5 CE CREDITS AVAILABLE FOR ATTENDING!

REGISTER AT THE SESSION

FUNDAMENTALS OF EMPLOYMENT LAW: CONCEPTS AND APPLICATIONS

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

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

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

SATURDAY PM

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

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

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

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

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

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

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

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

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

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

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

Deanna Banks, HumanR, *Co-Chair*

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

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

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

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

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

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

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

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

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

Filip Lievens, Ghent University, Christopher S. Chasteen, University of Oklahoma, Eric Day, University of Oklahoma, Neil D. Christiansen, Central Michigan University, *A Large-Scale Investigation of the Role of Trait Activation Theory*

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

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

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

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

194. SYMPOSIUM: SATURDAY, 3:30–5:20

SHERATON V (LEVEL 4)

VICTIMS' RESPONSES TO INJUSTICE: NEW FRONTIERS IN WORKPLACE JUSTICE

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

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

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

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

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

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

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

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

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

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

195. SYMPOSIUM: SATURDAY, 3:30–5:20

OHIO (LEVEL 2)

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

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

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

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

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

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

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

SATURDAY PM

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

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

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

MISSISSIPPI (LEVEL 2)

THE APPLICATION OF SOCIOMAPPING TO EXECUTIVE TEAM DEVELOPMENT

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

Radvan Bahbouh, Qed & Quod Consulting, *Presenter*

Rodney Warrenfeltz, Hogan Assessment Systems, *Presenter*

Submitted by Rodney Warrenfeltz, rodney@hoganassessments.com

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

ARKANSAS (LEVEL 2)

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

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

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

Michael A. Campion, Purdue University, *Panelist*

Robert L. Dipboye, Rice University, *Panelist*

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

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

Ann Marie Ryan, Michigan State University, *Panelist*

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

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

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

COLORADO (LEVEL 2)

STRUCTURING INTERNSHIP EXPERIENCES TO ENSURE LEARNING AND PROFESSIONAL DEVELOPMENT

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

Kenneth Sumner, Montclair State University, *Chair*

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

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

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

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

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

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

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

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

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

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

Brian Welle, Catalyst, *Small Group Facilitator*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SATURDAY PM

Ramon J. Aldag, University of Wisconsin–Madison, *Groupthink as Received Doctrine*

Eugene F. Stone-Romero, University of Central Florida, *Threats to the Validity of Meta-Analyses-Based Inferences*

Richard D. Arvey, University of Minnesota, *Discussant*

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

202. SYMPOSIUM: SATURDAY, 3:30–5:20

MAYFAIR (LEVEL 3)

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

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

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

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

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

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

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

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

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

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

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

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: WORK AND FAMILY, CAREER MANAGEMENT, SOCIALIZATION

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

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

Karin Proost, University of Leuven

Hans De Witte, University of Leuven

Tharsi Taillieu, University of Leuven

Karel De Witte, University of Leuven

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

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

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

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

203-3 DISPOSITIONAL ANTECEDENTS OF WORK–HOME INTERFERENCE

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

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

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

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

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

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

RIVER EXB HALL A (LEVEL 1)

GLOBAL/DIVERSITY PERSPECTIVES

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

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

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

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

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

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

SATURDAY PM

204-3 PERCEIVED JOB SUITABILITY AS A FUNCTION OF ETHNICITY

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

Morela Hernandez, Duke University

Submitted by Morela Hernandez, mh31@duke.edu

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

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

Deirdre E. Lozzi, George Mason University

Laura Wheeler Poms, George Mason University

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

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

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

Martin Brockerhoff, Sirota Consulting

Jeanine Andreassi, Baruch College, CUNY/Sirota Consulting

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

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

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

Amaira-ni Moros, Hogan Assessment Systems

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

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

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

Mo Wang, Bowling Green State University

Craig D. Crossley, Bowling Green State University

Alan G. Walker, Bowling Green State University

Jessica Blackburn, Bowling Green State University

Submitted by Mo Wang, wangmo@bgsu.edu

204-8

**LOCUS OF CONTROL AND WELL-BEING:
A REEXAMINATION OF CROSS-CULTURAL GENERALIZABILITY**

Meta-analysis was used to quantitatively test whether the locus of control–well-being relationships generalize across cultures and to estimate the strength of these relationships. Individualism–collectivism was assessed as a moderator, considering both the mean level and variance within 23 cultures.

Emily E. Duehr, University of Minnesota
Deniz S. Ones, University of Minnesota
Submitted by Emily E. Duehr, dueh0005@umn.edu

204-9

**WORK–FAMILY CONFLICT FOR EXPATRIATES:
DOMAIN-SPECIFIC AND DOMAIN-SPANNING STRESSORS AND OUTCOMES**

We examine domain-specific and domain-spanning antecedents and outcomes of work–family conflict experienced by expatriates. Using multiple source data (expatriates and spouses), our results demonstrate that time-based work and family variables contribute most to work–family conflict. Major outcomes include variables indicative of lower performance effort on the job.

Margaret A. Shaffer, Hong Kong Baptist University
David A. Harrison, Pennsylvania State University
Janice R. Joplin, University of Texas at El Paso
Submitted by David A. Harrison, dharrison@psu.edu

204-10 HOW DO QUALIFICATIONS, JOB, RACE, AND MOOD IMPACT OBESITY DISCRIMINATION?

We investigated the impact of candidate weight on ratings following a taped interview. We manipulated qualifications, job, race, and weight, and considered rater race and mood effects on ratings. Weight, qualifications, job, and race had some impact on ratings of hireability, performance capacity, flexibility, and interpersonal skills, in varying combinations.

Lisa Finkelstein, Northern Illinois University
Rachel L. F. DeMuth, Northern Illinois University
Donna L. Sweeney, SC Johnson
Submitted by Lisa Finkelstein, lisaf@niu.edu

204-11 MULTIPLE-HURDLE AND COMPENSATORY-MODEL ADVERSE IMPACT: A CASE STUDY

The effect of compensatory and six noncompensatory (multiple-hurdle) selection procedures on adverse impact for a police sergeant's job ($N = 310$) was investigated. All procedures had adverse impact against African Americans and procedures with a technical knowledge test as the final hurdle resulted in adverse impact against females.

Martinique Alber, Auburn University
Adrian Thomas, Auburn University
Submitted by Adrian Thomas, thomaa6@auburn.edu

204-12 A MULTIMETHOD/MULTILEVEL STUDY OF DIVERSITY ATTITUDES IN THE WORKPLACE

This study used multiple measures of diversity and a cross-level model to investigate potential relationships between diversity and attitudes about the climate for diversity in the workplace. Mixed results were found suggesting that the relationship between current organizational diversity and employee attitudes may differ by race.

Bradley J. West, Michigan State University
Ann Marie Ryan, Michigan State University
Submitted by Bradley J. West, westbrad@pilot.msu.edu

SATURDAY PM

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

204-18

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

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

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

204-19

FACTORS INFLUENCING EMPLOYEES’ DESIRE TO ACCEPT AN INTERNATIONAL ASSIGNMENT

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

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

204-20

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

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

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

204-21

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

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

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

204-22

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

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

Michael B. Hargis, Wayne State University

Eliza W. Wicher, Wayne State University

James M. LeBreton, Wayne State University

Submitted by Michael B. Hargis, michaelbhargis@wayne.edu

204-23

AGE AND GENDER STEREOTYPES WITH REGARD TO ADAPTIVE PERFORMANCE

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

Sarah DeArmond, Colorado State University

Mary G. Tye, Colorado State University

Peter Y. Chen, Colorado State University

Autumn D. Krauss, Colorado State University

D. Apryl Rogers, Colorado State University

Emily Sintek, Colorado State University

Submitted by Sarah DeArmond, dearm1se@colostate.edu

204-24

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

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

Orly Dotan, Baruch College, CUNY

Yonata Rubin, Baruch College, CUNY

Kristin L. Sommer, Baruch College, CUNY

Submitted by Orly Dotan, odotan@gc.cuny.edu

204-25

HUMAN RESOURCE STRATEGY AND ENTREPRENEURIAL FIRM PERFORMANCE

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

Joy Karriker, Virginia Commonwealth University

Duane Ireland, University of Richmond

Joseph Coombs, University of Richmond

Submitted by Joy Karriker, karrikerje@vcu.edu

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

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

Thomas Ng, University of Georgia

Jill A. Brown, University of Georgia

Weiwei Yang, University of Georgia

Submitted by Weiwei Yang, wwyang@uga.edu

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

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

KangHyun Shin, Kansas State University

Ronald G. Downey, Kansas State University

Submitted by Ronald G. Downey, downey@ksu.edu

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

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

Soo Min Toh, University of Toronto

Arup Varma, Loyola University-Chicago

Angelo S. DeNisi, Texas A&M University

Submitted by Soo Min Toh, stoh@utm.utoronto.ca

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

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

Julio E. Fernandez de Cueto, Florida International University

Juan I. Sanchez, Florida International University

Submitted by Julio E. Fernandez de Cueto, julfern@hotmail.com

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

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

Noriko Watanabe, Emporia State University

George B. Yancey, Emporia State University

Submitted by Noriko Watanabe, wnoriko718@yahoo.com

204-31 SELECTION DISCRIMINATION IN SPANISH HR OFFICERS

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

Steven A.Y. Poelmans, University of Navarra

Miguel A. Canela, University of Barcelona

Carly S. Bruck, Verizon

Nuria Chinchilla, University of Navarra

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

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

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

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

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

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

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

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

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

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

Michael Lippstreu, Georgia Institute of Technology, *Presenter*

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

Ratings of KSAOs: Relevance to the Study of Jobs

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

Ratings: Relevance to Implicit Theories and Judgments About Leaders

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

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

Mark S. Nagy, Xavier University, *Chair*

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

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

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

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

Steven S. Russell, Bowling Green State University

Michael J. Zickar, Bowling Green State University

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

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

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

Emily E. Duehr, University of Minnesota

Hannah L. Jackson, University of Minnesota

Deniz S. Ones, University of Minnesota

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

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

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

Hannah L. Jackson, University of Minnesota

Emily E. Duehr, University of Minnesota

Deniz S. Ones, University of Minnesota

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

SATURDAY PM

209-4 TRAIT CONSISTENCY AND THE “BIG FIVE”

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

Andrew English, Florida Tech

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

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

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

Christopher M. Berry, University of Minnesota

Melissa L. Gruys, Washington State University–Vancouver

Paul R. Sackett, University of Minnesota

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

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

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

Christopher D. Barr, University of Houston

Aaron J. Graczyk, University of Houston

Eric M. Dunleavy, University of Houston

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

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

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

Torrey Rieser, North Carolina State University

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

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

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

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

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

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

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

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

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

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

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

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

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

210-8 ASSESSMENT CENTER CONSTRUCT-RELATED VALIDITY

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

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

SATURDAY PM

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

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

Andrew J. Slaughter, Texas A&M University

Stephanie C. Payne, Texas A&M University

Submitted by Andrew J. Slaughter, bratslavia@hotmail.com

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

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

Teresa A. Wagner, Virginia Tech

Robert J. Harvey, Virginia Tech

Submitted by Robert J. Harvey, rj@pstc.com

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

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

Michelle L. Minnich, Baruch College, CUNY

Judith L. Komaki, Baruch College, CUNY

Corinne Donovan, Baruch College, CUNY

Submitted by Judith L. Komaki, judith_komaki@baruch.cuny.edu

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

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

Kelley J. Krokos, North Carolina State Highway Patrol

Adam W. Meade, North Carolina State University

April R. Cantwell, North Carolina State University

Samuel B. Pond, North Carolina State University

Mark A. Wilson, North Carolina State University

Submitted by Adam W. Meade, adam_meade@ncsu.edu

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

210-18

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

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

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

210-19

BENEFITS OF PHYSICAL ABILITY TEST PREPARATION FOR FIREFIGHTER APPLICANTS

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

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

210-20

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

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

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

210-21

AN EXAMINATION OF FINANCIAL HISTORY AND MISCONDUCT IN THE WORKPLACE

This research examined the relationship between an employee's financial history and the susceptibility toward work misconduct. A random sample of 2,519 employees from a federal government agency indicated that those with financial history concerns were significantly more likely to have a sustained case of misconduct than staff without such concerns.

Edward S. Oppler, The Federal Bureau of Prisons
Brian D. Lyons, University of Tennessee-Knoxville
Debora A. Ricks, The Federal Bureau of Prisons
Scott H. Oppler, American Institutes for Research
Submitted by Brian D. Lyons, blyons1@utk.edu

210-22

EFFECTS OF FRAMING AND OUTCOME KNOWLEDGE ON ITEM-DIFFICULTY ESTIMATES

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

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

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

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

Thomas E. Becker, University of Delaware

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

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

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

Kevin D. Carlson, Virginia Tech

Mary L. Connerley, Virginia Tech

Arlise P. McKinney, University of North Carolina-Greensboro

Ross L. Mecham, III, Virginia Tech

Submitted by Mary L. Connerley, maryc@vt.edu

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

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

Bryan D. Edwards, Tulane University

Winfred Arthur, Texas A&M University

Submitted by Bryan D. Edwards, bryaedwards@yahoo.com

210-26 APPLYING ITEM RESPONSE THEORY TO SCORING PERSONALITY MEASURES

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

Leifur Geir Hafsteinsson, Virginia Tech

Submitted by Leifur Geir Hafsteinsson, lgh@vt.edu

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

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

Jeff W. Johnson, Personnel Decisions Research Institutes

Norman Abrahams, RGI

Janet Held, U.S. Navy

Submitted by Jeff W. Johnson, jeff.johnson@pdri.com

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

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

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

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

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

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

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

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

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

SATURDAY PM

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

COMMUNITY OF INTERESTS: OCCUPATIONAL HEALTH PSYCHOLOGY

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

212. SPECIAL EVENT: SATURDAY, 5:00–5:50 SHERATON I (LEVEL 4)

COMMITTEE ON ETHNIC MINORITY AFFAIRS (CEMA)

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

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

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

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

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

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

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

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

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

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

SATURDAY PM

RESOURCES AND REFERENCES IN INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY FROM ELSEVIER

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COFFEE BREAK: SUNDAY, 7:30–8:00**MULTIPLE LOCATIONS****214. PRACTITIONER FORUM: SUNDAY, 8:00–9:50****CHICAGO X (LEVEL 4)****RASCH MEASUREMENT APPLICATIONS IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

Rasch models of measurement have become increasingly popular in the past 10 years. Recent advances in measurement make it possible to apply Rasch models to problems faced by I-O psychologists. This forum will provide an overview of Rasch models and applications of them in testing, training, and job analysis.

Brian J. Ruggeberg, Aon Consulting, *Chair*

Everett Smith, University of Illinois at Chicago, *Solving Measurement Problems With Rasch Models*

Sandra Lionetti, LA Dreyfus Company, *New Methods in Training Assessments*

Robert Harris, Applied Skills and Knowledge, *Development of an Item Bank for a Lotus Notes Assessment*

Paul Squires, Applied Skills and Knowledge, *The Use of Rasch Models for Analyzing Job Analysis Data*

Brian J. Ruggeberg, Aon Consulting, *Discussant*

Submitted by Paul Squires, paul_squires@appliedskills.com

215. PANEL DISCUSSION: SUNDAY, 8:00–9:50**SHERATON I (LEVEL 4)****JOB ANALYSIS: NEW INNOVATIONS FOR AN OLD TOPIC**

Although job analysis is the cornerstone of all human resource activity, very little is written about (and few seem interested in) the topic. This panel discussion assembles I-O psychology leaders in the field to discuss the present and future state of job analysis.

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

P. Richard Jeanneret, Jeanneret & Associates, Inc., *Panelist*

Joyce C. Hogan, Hogan Assessment Systems, *Panelist*

Seth Zimmer, BellSouth Corporation, *Panelist*

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

216. SYMPOSIUM: SUNDAY, 8:00–9:50**SHERATON II (LEVEL 4)****THEORETICAL ADVANCEMENTS IN THE STUDY OF ANTISOCIAL BEHAVIOR AT WORK**

This symposium discusses recent advancements in the study of interpersonal aggression in the workplace. These studies examine how social factors in the workplace relate to the contagiousness of aggressive behaviors, as well as reactions to mistreatment. The development of a measure of aggressiveness is discussed. Practical implications will be discussed.

Rebecca J. Bennett, University of Toledo, *Chair*

Craig D. Crossley, Bowling Green State University, *Co-Chair*

Michelle K. Duffy, University of Kentucky, Jonathan L. Johnson, University of Arkansas, Jason D. Shaw,

University of Kentucky, *Structural Dynamics of Social Undermining at Work*

Roy J. Lewicki, The Ohio State University, Brian R. Dineen, University of Kentucky, Ed Tomlinson, The Ohio State University, *Walking the Talk: A Field Study Examining Supervisory Coaching and Modeling Behaviors as Antecedents of Employee Discretionary Behavior*

Karl Aquino, University of Delaware, Jennifer L. Berdahl, University of Toronto, Scott Douglas, Binghamton University, *Self-Esteem and Social Status as Predictors of Emotional Responses to a Workplace Offense*

Kirk K. Larsen, Roosevelt University, Susan M. Burroughs, Washington State University, Vancouver, Michael C. Helford, Roosevelt University, *Mistreatment of Students in Industrial-Organizational Psychology PhD Programs*

SUNDAY AM

Karl Aquino, University of Delaware, Thomas M. Tripp, Washington State University Vancouver, Robert J. Bies, Georgetown University, *Making Up and Moving On: Procedural Justice and Status Variables as Predictors of Forgiveness and Reconciliation in Organizations*

Joel H. Neuman, SUNY–New Paltz, Loralieigh Keashly, Wayne State University, *Development of the Workplace Aggression Research Questionnaire (WAR-Q): Preliminary Data From the Workplace Stress and Aggression Project*

Submitted by Craig D. Crossley, craigdc@bgnet.bgsu.edu

217. SYMPOSIUM: SUNDAY, 8:00–9:50

SHERATON III (LEVEL 4)

PERCEPTIONS OF JUSTICE IN PERSONNEL SELECTION: INTERNATIONAL AND MINORITY PERSPECTIVES

Four studies, involving individuals from Korea, the United States, and France and considering Asian–American, Black, and North African minority groups, extend the application of organizational justice in selection to new populations. Reactions to various tests and affirmative action programs, as well as test performance, are influenced by specific group membership.

Dirk D. Steiner, Université de Nice–Sophia Antipolis, *Chair*

Heather W. Dobbins, DecotiisErhard, Inc., Robert C. Baker, DecotiisErhard, Inc., Jennifer D. Kaufman, DecotiisErhard, Inc., David E. Hyatt, DecotiisErhard, Inc., Park Roelse, De Cotiis Erhard, Inc., *The Influence of Culture on Fairness Perceptions*

Vaunne M. Weathers, Portland State University, Donald M. Truxillo, Portland State University, *Target Ethnicity and Affirmative Action: Whites' and Asians' Perceptions*

Russell S. Cropanzano, University of Arizona, Jerel E. Slaughter, University of Arizona, Peter D. Bachiochi, Eastern Connecticut State University, *Black Applicants' Reactions to Affirmative Action Plans: The Interactive Role of Distributive, Procedural, and Interactional Justice*

Marilena Bertolino, Université de Nice–Sophia Antipolis, Dirk D. Steiner, Université de Nice–Sophia Antipolis, *Applicant Reactions and Test Performance in French Majority and Minority Populations*

Stephen W. Gilliland, University of Arizona, *Discussant*

Submitted by Dirk D. Steiner, steiner@unice.fr

218. SYMPOSIUM: SUNDAY, 8:00–9:50

SHERATON IV (LEVEL 4)

EMOTIONAL INTELLIGENCE: AN UNEMOTIONAL BUT INTELLIGENT EVALUATION OF RESEARCH

Past research has shown that emotional intelligence (EI) may have long-term viability as a construct and research should continue in order to better understand what is and is not part of EI. In this symposium, researchers extend the field of EI and present the results of new and unique empirical research.

David L. Van Rooy, Florida International University, *Chair*

Chockalingam Viswesvaran, Florida International University, *Co-Chair*

Corey E. Miller, Wright State University, Esteban Tristan, Wright State University, Megan Leasher, Wright State University, *Can Emotional Intelligence be Useful to Personnel Psychology?*

Hazel-Anne M. Johnson, University of South Florida, Paul E. Spector, University of South Florida, *An Investigation of the Relationship Between Emotional Intelligence and Emotional Labor*

Peter Salovey, Yale University, Paulo N. Lopes, Yale University, Marc Brackett, Yale University, Stephane Cote, University of Toronto, David R. Caruso, Work-Life Strategies, John D. Mayer, University of New Hampshire, *The Validity of Emotional Intelligence Measured with the MSCEIT in Organizational Contexts*

David L. Van Rooy, Florida International University, Alexander Alonso, Florida International University, Chockalingam Viswesvaran, Florida International University, *The Susceptibility of Emotional Intelligence to Faking: A Solomon 4-Group Design*

Alexander Alonso, Florida International University, David L. Van Rooy, Florida International University, Chockalingam Viswesvaran, Florida International University, Sylvia Collier, Florida International University, *Emotional Intelligence and an Examination of Self- and Peer Ratings*

Submitted by David L. Van Rooy, dvanro01@fiu.edu

219. SYMPOSIUM: SUNDAY, 8:00–9:50

SHERATON V (LEVEL 4)

E-LEADERSHIP: DIVERSE PERSPECTIVES ON LEADERSHIP AT A DISTANCE

In recent years, the concept of e-leadership has gained popularity in both research and practice. E-leadership encompasses leading from a distance, leading virtual teams, and technology-mediated leadership. This symposium presents multiple perspectives on e-leadership suggesting directions for future work in order to extend research, theory, and practice.

Julie S. Lyon, University of Maryland, *Chair*

Suzanne Weisband, University of Arizona, *Co-Chair*

Julie S. Lyon, University of Maryland, Benjamin Schneider, University of Maryland, *Effect of Virtual Leadership on Performance and Satisfaction*

Surinder Kahai, SUNY–Binghamton, Bruce J. Avolio, University of Nebraska, *Leadership, Anonymity, and Discussion of Ethical Issues in Electronic Groups*

Kara L. Orvis, George Mason University, Stephen J. Zaccaro, George Mason University, *The Importance of Leadership Processes in Collocated and Distributed Teams*

Jonathan C. Ziegert, University of Maryland, Katherine J. Klein, University of Maryland, Yan Xiao, University of Maryland School of Medicine, *Virtual Leaders: The Impact of Distance and Leadership on Teams*

Suzanne Weisband, University of Arizona, Rebecca McCarthy, University of Arizona, *Views From Leaders in a Global Organization*

Submitted by Julie S. Lyon, jlyon@psyc.umd.edu

220. SYMPOSIUM: SUNDAY, 8:00–9:50

SUPERIOR A (LEVEL 2)

BEYOND SOCIAL DESIRABILITY IN RESEARCH ON APPLICANT RESPONSE DISTORTION

The papers in this symposium investigate factors other than socially desirable responding that impact how applicants distort responses to noncognitive measures used for personnel selection. The research presented demonstrates that faking is a complex function of the person and situation that will require more sophisticated models to explain and predict.

Neil D. Christiansen, Central Michigan University, *Chair*

Patrick H. Raymark, Clemson University, Tracey L. Shilobod, Clemson University, Jay H. Steffensmeier, Clemson University, *An Examination of Job-Relevant Pattern Faking*

Esteban Tristan, Wright State University, Corey E. Miller, Wright State University, *Job Desirability: A More Sensitive Measure of Faking than Social Desirability*

Sarah B. Lueke, CFI Group, Andrea F. Snell, University of Akron, *Effects of Procedural Justice Rules on Noncognitive Test Responses and Test*

Sheri Chaney, Decision Support Services, Inc., Neil D. Christiansen, Central Michigan University, *Disentangling Applicant Faking From Personality: Using Covariance to Detect Response Distortion*

Richard L. Griffith, Florida Institute of Technology, Andrew English, Florida Institute of Technology, Yukiko Yoshita, Florida Institute of Technology, Matthew J. Monnot, Florida Institute of Technology, *Individual Differences and Applicant Faking Behavior: One of These Applicants is Not Like the Others*

Michael A. McDaniel, Virginia Commonwealth University, *Discussant*

Submitted by Neil D. Christiansen, chris1nd@cmich.edu

SUNDAY AM

221. SYMPOSIUM: SUNDAY, 8:00–9:50**SUPERIOR B (LEVEL 2)****BULLYING IN THE WORKPLACE: FOUNDATIONS, FORMS, AND FUTURE DIRECTIONS**

Academicians, psychologists, and managers have recently recognized “bullying” as a significant concern within organizations. This symposium will examine the various forms of workplace bullying, report recent theoretical conceptualizations and empirical research findings, discuss future directions, and offer tips on how managers can control this harassing behavior to better protect employees.

Susan M. Burroughs, Washington State University–Vancouver, *Chair*

Melissa L. Gruys, Washington State University–Vancouver, *Co-Chair*

Suzy Fox, Loyola University–Chicago, Lamont E. Stallworth, Loyola University–Chicago, *Racial/Ethnic Bullying: Exploring Links Between Bullying and Racism in the U.S. Workplace*

Mark N. Bing, Naval Submarine Medical Research Laboratory, Kristl Davison, University of Hartford, *The Instantaneous Creation of a Downward Social Comparison: One Explanation for Verbal Incivility in the Workplace*

Susan M. Burroughs, Washington State University–Vancouver, Melissa L. Gruys, Washington State University–Vancouver, *Establishing Law and Order in Cyberspace: Understanding and Controlling E-Mail Bullying*

Nathan A. Bowling, Central Michigan University, Terry A. Beehr, Central Michigan University, Bryan Gibson, Central Michigan University, Stephen H. Wagner, Central Michigan University, *Meta-Analysis of the Antecedents and Consequences of Workplace Harassment*

Loraleigh Keashly, Wayne State University, Joel H. Neuman, SUNY–New Paltz, Laurela Burnazi, Wayne State University, *Persistent Hostility at Work: What Really Hurts?*

Jack M. Feldman, Georgia Institute of Technology, *Discussant*

Submitted by Melissa L. Gruys, gruys@vancouver.wsu.edu

222. PRACTITIONER FORUM: SUNDAY, 8:00–9:50**HURON (LEVEL 2)****AN INTEGRATED APPROACH TO MANAGING TALENT @ DELL**

A critical challenge for businesses today is managing talent. Increasingly, organizations understand that the ability to build people capability will afford them strategic advantage. Dell’s Talent Management strategy provides a simple integrative framework for many processes including: talent acquisition, talent assessment, performance management, competency assessment, and leadership development processes.

MaryBeth Mongillo, Dell Inc., *Chair*

MaryBeth Mongillo, Dell Inc., *Dell’s Global Talent Management Strategy*

Belinda Hyde, Dell Inc., *Integrating Talent Management With Leadership Development Programs*

MaryBeth Mongillo, Dell Inc., *Talent Direct: Dell’s Integrated Talent Management System*

Kim M. Stepanski, Pfizer, Inc., *Enabling Managers to Effectively Manage Talent*

John R. Adcock, Dell, *Taking Talent Management to the Field*

Submitted by MaryBeth Mongillo, MaryBeth_Mongillo@Dell.com

Special Sunday morning programming has been selected on the topic of emergency response, occupational health, and safety. This follows the theme of Michael Burke’s Presidential Address. There are 12 themed sessions, plus a plenary session, a poster session, and an interactive poster session. These themed sessions are marked with the following symbol: ★

223. PANEL DISCUSSION: SUNDAY, 8:00–9:50**MAYFAIR (LEVEL 3)**

**OPPORTUNITIES AND CHALLENGES CONDUCTING ORGANIZATIONAL
RESEARCH IN MEDICAL SETTINGS**



This panel brings together five organizational researchers who conduct research in medical settings. They will discuss their research, its multidisciplinary nature, the opportunities and challenges of studying medical settings, fund-

ing mechanisms, potential publication outlets, as well as provide lessons learned and guidance about conducting research in medical settings.

Joann S. Sorra, Westat, *Chair*

Katherine J. Klein, University of Maryland, *Panelist*

Dawn L. Riddle, University of South Florida, *Panelist*

Eduardo Salas, University of Central Florida, *Panelist*

Amy Edmondson, Harvard University, *Panelist*

Submitted by Joann S. Sorra, joannsorra@westat.com

224. POSTER SESSION: SUNDAY, 8:00–8:50

RIVER EXB HALL A (LEVEL 1)

OHP/STRESS



224-1 ABUSIVE SUPERVISION AND EMPLOYEE ALCOHOL USAGE: THE IMPACT ON PERFORMANCE

We investigated whether abusive supervision perceptions and alcohol usage were related and what effect alcohol use had on supervisor perceptions of subordinate performance. Results point to the exacerbation effect of higher alcohol usage on performance in the presence of abusive supervision. We conclude with implications for theory and future research.

Jenny M. Hoobler, Northern Illinois University

Jolene L. Skinner, Northern Illinois University

Submitted by Jolene L. Skinner, skinn30@hotmail.com

224-2 ANXIETY AS A MEDIATOR OF THE GOAL ORIENTATION–PERFORMANCE RELATIONSHIP

Goal orientation framework was explored using structural equation modeling, with subjective and objective anxiety measures as mediators; these were mathematics anxiety and emotionality, respectively. Although results showed limited support for the models, findings provide the basis for further research on the incongruence between subjective and objective measures of anxiety.

Linda Jean McMullen, Bowling Green State University

Michael Horvath, Clemson University

James A. McCubbin, Clemson University

Cynthia Pury, Clemson University

Submitted by Linda Jean McMullen, jeaniemc_2000@yahoo.com

224-3 CHINA VERSUS THE U.S.: DIFFERENCE ON JOB CONTROL AND INTERPERSONAL CONFLICT

We used both quantitative and qualitative approaches to investigate cultural-specific job stressors for Chinese and American employees. We found that lack of job control was an important stressor for Americans but not Chinese. Interpersonal conflict was important for both. However, the two cultural groups tended to have different conflict styles.

Cong Liu, Illinois State University

Paul E. Spector, University of South Florida

Lin Shi, Beijing Normal University

Submitted by Cong Liu, cliu@ilstu.edu

SUNDAY AM

224-4 TESTING THE JOB CONTROL–JOB STRAIN RELATION WITH MULTIPLE DATA

To provide greater insight into the connections between the objective work environment and job strains, we used the O*NET database to measure job control. We found that objectively measured controls were related to physical strain, suggesting that something in the work environment plays a role in an employee's physical health.

Cong Liu, Illinois State University
 Paul E. Spector, Univ of South Florida
 Steve M. Jex, Bowling Green State University
 Submitted by Cong Liu, cliu@ilstu.edu

224-5 DANGEROUS RISK TAKING AND INJURY AMONG ADOLESCENT EMPLOYEES

A dangerous risk-taking model of adolescent injury was tested using structural equation modeling. Results from 2,542 working adolescents indicated that demographic, family modeling, self-esteem, and work characteristics influenced key safety-cognition mediators (dangerous risk taking, safety consciousness, and risk taking at work), which, in turn, predicted longitudinal injury.

James D. Westaby, Columbia University
 Krister Lowe, Columbia University
 Submitted by James D. Westaby, westaby@columbia.edu

224-6 MULTILEVEL EFFECTS OF OCCUPATIONAL STRESS AMONG ACTIVATED NATIONAL GUARD SOLDIERS

We conducted a multilevel study of stress among National Guard soldiers activated for security duty on U.S. military installations. We found both individual and group-level effects of traditional (e.g., predictability) and newer stressors (e.g., fears about terrorism) in relation to soldiers' well-being and combat readiness.

Robert R. Sinclair, Portland State University
 Jennifer A. Sommers, Portland State University
 Paul D. Bliese, Walter Reed Army Institute of Research
 Doris B. Durand, Walter Reed Army Institute of Research
 Jeffrey L. Thomas, U.S. Army Medical Research Unit–Europe
 Alison Dezsofi, Portland State University
 Submitted by Robert R. Sinclair, sinclair@pdx.edu

224-7 COPING WITH WORK–SCHOOL CONFLICT THROUGH SOCIAL SUPPORT

In a survey of 148 employed college students, we found that work–school conflict (WSC) was negatively related to job satisfaction and positively related to somatic complaints. Social support from coworkers and supervisors was marginally related to reduced WSC. In addition, coworker support moderated the relationship between WSC and job satisfaction.

Kyle Gerjerts, University of Northern Iowa
 Adam B. Butler, University of Northern Iowa
 Submitted by Adam B. Butler, adam.butler@uni.edu

224-8 SOURCES OF CONFLICT AT WORK AND TARGETS OF COUNTERPRODUCTIVE BEHAVIORS

The impact of different sources of conflict at work on the target of counterproductive work behaviors (CWB) was investigated. Data were obtained from 133 dyads of full-time working participants representing a variety of occupations at a large southeastern university. Direct relationships between conflict and CWBs supported the proposed hypotheses.

Valentina Bruk Lee, Personnel Decisions Research Institutes, Inc.
 Paul E. Spector, University of South Florida
 Submitted by Valentina Bruk Lee, bruk@helios.acomp.usf.edu

224-9 ORGANIZATIONAL SUPPORT AND RETURN-TO-WORK POLICIES: ASSOCIATIONS WITH POST-INJURY JOB SATISFACTION

This study explores the relationship between employer responses to injuries (i.e., organizational support and return-to-work policies) and post-injury job satisfaction. Survey data were collected from 1,438 employees. Results suggest needs for understanding organizational responses to injuries, employee perceptions of those injury responses, and the impact of both on organizational outcomes.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

William S Shaw, Liberty Mutual Research Institute for Safety

Peter Y. Chen, Colorado State University

Submitted by Yueng-Hsiang E. Huang, yueng-hsiang.huang@Libertymutual.com

224-10 A COMPARISON OF EMPLOYER AND UNION CONCERN FOR OHP-RELATED ISSUES

The extent of employer and union concern for various OHP-related issues was investigated. Data from 136 employers and 27 unions revealed that the extent of organizational concern was linked to issue type (i.e., tangible/intangible) and organization type. Neither frequency of interventions provided nor organizational structure were related to OHP concerns.

Dana M. Glenn, University of Houston

Submitted by Dana M. Glenn, danaglenn29@hotmail.com

224-11 ORGANIZATIONAL WELLNESS PROGRAMS: A META-ANALYSIS

A meta-analysis was conducted to examine the conflicting results associated with the utilization of organizational wellness programs (Conrad, 1987; Kirkcaldy, Cooper, Shephard, & Brown, 1994). It was found that organizational wellness programs are associated with lower absenteeism and higher job satisfaction.

Kizzy Marie Parks, Brevard Community College

Lisa A. Steelman, Florida Institute of Technology/Burke Inc.

Submitted by Kizzy Marie Parks, Kizwiz@hotmail.com

224-12 CONFLICT RESOLUTION TACTICS AND EMPLOYEE PERCEPTIONS OF SAFETY AT WORK

The present study found that conflict resolution tactics used in organizations (reasoning, verbal aggression, and physical aggression) were related to type of disputants involved in disagreements and to employees' feelings of being safe at work. The findings suggest that some work contexts may be characterized as more aggressive than others.

Anika Gakovic, UBS Financial Services, Inc.

Nancy Da Silva, San Jose State University

Lois E. Tetrick, George Mason University

Submitted by Nancy Da Silva, ndasilva@email.sjsu.edu

224-13 NEUTRALIZING THE DYSFUNCTIONAL IMPACT OF NA: ROLE OF POLITICAL SKILL

We examined the neutralizing effects of political skill on NA—job-strain relationships (i.e., tension, dissatisfaction, and EMG). Results supported moderating effects of political skill such that greater political skill reduced negative effects of NA on job tension and job dissatisfaction and increased EMG for those high in NA.

Pamela L. Perrewe, Florida State University

Kelly Zellars, University of North Carolina-Charlotte

Ana Maria Rossi, Clinica De Stress E Biofeedback

Wayne A. Hochwarter, Florida State University

Gerald R. Ferris, Florida State University

Charles J Kacmar, Florida State University

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

224-14 EFFECTS OF WEEKEND EXPERIENCES ON WORK ENGAGEMENT AND PERFORMANCE

This study examined the extent to which experiences during the weekend contribute to job-related variables after the weekend. Data from 85 emergency service workers indicate that private hassles, positive work reflection, and social activity during the weekend predicted work engagement as well as in-role and extra-role performance after the weekend.

Sabine Sonnentag, Technical University–Braunschweig, Germany

Charlotte Fritz, Technical University–Braunschweig, Germany

Submitted by Charlotte Fritz, c.fritz@tu-bs.de

224-15 EMOTIONAL EXHAUSTION, WORK RELATIONSHIPS, AND HEALTH EFFECTS ON ORGANIZATIONAL OUTCOMES

Results from 2,287 participants (1997 National Study of the Changing Workforce) revealed that work relationships partially mediated the relationship between emotional exhaustion and job effort, turnover, job satisfaction, and absenteeism. Furthermore, frequency of health problems reported by an individual partially mediated the effects of emotional exhaustion on these same outcomes.

Carolyn J. Mohler, Colorado State University

Zinta S. Byrne, Colorado State University

Russell S. Cropanzano, University of Arizona

Submitted by Carolyn J. Mohler, cmohler@lamar.colostate.edu

224-16 FIRST-NIGHT SHIFT SIMULATION: EFFECTS ON PERFORMANCE, EFFORT, AND STRESS

The current study simulates a first night shift to determine effects of 24-hour sleep deprivation on performance, perceived effort, and stress on both a challenging task and simple task. Performance decreased on the simple task, but increased on the complex task. Larger stress increases were reported for the simple task.

Heather N. Odle-Dusseau, Clemson University

Jessica Bradley, Clemson University

June J. Pilcher, Clemson University

Submitted by Heather N Odle-Dusseau, hnicole77@yahoo.com.au

224-17 U.S.–CHINA COMPARATIVE STUDY ON PATHWAYS TO MANAGING STRESS

This paper examines the relationship between individualism–collectivism and work locus of control, social support, and family–work conflict. American employees (individualists) reported higher internal work locus of control, family–work conflict, and stress. The effect of family–work conflict on stress was mediated by social support and active coping.

Abhishek Srivastava, West Virginia University

Gerald L. Blakely, West Virginia University

Frances M. McKee-Ryan, Oregon State University

Martha C. Andrews, University of North Carolina–Wilmington

Submitted by Abhishek Srivastava, abhishek.srivastava@mail.wvu.edu

224-18 IMPACT OF INFORMATION TECHNOLOGY STRESSORS ON EMPLOYEE STRAIN OUTCOMES

Although technology is a growing part of many jobs, few studies have examined its impact on employees' well-being. We developed a scale assessing 11 factors of technology stressors. This scale demonstrated good internal reliability and predicted perceived stress and strain outcomes after controlling for traditional job-role stressors.

Arla L. Day, Saint Mary's University

Stephanie L. Paquet, University of Calgary

Laura Hambley, University of Calgary

Colleen Lucas, University of Calgary
Nicholas Borodenko, University of Calgary
Submitted by Stephanie L. Paquet, spaquet@ucalgary.ca

224-19 OCCUPATIONAL SAFETY: THE JOB DEMAND–CONTROL MODEL STRIKES AGAIN

The Job Demand–Control model was applied to the occupational safety domain. Using safety-specific demands (situational constraints), control (safety control), and well-being criteria (safety performance, injuries), the strain and buffer hypotheses were tested. Partial support for the strain hypothesis and significant interactions between demand and control were found for both criteria.

Autumn D. Krauss, Colorado State University
Peter Y. Chen, Colorado State University
Scott Finlinson, The Ohio University
Lori Anderson, Colorado State University
Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety
Kevin B. Tamanini, The Ohio University
Submitted by Lori Anderson, lori@lamar.colostate.edu

224-20 IS WORKPLACE HARASSMENT HAZARDOUS TO YOUR HEALTH?

We examined cross-sectional and lagged effects of sexual harassment (SH) and generalized workplace harassment (GWH) on incidence of self-reported past-year illness/injury/assault in a sample of over 1,500 university employees. SH and GWH, but not other job stressors, were related to increased odds of illness or injury.

Kathleen Rospenda, University of Illinois at Chicago
Judith A. Richman, University of Illinois at Chicago
Jennifer L.Z. Ehmke, University of Illinois at Chicago
Kenneth W. Zlatoper, University of Illinois at Chicago
Submitted by Kathleen Rospenda, krospenda@psych.uic.edu

224-21 A STUDY OF PERSONALITY AND CONFLICT AT WORK USING NURSES

This research study examined the role that personality plays in predicting the amounts of conflict that nurses experience while at work. Conflict was evaluated by source (nurse, doctor, supervisor, or patient) with significant effects found for Agreeableness, Openness to Experience, and Neuroticism.

Ashley M. Guidroz, Minnesota State University–Mankato
Lisa M. Perez, Minnesota State University–Mankato
Submitted by Ashley M. Guidroz, aguidro@bgnet.bgsu.edu

224-22 BENEFITS OF SOCIAL SUPPORT: THE EFFECT OF GENDER

The social support–strain relationship was moderated by gender. Psychological strain, work-to-family conflict, and job-withdrawal intentions were negatively correlated with levels of coworkers' support in women, but not in men. Men and women did not differ in quantity of social support they received, but women benefited more from it.

Olga L. Clark, Bowling Green State University
Christiane Spitzmueller, University of Houston
Charlie L. Reeve, Purdue University
Steven G. Rogelberg, University of North Carolina at Charlotte
Alan G. Walker, Bowling Green State University
Natalie DiGiacomo, Humane Society of the United States
Lisa Schultz, Purdue University
Submitted by Olga L. Clark, oclark@bgnet.bgsu.edu

224-23 THE RELATIONSHIP BETWEEN ALIGNMENT, DECENTRALIZATION, LEGITIMIZATION, AND ORGANIZATIONAL SAFETY

This study examines the relationship of alignment, decentralization, and legitimacy of safety practices, and organizational safety outcomes. Findings indicate that both alignment ($\beta = -.286$, CI = $-.518, -.054$) and decentralization ($\beta = -.366$, CI = $-.586, -.146$) have a relationship with numbers of injuries per 100 employees.

Kristy J. Lauver, University of Wisconsin

Submitted by Kristy J. Lauver, lauverkj@uwec.edu

224-24 A META-ANALYSIS OF STRESS AND PERFORMANCE: ASSESSING THE CHALLENGE-HINDRANCE FRAMEWORK

Using meta-analysis, we found that stress associated with hindrances at work (e.g., role conflict, role ambiguity) is more negatively related to performance than stress associated with challenges at work (e.g., workload, job demands). Results also indicate that the nature of the stress influences relationships with job satisfaction and withdrawal.

Nathan P. Podsakoff, University of Florida

Jeffery A. LePine, University of Florida

Marcie LePine, University of Florida

Submitted by Nathan P. Podsakoff, podsakof@ufl.edu

224-25 INDIVIDUAL DIFFERENCES, RISK, AND ACCIDENTS OUTCOMES IN THE NUCLEAR INDUSTRY

We tested models of accident outcomes with data from 181 employees from a southeastern-based nuclear power facility. Models incorporated multiple sources and multiple conceptualizations of accident criteria. Tests of the models provided partial support for the hypothesis that job-relevant risk moderates the relationship between personality and accident outcomes.

Michael J. Garrity, Aptima, Inc.

Patrick H. Raymark, Clemson University

Submitted by Patrick H. Raymark, praymar@clemson.edu

224-26 COGNITIVE AND TEMPORAL EFFECTS IN EMOTIONAL LABOR: A DIARY STUDY

This study employs a longitudinal design to test the temporal order of emotion regulation processes at work. Results elucidate the cognitive processes involved in, and differential effects of, regulation strategies in a sample of university administrative staff. Qualitative data on deep-acting strategies are also presented.

Jennifer L. Burnfield, Bowling Green State University

Submitted by Jennifer L. Burnfield, jburnfi@bgnet.bgsu.edu

224-27 MODERATING STRESSOR-STRAIN RELATIONSHIPS WITH EFFICACY AND ALTRUISM: A MULTILEVEL STUDY

Given the multilevel structures of organizations, it is important for research in occupational health psychology to examine group-level moderators of stress-strain relationships. We examined collective efficacy and altruism as cross-level moderators of stress-strain relationships. Results indicated that collective perceptions may influence how employees react to stressors in the workplace.

Michael A. Lodato, Bowling Green State University

Steve M. Jex, Bowling Green State University

Mo Wang, Bowling Green State University

Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

224-28

**INVESTMENT IN WORKFORCE HEALTH:
EXAMINING IMPLICATIONS FOR SAFETY AND COMMITMENT**

The current study, conducted in the offshore oil industry ($N = 1,374$), sought to examine whether investment in workforce health reaps organizational benefits beyond improved health. Results suggest that health investment manifests in positive evaluations of health and safety climate and is associated with fewer risk-taking behaviors and greater workplace commitment.

Lorraine Hope, University of Aberdeen
Kathryn Mearns, University of Aberdeen
Alistair Cheyne, Loughborough University
Submitted by Lorraine Hope, l.hope@abdn.ac.uk

224-29 PERSON-JOB FIT: EXTROVERSION, SOCIAL INTERACTION, AND BLOOD PRESSURE

Nonclinical white-collar employees participated in a combined laboratory-field study. Introverts who encountered frequent social interactions as well as extroverts with only few social interactions at work showed elevated habitual ambulatory systolic blood pressure levels. Participants with a person-job fit displayed normal systolic blood pressure levels.

Klaus J. Templer, Nanyang Technological University
Submitted by Kok-Yee Ng, akyng@ntu.edu.sg

**224-30 RETIREMENT AND SPILLOVER: DOES WORKPLACE STRESS AFFECT RETIREMENT
DRINKING OUTCOMES?**

This research extends spillover, stress, and social control theory by examining the extent to which workplace experiences impact well-being in retirement. Longitudinal data from 2,305 employees show a worker-retiree spillover effect in which workplace stressors (sexual harassment, general abuse, job characteristics) predicted drinking (frequency and quantity) in retirement.

Kenneth W. Zlatoper, University of Illinois-Chicago
Judith A. Richman, University of Illinois-Chicago
Jennifer L.Z. Ehmke, University of Illinois-Chicago
Kathleen Rospenda, University of Illinois-Chicago
Submitted by Kathleen Rospenda, krospeuda@psych.uic.edu

224-31 THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON PERFORMANCE DURING STRESS

This research examined the relationship between emotional intelligence, stress appraisals, and performance. Participants ($N = 77$) performed a mental math task and a videotaped speech. EI was related to challenge appraisals and performance. The four facets of EI had differential effects depending on the time and type of task performed.

Joseph B. Lyons, Wright State University
Tamera R. Schneider, Wright State University
Tamara L. April, Wright State University
Liz K. Stevens, Wright State University
Submitted by Joseph B. Lyons, lyons.28@wright.edu

225. COMMUNITY OF INTERESTS: SUNDAY, 8:00–8:50**RIVER EXB HALL A (LEVEL 1)**

COMMUNITY OF INTERESTS: DIVERSITY

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

SUNDAY AM

227. SYMPOSIUM: SUNDAY, 8:30–9:50**OHIO (LEVEL 2)****FILLING THE PIPE I: STUDYING MANAGEMENT DEVELOPMENT ACROSS THE HIERARCHY**

Although there is a shortage of managerial talent today, there is no shortage of opinions about how to develop managers and leaders at every level. What is needed most is research-based guidance. This symposium features four field studies that contribute to the literature and help point the way.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*

S. Bartholomew Craig, North Carolina State University, *Co-Chair*

Jennifer J. Deal, Center for Creative Leadership, Ross DePinto, Center for Creative Leadership, *Differences in the Developmental Needs of Managers at Multiple Levels*

Stephen J. Zaccaro, George Mason University, Deanna Banks, HumanR, *Developmental Work Assignments for Middle and Upper Level Organizational Leaders*

Robert B. Kaiser, Kaplan DeVries Inc., S. Bartholomew Craig, North Carolina State University, *What Gets You There Won't Keep You There: Managerial Behaviors Related to Effectiveness at the Bottom, Middle, and Top*

Robert T. Hogan, Hogan Assessment Systems, *Managerial Incompetence Across the Hierarchy*

David V. Day, Pennsylvania State University, *Discussant*

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

228. SYMPOSIUM: SUNDAY, 8:30–9:50**MICHIGAN A (LEVEL 2)****RESIZING THE ORGANIZATION: USING RESEARCH TO IMPROVE PRACTICE**

The purpose of this symposium is to investigate gaps between research findings and actual organizational resizing practices. Two field studies explore how companies have implemented various resizing activities and their resulting performance. In addition, a national survey program is used to examine the impact of layoffs on employee attitudes.

Kenneth P. De Meuse, University of Wisconsin–Eau Claire, *Chair*

Wayne F. Cascio, University of Colorado, *Managing a Downsizing Process*

Todd J. Hostager, University of Wisconsin–Eau Claire, *Responses of Customers and Competitors to Organizational Resizing*

Jack W. Wiley, Gantz Wiley Research, *The Effects of Downsizing on Organizational Climate*

Submitted by Kenneth P. De Meuse, demeukp@uwec.edu

229. PRACTITIONER FORUM: SUNDAY, 8:30–9:20**MICHIGAN B (LEVEL 2)**
**FEDERAL FLIGHT DECK OFFICER PROGRAM: AN INTEGRATED INTERNET-BASED
ASSESSMENT SYSTEM**


This forum describes how Internet technology was used to develop a complex assessment system to qualify commercial airline pilots to be armed through participation in the Federal Flight Deck Officer program. An online system collects, integrates, analyzes, and monitors multisource data obtained nationwide including application forms, testing, and clinical interviews.

Reid E. Klion, Performance Assessment Network, *Chair*

Ann M. Quigley, Transportation Security Administration, *Arming Pilots Through the FFDO Program: Legal and Technical Considerations*

Ryan A. Ross, Hogan Assessment Systems, *Using Synthetic and Transport Validation for Assessing FFDO Volunteers*

James Fico, Private Practice, *Psychological Interview and Test Feedback Process: Development and Implementation*

Submitted by Reid E. Klion, reid@pantesting.com

230. SPECIAL EVENT: SUNDAY, 9:00–9:50**CHICAGO VI (LEVEL 4)****SUNDAY PLENARY: PUBLIC SAFETY AND OCCUPATIONAL HEALTH:
OPPORTUNITIES FOR I-O RESEARCH AND PRACTICE**

This Plenary session considers the opportunities for I-O psychologists to contribute to some of the dominant issues of our time—fighting terrorism and ensuring safety/health (public, occupational, national) across multiple levels of analysis. The panel of experts will increase awareness of the research, practice, and funding opportunities currently available.

Michael J. Burke, Tulane University, *Chair*

Daniel R. Ilgen, Michigan State University, *Presenter*

Elizabeth B. Kolmstetter, Transportation Security Administration, *Presenter*

Sue Ann Corell Sarpy, Tulane University, *Presenter*

Submitted by Michael J. Burke, mburke1@tulane.edu

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

231. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**MISSISSIPPI (LEVEL 2)****EXPANDED TUTORIAL 1: GETTING YOUR HANDS DIRTY:
ACADEMIC AND APPLIED PERSPECTIVES ON CONDUCTING ORGANIZATIONAL RESEARCH**

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Presenter*

Ann Marie Ryan, Michigan State University, *Presenter*

Susan White, Personnel Decisions Research Institutes, *Coordinator*

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

232. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**ARKANSAS (LEVEL 2)****EXPANDED TUTORIAL 2: WORK MOTIVATION IN THE 21ST CENTURY:
MAPPING NEW DIRECTIONS FOR THEORY AND RESEARCH**

Ruth Kanfer, Georgia Institute of Technology, *Presenter*

Gilad Chen, Georgia Institute of Technology, *Coordinator*

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

233. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**COLORADO (LEVEL 2)****EXPANDED TUTORIAL 3: MEASUREMENT INVARIANCE:
CONCEPTUAL AND DATA ANALYSIS ISSUES**

David Chan, National University of Singapore, *Presenter*

Steven Scullen, North Carolina State University, *Coordinator*

SUNDAY AM

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

234. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**MISSOURI (LEVEL 2)**

**EXPANDED TUTORIAL 4: USING CONDITIONAL REASONING
IN ORGANIZATIONAL RESEARCH**

Lawrence R. James, University of Tennessee, *Presenter*Michael McIntyre, University of Tennessee, *Presenter*Jose M. Cortina, George Mason University, *Presenter*James LeBreton, Wayne State University, *Coordinator***235. INTERACTIVE POSTERS: SUNDAY, 9:00–9:50****PARLOR A (LEVEL 3)**

INTERACTIVE POSTERS: DIVERSITY, GLOBAL

235-1**PREDICTING EXPATRIATE SUCCESS: A LOOK AT SOME NEW VARIABLES**

Previous research has identified several unique individual and organizational factors that explain success on expatriate assignments. However, we propose that these factors operate through their impact on individual locus of control and expectancy. We present a new process model and several propositions to study success in expatriate assignments.

Arup Varma, Loyola University–Chicago

Shaun Pichler, Loyola University–Chicago

Fiona Nelson, Loyola University–Chicago

Submitted by Arup Varma, avarma@luc.edu

235-2**CULTURAL INTELLIGENCE:****DEVELOPMENT AND CROSS-VALIDATION OF A MULTIFACETED MEASURE**

This series of studies introduces the concept of cultural intelligence and describes the development and initial validation of a four-faceted measure of cultural intelligence (CQ) including meta-cognition, cognition, motivation, and behavior. Empirical analyses demonstrate factor equivalence in two samples, acceptable reliability, and cross-validation in a second cultural setting.

Soon Ang, Nanyang Technological University

Linn Van Dyne, Michigan State University

Christine Koh, Nanyang Technological University

Submitted by Soon Ang, asang@ntu.edu.sg

235-3

**PREDICTING EXPATRIATE JOB PERFORMANCE FOR SELECTION PURPOSES:
A QUANTITATIVE REVIEW**

Meta-analyses on 23 primary studies ($N = 2973$) revealed that extraversion, emotional stability, conscientiousness, local language ability, cultural sensitivity, and flexibility are predictive of expatriate job performance; agreeableness and openness were unconfirmed. A negative relationship emerged for prior international experience. Predictive validities of personality on performance are compared with those found intraculturally.

Stefan T. Mol, Erasmus University–Rotterdam

Marise Born, Erasmus University–Rotterdam

Madde E. Willemssen, GITP Research, GITP International BV

Henk T. Van Der Molen, Erasmus University–Rotterdam

Submitted by Stefan T. Mol, mol@fsw.eur.nl

235-4

**PROFILING THE EFFECTIVE EXPATRIATE:
INDIVIDUAL DIFFERENCES AS PREDICTORS OF SUCCESS**

This research examined the impact of cultural flexibility and ethnocentrism on expatriate effectiveness. Data from 380 Japanese and Korean expatriates not only indicate that these competencies affect expatriate adjustment, withdrawal cognitions, and performance, but that these impacts vary according to expatriates' previous overseas work experience.

Lori A. Ferzandi, Pennsylvania State University
Margaret A Shaffer, Hong Kong Baptist University
Hal B. Gregersen, Brigham Young University
J. S. Black, University of Michigan
Submitted by Lori A. Ferzandi, laf192@psu.edu

236. POSTER SESSION: SUNDAY, 9:00–9:50**RIVER EXB HALL A (LEVEL 1)**

TRAINING, LEGAL, PRACTICE ISSUES

236-1

A PROPOSED ATI MODEL FOR THE FIELD OF TRAINING

In the 50 years since Cronbach's call for increased attention to aptitude-treatment interactions, researchers from many diverse fields, including educational, social, and clinical psychology have attempted to apply the logic of ATI to their fields. This paper represents an attempt to develop an ATI model for the field of training.

Michael J. Cullen, University of Minnesota
Submitted by Michael J. Cullen, cull0061@tc.umn.edu

236-2 EXPERIENCES OF SEXUAL HARASSMENT SCALE: EVIDENCE OF RELIABILITY AND VALIDITY

This research examines the newly developed Experiences of Sexual Harassment (ESH) scale, which more clearly measures the legal definition of sexual harassment (EEOC, 1997). Ninety-nine employees completed the ESH and the SEQ/SHOM. Data analysis included validation of the ESH (e.g. confirmatory factor analysis), and comparing the ESH and the SEQ/SHOM.

Stephanie Swindler, Southern Illinois University–Carbondale
Margaret S. Stockdale, Southern Illinois University–Carbondale
Submitted by Stephanie Swindler, steph_swindler@yahoo.com

236-3

THE INFLUENCE OF INCENTIVES AND TIMING ON ERROR TRAINING

To improve the task performance of low-ability trainees, incentives were combined with error training instructions presented either early or late in training on a complex task. Results indicated that presenting the instructions late significantly boosted performance, but adding an incentive to those instructions hurt performance.

Michael E. Stiso, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitted by Stephanie C. Payne, scp@psyc.tamu.edu

236-4 GOAL ORIENTATIONS AND THEIR EFFECTS ON BARGAINING BEHAVIOR AND ATTITUDES

Goal orientations a person possessed influenced person choice of negotiation strategies and outcomes. Process orientation led to integrative strategies and to integrative attitudes toward negotiation, while an outcome goal led to the use of distributive strategies during the bargaining process and to holding distributive attitudes toward negotiation.

Tal Katz, The Interdisciplinary Center, Herzliya
Chanan Goldschmidt, The Interdisciplinary Center, Herzliya
Submitted by Tal Katz, katzt@idc.ac.il

SUNDAY AM

236-5 ADDING INSULT TO INJURY: PROCEDURAL JUSTICE IN MONETARY EQUITY RESTORATION

In this experimental study, respondents who were offered monetary compensation for distributive inequities were less satisfied when the recompense implied a lack of concern for procedural fairness, even though the compensation itself was perceived as equitably fair. Results suggest that reparations may be undermined by the absence of procedural considerations.

Tyler G. Okimoto, New York University

Tom R. Tyler, New York University

Submitted by Tyler G. Okimoto, tgo203@nyu.edu

236-6 PREDICTORS OF MOTIVATION TO LEARN WHEN TRAINING IS MANDATORY

Few studies have focused on the factors that predict motivation to learn when training is mandatory. The influence of individual (work locus of control, perceived benefits of training) and organizational (negative transfer climate, supervisor support) factors on motivation to learn was entirely mediated by the individual's level of organizational commitment.

Michael A. Machin, University of Southern Queensland

Cherylee A. Treloar, Blue Care

Submitted by Michael A. Machin, machin@usq.edu.au

236-7 INDEPENDENT CONSULTING: IS IT A CHOICE BETWEEN SATISFACTION OR SUCCESS?

A systemic model predicting the job satisfaction and financial success of independent consultants was examined. Psychological work experiences, personality, financial solvency, client base, business activities, and networks all significantly contributed towards job satisfaction and financial success. Cumulatively, the findings suggest that independent consultants' satisfaction and financial success are intimately linked.

Cara T. Jones, University of Melbourne

Submitted by Cara T. Jones, c.jones9@pgrad.unimelb.edu.au

236-8 EXPLORING ALTERNATIVE APPROACHES TO THE EVALUATION OF LEARNING IN TRAINING

We examined two approaches to test development for the purpose of evaluating learning during training. The resulting tests measured task knowledge (content-oriented approach) and task understanding (cognitively oriented approach). Results demonstrated that task understanding mediated task-knowledge effects on performance and provided empirical evidence for the benefits of cognitively oriented test design.

Mark V. Palumbo, Wright State University

Debra Steele-Johnson, Wright State University

Valerie L. Shalin, Wright State University

Lynn-Michelle N. Sassoon, Wright State University

Submitted by Mark V. Palumbo, palumbo.2@wright.edu

236-10 SELF-MANAGEMENT TRAINING: INVESTIGATING THE INFLUENCE OF FISH TRAINING

This field experiment examined self-management training outcomes in an organizational setting. Intrinsic motivation, customer service, altruism, autonomy, and an overall measure of work motivation outcomes were examined. Survey data gathered at Time 1 and immediately after training at Time 2, revealed significant increases on several dependent variables.

Nkeiruka I. Mbah, University of Northern Iowa

Submitted by Nkeiruka I. Mbah, nimbah@uni.edu

**236-11 HR PROFESSIONALS' COMMITMENT TOWARDS CONSULTANCY FIRMS IN
PERSONNEL SELECTION**

This study develops and tests a model of the determinants of HR professionals' commitment towards a consultancy firm in selection. Results among 177 HR professionals showed that specific investments predicted continuance commitment, whereas shared values predicted affective commitment. Only affective commitment was related to the percentage of selection activities outsourced.

Filip Lievens, Ghent University

Liesbet Roose, Ghent University

Submitted by Filip Lievens, filip.lievens@ugent.be

236-12 TRAINABILITY AND TRAINING PERFORMANCE: BASIC SKILLS, COGNITIVE ABILITY, OR BOTH?

Noe and Colquitt's (2002) concept of trainability, which is purported to include basic skills and cognitive ability, was examined relative to the Kraiger, Ford, and Salas' (1993) 3-factor training performance model. Basic skills and cognitive ability were found to predict preselection screening outcomes and subsequent training performance.

Erich C. Dierdorff, DePaul University

Eric A. Surface, SOFLO/Army Research Institute

Submitted by Erich C. Dierdorff, ec_dierdorff@msn.com

236-13 REACTIONS TO DIVERSITY TRAINING: AN INTERNATIONAL COMPARISON

In response to workplace diversity, organizations implement diversity training programs. The present study examined reactions to diversity training conducted by a multinational corporation in nine countries classified on the individualistic/collectivist continuum. Results showed that trainee culture as well as trainer culture and gender influenced perceptions of usefulness and trainer effectiveness.

Courtney L. Holladay, Rice University

Miguel A. Quinones, University of Arizona

Submitted by Courtney L. Holladay, holladay@rice.edu

236-14 IMPLICIT-PERSON THEORY EFFECTS ON EMPLOYEE COACHING

A person's implicit-person theory (IPT) reflects their implicit beliefs about the malleability of personal attributes (C. S. Dweck, 1991, 1999). An experimental study found that an induced incremental IPT predicts willingness to coach a poor-performing employee, as well as the quantity and quality of performance improvement suggestions provided.

Peter A. Heslin, Southern Methodist University

Gary P. Latham, University of Toronto

Don VandeWalle, Southern Methodist University

Submitted by Peter A. Heslin, pheslin@mail.cox.smu.edu

236-15 THE HUMAN RESOURCE IMPLICATIONS OF THE SARBANES-OXLEY ACT OF 2002

This paper seeks to increase HR professionals' awareness of the HR issues associated with the Sarbanes-Oxley Act and to provide guidance that will assist them in developing organizational approaches to effectively address those issues.

Mark V. Roehling, Michigan State University

Tyler Allen, Michigan State University

Submitted by Mark V. Roehling, roehling@msu.edu

236-16 THE ROLE OF OPEN-ENDED COMMENTS IN MULTISOURCE FEEDBACK PROGRAMS

Executive development continues to increase in popularity. Accordingly, multisource or 360-degree feedback programs are widely used in today's organizations. This study examines the benefits of including open-ended feedback within 360-degree feedback assessment programs, explores ways to analyze and improve rater comments, and discusses areas for future research.

Maria R. Louis-Slaby, University of Tennessee

Katherine R. Helland, University of Tennessee

Submitted by Maria R. Louis-Slaby, mlouis@utk.edu

236-17 GENDER STEREOTYPING AS A HEURISTIC FOR EVALUATING EXPERT TESTIMONY CREDIBILITY

This study investigated whether individuals would differentially rate the testimony of male and female expert witnesses testifying in a masculine domain of expertise. Ratings from 61 students indicate that testimony is rated as less credible when presented by a female than by a male, but only when testimony is complex.

Christine Stanford, New York University

Submitted by Christine Stanford, ces255@nyu.edu

236-18 TRAINING I-O PSYCHOLOGISTS: WHAT IS AND WHAT SHOULD BE?

The purpose of this research was to investigate the perceptions and views of I-O psychologists as to the relevancy and importance of the competencies that the Society for I-O Psychology (SIOP) suggests be included in the training of I-O psychologists at the doctoral level.

Joel T. Lundstrom, Kansas State University

Patrick A. Knight, Kansas State University

Submitted by Joel T. Lundstrom, joell@ksu.edu

236-19 BLOCKED VERSUS RANDOM TRAINING OF THREE-DIMENSIONAL SPATIAL MEMORY

In a cubic chamber, representing a space station node, participants learned to recognize a 3D layout from multiple perspectives. Participants received either blocked or random sequencing for trials in an initial learning phase. Blocked sequencing was superior on initial learning measures, but random sequencing produced superior transfer and memory performance.

Travis Tubre, University of Wisconsin–River Falls

Amber Hanson Tubre, University of Wisconsin–River Falls

Wayne Shebilske, Wright State University

Timothy J. Willis, University of South Florida

B. Anthony Thomas, Georgia Institute of Technology

Submitted by Travis Tubre, travis.tubre@uwrf.edu

236-20 INDIVIDUAL DIFFERENCES, EXTENDED PRACTICE, AND THE DEVELOPMENT OF SKILL PROFICIENCY

We conducted a laboratory study involving a complex computer task and demonstrated how extended practice after training was essential to the attainment of expertise. Furthermore, our findings indicated that ability and learning orientation were related to extended practice through the mediating roles of skill acquisition and task enjoyment.

Paul R Boatman, University of Oklahoma

Eric Day, University of Oklahoma

Jazmine Espejo, University of Oklahoma

Lauren E Jackson, University of Oklahoma

Sheri L Holloway, University of Oklahoma

Submitted by Eric Day, eday@ou.edu

236-21 COGNITIVE AND DISPOSITIONAL PREDICTORS OF TRAINING PERFORMANCE

This field study integrates learning goal orientation, performance goal orientation, self-efficacy, goal commitment, cognitive ability, and goal setting into a conceptual model to explain sales training performance. Path analytic results indicated that all but cognitive ability and performance goal orientation positively correlated with performance, providing support for the integrated model.

Stephen A. Dwight, Bristol-Myers Squibb

John J. Donovan, Virginia Tech

Dan Schneider, Sepracor Inc.

Submitted by Stephen A. Dwight, stephen.dwight@bms.com

236-22 THE MORE, THE BETTER: MULTIPLE INSTRUCTIONAL MEDIA INCREASE EXECUTIVE LEARNING

This paper examined the impact of learning styles and multiple instructional techniques on learning in executive education. The results suggest it is advantageous to use multiple methods when delivering executive education. However, the differences could not be explained by learning styles.

Jillian A Peat, University of Tennessee

Robert T. Ladd, University of Tennessee

Michael J Stahl, University of Tennessee

Submitted by Jillian A Peat, jpeat@utk.edu

236-23 APPLYING U.S. EMPLOYMENT DISCRIMINATION LAWS TO MULTINATIONAL ENTERPRISES

Federal court cases ($N = 81$) were examined to identify eight general guidelines that determine when U.S. employment discrimination statutes apply to the workforce of multinational enterprises (MNEs). The cases apply to U.S. and foreign-based employers operating inside and outside the U.S. Practical guidance for MNEs is provided.

Richard Posthuma, University of Texas–El Paso

Mark V. Roehling, Michigan State University

Michael A. Campion, Purdue University

Submitted by Richard Posthuma, rposthuma@utep.edu

236-24 CREATIVITY TRAINING: MORE EFFECTIVE FOR SOME?

This paper investigates whether creativity training is more effective in individuals who exhibit higher levels of creativity prior to training. Using data collected from individuals undergoing creativity training, results suggest a positive relationship between a trainee's level of creativity prior to training and the effectiveness of the training.

Shani Silverman, Binghamton University

Joseph W. Harder, University of Virginia

Elizabeth Carroll, Binghamton University

Nurdan Korkmaz, Binghamton University

Kim Jaussi, Binghamton University

Shelley Dionne, Binghamton University

Submitted by Kim Jaussi, kjaussi@binghamton.edu

236-25 AN EMPIRICAL COMPARISON OF I-O PSYCHOLOGY'S INTERNAL AND EXTERNAL IDENTITIES

The nature of I-O psychology's identity has recently been the topic of much discussion within the discipline. However, little empirical work has examined the field's identity, particularly from multiple perspectives. We compare I-O's identity from both internal and external perspectives, identify discrepancies between them, and examine possible courses of action.

Timothy P. McGonigle, Caliber Associates
 Patrick Gavan O'Shea, American Institutes for Research
 Christina K. Curnow, Caliber Associates
 Kenneth G. Brown, University of Iowa
 Submitted by Timothy P. McGonigle, mcgonigt@calib.com

236-26

**EXECUTIVE DEVELOPMENT:
 CHARACTERISTICS OF THE ADULT INTERPERSONAL ACUMEN SCALE**

This study examined the scale structure and criterion validity coefficients of the adult interpersonal acumen scale using an organizational sample. Participants were personnel from a large nationally operative corporation in the United States. Results confirm the ordinal structure of the scale and raise several issues for further research.

Ram N. Aditya, Florida International University
 Christopher J. Johnson, University of Louisiana at Monroe
 Submitted by Ram N. Aditya, adityar@fiu.edu

236-27

PREDICTING CUSTOMER INTENT TO RENEW

Customers of a large service organization rated that organization and its chief competitor. Satisfaction with the organization predicted customers' intent to renew. Ratings of the competition improved the prediction slightly, but significantly. Additional analyses targeted different areas for improvement for customers with high and low intention to renew.

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

COFFEE BREAK: SUNDAY, 10:00–10:30

MULTIPLE LOCATIONS

237. SYMPOSIUM: SUNDAY, 10:30–11:50

CHICAGO VI (LEVEL 4)

STIGMAS AS A BASIS OF UNFAIR DISCRIMINATION IN ORGANIZATIONS

Members of various social outgroups are stigmatized, resulting in unfair access- and treatment-related discrimination in organizations. This symposium considers a social identity theory-based model dealing with such discrimination and the results of recent research on three factors that may lead to it (i.e., unattractiveness, foreign accents, and sexual orientation).

Irwin L. Goldstein, University System of Maryland, *Chair*
 Eugene F. Stone-Romero, University of Central Florida, Dianna L. Stone, University of Central Florida, *Effects of Ingroup Versus Outgroup Status on Unfair Treatment in Organizations*
 Robert L. Dipboye, Rice University, Kenneth E. Podratz, Rice University, Stefanie K. Halverson, Rice University, *The Role of Physical Attractiveness as a Moderator of Employment Discrimination*
 Megumi Hosoda, San Jose State University, Eugene F. Stone-Romero, University of Central Florida, Jennifer N. Walter, San Jose State University, *The Effects of Foreign Accent and Gender on Employment-Related Decisions*
 Belle Rose Ragins, University of Wisconsin–Milwaukee, Carolyn Wiethoff, Indiana University, *Heterosexism in the Workplace: What You See is Not Always What You Get*
 Irwin L. Goldstein, University System of Maryland, *Discussant*
 Submitted by Eugene F. Stone-Romero, roughrock@bellsouth.net

238. SYMPOSIUM: SUNDAY, 10:30–11:50**CHICAGO VII (LEVEL 4)****CURRENT ISSUES IN THE CONCEPTUALIZATION AND MEASUREMENT OF
WORKPLACE INCIVILITY**

Despite the high level of interest in workplace incivility, major issues remain regarding the conceptualization and measurement of this construct. This symposium addresses the multidimensional view of incivility, the link between incivility and discrimination (e.g., based on race/gender), and includes a discussion of cross-cultural issues in conceptualizing and measuring incivility/deviance.

Vincent J. Fortunato, University of Southern Mississippi, *Chair*

Jennifer L. Burnfield, Bowling Green State University, *Co-Chair*

Jennifer L. Burnfield, Bowling Green State University, Olga L. Clark, Bowling Green State University, Shelby Devendorf, Bowling Green State University, Steve M. Jex, Bowling Green State University, *Understanding Workplace Incivility: Scale Development and Validation*

Lilia M. Cortina, University of Michigan, Vicki J. Magley, University of Connecticut, Kimberly A. Lonsway, National Center for Women and Policing, *Reconceptualizing Workplace Incivility Through the Lenses of Gender and Race*

Carra S. Sims, University of Illinois at Urbana–Champaign, Reeshad S. Dalal, Purdue University, Michael R. Bashshur, University of Illinois at Urbana–Champaign, Scott Bedwell, IPAT, Deborah E. Rupp, University of Illinois at Urbana–Champaign, *A Common Measure for a Common Problem: Generalized Discrimination*

Rebecca J. Bennett, University of Toledo, *Measurement Issues in Cross-Cultural Studies of Employee Deviance*

Paula L. Grubb, NIOSH, *Discussant*

Submitted by Jennifer L. Burnfield, jburnfi@bgnet.bgsu.edu

239. SYMPOSIUM: SUNDAY, 10:30–11:50**CHICAGO X (LEVEL 4)****IMPLICIT MEASUREMENT IN I-O PSYCHOLOGY: EMPIRICAL REALITIES AND
THEORETICAL POSSIBILITIES**

Implicit measurement is an indirect method that assesses response latencies to speeded categorization tasks to measure attitudes, stereotypes, and self-concepts. This controversial measurement approach is discussed and demonstrated in this symposium, along with papers discussing empirical findings of interest to I-O psychologists concerned with personality measurement and workplace attitudes.

Kenneth Sumner, Montclair State University, *Chair*

Elizabeth Haines, William Paterson University, *Co-Chair*

Elizabeth Haines, William Paterson University, Kenneth Sumner, Montclair State University, *The What, Why, and How of Implicit Measurement: A Primer*

Jonathan C. Ziegert, University of Maryland, Paul J. Hanges, University of Maryland, *Examination of Explicit, Implicit, and Conditional Reasoning Personality Measurement*

Lindsey Marie Young, Wayne State University, David Kuttner, Wayne State University, Boris B. Baltes, Wayne State University, *Implicit and Explicit Racial Attitudes: Relationship to Performance Ratings*

Kenneth Sumner, Montclair State University, Elizabeth Haines, William Paterson University, *Measuring Implicit Work Satisfaction: Empirical Findings and Theoretical Possibilities*

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

SUNDAY AM

240. PANEL DISCUSSION: SUNDAY, 10:30–11:50**SHERATON I (LEVEL 4)****THE SILENT KILLER: PREVENTING ERRORS IN HEALTHCARE THROUGH I-O INTERVENTIONS**

It is becoming increasingly important for healthcare organizations to identify the key factors which contribute to organizational effectiveness in reducing errors. Although many organizations have changed systems, processes, or structures, these approaches are incomplete without a requisite assessment of the organizational safety climate and culture.

Russell E. Lobsenz, viaPeople, Inc., *Chair*

Amanda Seidler Pokryfke, viaPeople, Inc., *Co-Chair*

David Rosenbloom, McMaster University, *Panelist*

Chris P. Parker, Northern Illinois University, *Panelist*

Serge Gagnon, McGill University Health Center, *Panelist*

Zachary Nelson, Advocate Healthcare, *Panelist*

Cara C. Bauer, Wayne State University, *Panelist*

Submitted by Amanda Seidler Pokryfke, apokes@usa.net

**241. PRACTITIONER FORUM: SUNDAY, 10:30–11:20****SHERATON II (LEVEL 4)****DESIGNING AND IMPLEMENTING A MANAGEMENT PROMOTION SYSTEM AT THE FBI**

The FBI faced the challenge of developing, validating, and implementing a promotional system for its managers. Working in partnership with various stakeholders, a comprehensive system was designed and over 3,500 assessments conducted within 10 months. Various challenges accompanying this project are discussed and successful approaches are presented for similar situations.

Joseph A. Gier, Aon Consulting, *Chair*

Amy Dawgert Grubb, Federal Bureau of Investigation, *The New Mid-Management Promotion System at the FBI*

Jennifer M. Hurd, Aon Consulting, *Designing a Cognitive Ability Test for FBI Leaders: Working Within a Multiple-Requirement, Multiple-Stakeholder Environment*

Matthew Dreyer, Aon Consulting, Seymour Adler, Aon Consulting, Joseph A. Gier, Aon Consulting, *Development and Validation of Realistic Telephone Assessment Programs for Midlevel Managerial Positions at the FBI*

Seymour Adler, Aon Consulting, Matthew Dreyer, Aon Consulting, *Delivering Management Assessment to the Masses*

Submitted by Joseph A. Gier, Joseph_A_Gier@aoncons.com

242. PRACTITIONER FORUM: SUNDAY, 10:30–11:50**SHERATON III (LEVEL 4)**

**SELECTION RESEARCH FOR PUBLIC SAFETY-RELATED POSITIONS:
CONTRIBUTIONS AND CHALLENGES**



This session will highlight examples of I-O research devoted to selection for public-safety and support jobs. Presenters will draw from personal experience in describing selection research in a variety of public-safety settings spanning cognitive, personality, physical ability, and medical domains, as well as future research challenges.

John A. Weiner, Psychological Services, Inc., *Chair*

Shelley W. Spilberg, California Commission on POST, *Co-Chair*

Chockalingam Viswesvaran, Florida International University, Deniz S. Ones, University of Minnesota, Eyran

Kraus, City of Miami, Mary E. Leckband, City of Miami, Alexander Alonso, Florida International University, *The Role of Applicant Ability and Conscientiousness in Reliability of Assessments*

John A. Weiner, Psychological Services, Inc., *Cognitive Ability Assessment for Public Safety Positions: Applications and Impact*

Shelley W. Spilberg, California Commission on POST, Deniz S. Ones, University of Minnesota, Chockalingam

Viswesvaran, Florida International University, Michael J. Cullen, University of Minnesota, Stephan Dilchert,

University of Minnesota, Shelly A. Wiemann, University of Minnesota, *The Development of Preemployment*

Psychological Screening Procedures for California Peace Officers: An Arranged Marriage With No Prenup

Donna L. Denning, City of Los Angeles, *Public-Safety Support Staff: The Challenge of Selection for Scientific Investigation Positions*

Deborah Gebhardt, Human Performance Systems, Inc., *Issues Related to Implementation of Physical Performance Tests and Medical Guidelines in a Public-Safety Setting*

Submitted by John A. Weiner, john@psionline.com

243. PANEL DISCUSSION: SUNDAY, 10:30–11:50

SHERATON IV (LEVEL 4)

THE NUTS AND BOLTS OF OBTAINING EXTERNAL RESEARCH FUNDING



Institutional pressure to obtain external funding is increasing for academic I-O psychologists. The purpose of this panel discussion is to provide an overview of the funding process. Topics to be discussed include sources for external funding, strategies for writing an attractive proposal, and balancing grant writing with other competing demands.

Tammy D. Allen, University of South Florida, *Chair*

Leslie B. Hammer, Portland State University, *Panelist*

Thomas F. Hilton, National Institute–Drug Abuse, *Panelist*

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

Eduardo Salas, University of Central Florida, *Panelist*

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

244. SYMPOSIUM: SUNDAY, 10:30–11:50

SHERATON V (LEVEL 4)

NEW DIRECTIONS IN CREATIVITY RESEARCH: TEAMS AND REWARDS

Two contextual factors receiving little empirical attention with regards to creativity are teams and rewards. This symposium includes papers investigating the effect of team personality composition on creativity, and how teams' engagement in creative processes impact team effectiveness. In addition, two studies hypothesize and find that rewards can enhance individuals' creativity.

Christina E. Shalley, Georgia Institute of Technology, *Chair*

Markus Baer, University of Illinois, Gwendolyn H. Costa, University of Illinois, Andrea Hollingshead, University of Illinois, Greg R. Oldham, University of Illinois, *The Personality Composition of Teams and Creativity*

Lucy L. Gilson, University of Connecticut, John E. Mathieu, University of Connecticut, Christina E. Shalley, Georgia Institute of Technology, Tom Ruddy, Siemens Corporation, *Creativity and Standardization: Complimentary or Conflicting Drivers of Team Effectiveness?*

Reut Livne-Tarandachm, Technion, Miriam Erez, Technion, Ido Erev, Technion, *Turning Enemies into Allies—The Effects of Performance-Contingent Rewards and Goal Type on Creativity*

Justin Aselage, University of Delaware, Robert Eisenberger, University of Delaware, Ivan L. Sucharski, University of Delaware, *Reward and Creativity: Mediating Roles of Self-Determination*

Michael D. Mumford, University of Oklahoma, *Discussant*

Submitted by Christina E. Shalley, Christina.Shalley@dupree.gatech.edu

245. PRACTITIONER FORUM: SUNDAY, 10:30–11:50

OHIO (LEVEL 2)

FILLING THE PIPE II: BEST PRACTICES IN ORGANIZATION-WIDE MANAGEMENT DEVELOPMENT

The big question facing talent management professionals today is, “How to build an integrated system for churning out homegrown managers and leaders at every organizational level?” This practitioner forum brings together veteran consultants and practitioners with best-practice models, state-of-the-art benchmarking, and sage advice for developing managers across the hierarchy.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*

Arthur M. Freedman, American University, *Pathways and Crossroads to Executive Leadership*

H. Skipton Leonard, Personnel Decisions International, *When Leadership Development Fails Managers: Making a Clearer Distinction Between Management Training and Leadership Development*

Patricia M. Weik, RHR International Company, *Practices in the Development of Future Leaders for Key Roles*

Jennifer W. Martineau, Center for Creative Leadership, *Creating Synergy and Difference in Development: One Organization's Competencies for Three Organizational Levels*

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

246. SYMPOSIUM: SUNDAY, 10:30–11:50

MICHIGAN A (LEVEL 2)

NEW DIRECTIONS IN NAVY SELECTION AND CLASSIFICATION RESEARCH



Presentations in this symposium will describe recent efforts that Navy personnel researchers have undertaken in the area of selection and classification. Implications of this work for future policy, practice, and research will be discussed.

William L. Farmer, Navy Personnel Command, *Chair*

Paul G. Michael, Alliant International University, *JOIN: Jobs and Occupational Interest in the Navy*

Jacqueline A. Mottern, Navy Personnel Research, Studies, & Technology (NPRST), *Retention and Attrition Among New Recruits*

Jerry W. Hedge, Independent Consultant, *Research Directions for the Future of Navy Selection/Classification*

Walter C. Borman, Personnel Decisions Research Institutes, *Discussant*

Submitted by William L. Farmer, William.L.Farmer@navy.mil

247. SPECIAL EVENT: SUNDAY, 10:30–11:20

MICHIGAN B (LEVEL 2)

CAN WE DETECT DECEPTION?



A number of methods have been proposed for detecting or inferring deception. Some of these detect deception at better-than-chance rates, but virtually all methods are constrained by a combination of weak theoretical support, limited validity studies, often of dubious quality, or severe practical constraints. Prospects for the reliable detection of deception are discussed.

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

Submitted by Kevin R. Murphy, krmurphy@psu.edu

248. PANEL DISCUSSION: SUNDAY, 10:30–11:50

SUPERIOR A (LEVEL 2)

MOCK ETHICS HEARING: THE HAND THAT ROCKS THE LICENSING LAW

This audience-interactive demonstration is a mock disciplinary hearing by a fictional ethics panel. The objective is to inform attendees about the applicability of the 2002 Ethical Principles of Psychologists and Code of Conduct. Issues include the practice of I-O psychology by an unlicensed academic and the claim of confidentiality.

Greg Gormanous, Louisiana State University–Alexandria, *Chair*

Judith S. Blanton, RHR International, *Co-Chair*

Darrell Hartke, Aon Consulting, *Co-Chair*

Warren C. Lowe, Lafayette Psychotherapy Group, *Panelist*

Linda Jean McMullen, Bowling Green State University, *Panelist*

S. Morton McPhail, Jeanneret & Associates, Inc., *Panelist*

M. Peter Scontrino, Scontrino & Associates, *Panelist*

Tracey L. Shilobod, Clemson University, *Panelist*

Aeslya A. Slay, Hunter & Morton, *Panelist*

Rodney L. Lowman, Alliant International University, *Discussant*

Kari R. Strobel, Old Dominion University, *Discussant*

Submitted by Greg Gormanous, gg@Lsua.edu

249. PANEL DISCUSSION: SUNDAY, 10:30–11:20**SUPERIOR B (LEVEL 2)****THE USE OF OCCUPATIONAL INFORMATION IN DISABILITY DETERMINATION CONTEXTS**

National occupational information systems play a crucial role in federal and private sector disability determinations. However, concerns persist regarding the ability of existing systems (DOT and O*NET) to fulfill the unique requirements associated with this context. The panel will discuss this dilemma and offer suggestions regarding how to address it.

Patrick Gavan O'Shea, American Institutes for Research, *Chair*

Susan K. R. Heil, American Institutes for Research, *Co-Chair*

Sylvia Karman, Social Security Administration, *Panelist*

Les Kertay, UnumProvident, *Panelist*

Lorin M. Mueller, American Institutes for Research, *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Juan I. Sanchez, Florida International University, *Panelist*

Sigrid B. Gustafson, American Institutes for Research, *Panelist*

Andrew M. Rose, American Institutes for Research, *Discussant*

Submitted by Patrick Gavan O'Shea, goshea@air.org

**250. SYMPOSIUM: SUNDAY, 10:30–11:50****HURON (LEVEL 2)**

**PREVENTING BURNOUT THROUGH BETTER MANAGEMENT:
BUILDING ENGAGEMENT WITH WORK**



This symposium addresses the strong alliances necessary between researchers and management to implement organization interventions to prevent burnout and build engagement with work. It also considers the target of such interventions by examining the nature of engagement with work and their implications for practitioners and researchers.

Michael P. Leiter, Acadia University, *Chair*

Esther Greenglass, York University, *Predictors of Work Engagement*

Mina Westman, Tel Aviv University, *A New Research Agenda: Positive Crossover*

Christina Maslach, University of California–Berkeley, Michael P. Leiter, Acadia University, *Professional Efficacy: Contrasts Between Management and Front-Line Staff Members*

Michael P. Leiter, Acadia University, *A New Approach to Changes in Burnout Over Time: Identifying Subgroups Likely to Change*

Christina Maslach, University of California–Berkeley

Submitted by Michael P. Leiter, michael.leiter@acadiau.ca

SUNDAY AM

251. PRACTITIONER FORUM: SUNDAY, 10:30–11:20**MAYFAIR (LEVEL 3)****APPLYING I-O TO HEALTHCARE: CHALLENGES AND SUCCESSES**

I-O psychologists can, and do, play a key role in healthcare settings. The purpose of this practitioner forum is to explore the ways in which traditional I-O skills can help to improve the programs and practices employed by government agencies charged with overseeing our nation's healthcare.

Nancy Matheson, American Institutes for Research, *Chair*

David P. Baker, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, Amy K. Holtzman, American Institutes for Research, Eduardo Salas, University of Central Florida, *Applying I-O to Healthcare: Investigating the Requirements for Team Training*

Fred A. Mael, American Institutes for Research, *Quality of Care and Organizational Culture in Substance-Abuse Treatment Settings*

Joyce D. Mattson, American Institutes for Research, *Application of I-O Psychology to Medical Regulatory and Oversight Functions*

Laura A. Steighner, American Institutes for Research, *Developing Structured Guidance to Assess the Severity of Deficient Nursing Home Practices*

Submitted by Nancy Matheson, nmatheson@air.org

252. INTERACTIVE POSTERS: SUNDAY, 10:30–11:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: OHP/STRESS**
**252-1 SELF-EFFICACY IN SOCIAL SUPPORT'S MODERATING EFFECTS OF
STRESSOR-STRAIN RELATIONSHIPS**

Occupational research offers inconsistent findings on social support's moderating effects on the stressor-strain relationship. We contribute to this literature by using longitudinal data showing how social support's moderating effect is dependent on one's self-efficacy. Social support buffered the relationship with high self-efficacy and reverse buffered the relationship with low self-efficacy.

Melba C. Stetz, U.S. Army Medical Research and Materiel Command

Thomas A. Stetz, National Imagery and Mapping Agency

Paul D. Bliese, Walter Reed Army Institute of Research

Submitted by Melba C. Stetz, melba.stetz@us.army.mil

252-2 ROLES OF SAFETY CONTROL AND SUPERVISORY SUPPORT IN WORK SAFETY

This paper describes the roles of safety control and supervisory safety support in predicting safety performance and injuries. We investigate the process of safety control, in which understanding of why injuries occur leads to prediction of when injuries are likely, which leads to control over the circumstances that cause injuries.

Lori Anderson, Colorado State University

Peter Y. Chen, Colorado State University

Scott Finlinson, The Ohio University

Autumn D. Krauss, Colorado State University

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Submitted by Lori Anderson, lori@lamar.colostate.edu

252-3 SOCIAL SUPPORT AND RETENTION IN HIGH-STRESS CORRECTIONAL ENVIRONMENTS

Separating correctional employees completed an Exit Survey assessing the importance of aspects of the job they were deciding to leave. Results indicated that employees who perceived receiving social support rated aspects of the job significantly less important in deciding to leave compared to employees who did not perceive social support.

Kate E. Moser, Federal Bureau of Prisons

Mark Tregar, Federal Bureau of Prisons

Edward S. Oppler, Federal Bureau of Prisons

Submitted by Mark Tregar, mtregar@ubalt.edu

252-4 ANTECEDENTS TO GIVING AND RECEIVING SOCIAL SUPPORT AT WORK

Social support is an important variable in occupational stress research, yet little is known about the antecedents of giving and receiving support at work. In a sample of 108 diversely employed participants, reciprocity and personality (extraversion and agreeableness, but not neuroticism) each predicted the giving and receiving of social support.

Nathan A. Bowling, Central Michigan University

Terry A. Beehr, Central Michigan University

William M. Swader, Central Michigan University

Submitted by Nathan A. Bowling, nathan.a.bowling@cmich.edu

221. SYMPOSIUM: SUNDAY, 8:00–9:50**SUPERIOR B (LEVEL 2)****BULLYING IN THE WORKPLACE: FOUNDATIONS, FORMS, AND FUTURE DIRECTIONS**

Academicians, psychologists, and managers have recently recognized “bullying” as a significant concern within organizations. This symposium will examine the various forms of workplace bullying, report recent theoretical conceptualizations and empirical research findings, discuss future directions, and offer tips on how managers can control this harassing behavior to better protect employees.

Susan M. Burroughs, Washington State University–Vancouver, *Chair*

Melissa L. Gruys, Washington State University–Vancouver, *Co-Chair*

Suzy Fox, Loyola University–Chicago, Lamont E. Stallworth, Loyola University–Chicago, *Racial/Ethnic Bullying: Exploring Links Between Bullying and Racism in the U.S. Workplace*

Mark N. Bing, Naval Submarine Medical Research Laboratory, Kristl Davison, University of Hartford, *The Instantaneous Creation of a Downward Social Comparison: One Explanation for Verbal Incivility in the Workplace*

Susan M. Burroughs, Washington State University–Vancouver, Melissa L. Gruys, Washington State University–Vancouver, *Establishing Law and Order in Cyberspace: Understanding and Controlling E-Mail Bullying*

Nathan A. Bowling, Central Michigan University, Terry A. Beehr, Central Michigan University, Bryan Gibson, Central Michigan University, Stephen H. Wagner, Central Michigan University, *Meta-Analysis of the Antecedents and Consequences of Workplace Harassment*

Loraleigh Keashly, Wayne State University, Joel H. Neuman, SUNY–New Paltz, Laurela Burnazi, Wayne State University, *Persistent Hostility at Work: What Really Hurts?*

Jack M. Feldman, Georgia Institute of Technology, *Discussant*

Submitted by Melissa L. Gruys, gruys@vancouver.wsu.edu

222. PRACTITIONER FORUM: SUNDAY, 8:00–9:50**HURON (LEVEL 2)****AN INTEGRATED APPROACH TO MANAGING TALENT @ DELL**

A critical challenge for businesses today is managing talent. Increasingly, organizations understand that the ability to build people capability will afford them strategic advantage. Dell’s Talent Management strategy provides a simple integrative framework for many processes including: talent acquisition, talent assessment, performance management, competency assessment, and leadership development processes.

MaryBeth Mongillo, Dell Inc., *Chair*

MaryBeth Mongillo, Dell Inc., *Dell’s Global Talent Management Strategy*

Belinda Hyde, Dell Inc., *Integrating Talent Management With Leadership Development Programs*

MaryBeth Mongillo, Dell Inc., *Talent Direct: Dell’s Integrated Talent Management System*

Kim M. Stepanski, Pfizer, Inc., *Enabling Managers to Effectively Manage Talent*

John R. Adcock, Dell, *Taking Talent Management to the Field*

Submitted by MaryBeth Mongillo, MaryBeth_Mongillo@Dell.com

Special Sunday morning programming has been selected on the topic of emergency response, occupational health, and safety. This follows the theme of Michael Burke’s Presidential Address. There are 12 themed sessions, plus a plenary session, a poster session, and an interactive poster session. These themed sessions are marked with the following symbol: ★

223. PANEL DISCUSSION: SUNDAY, 8:00–9:50**MAYFAIR (LEVEL 3)**

**OPPORTUNITIES AND CHALLENGES CONDUCTING ORGANIZATIONAL
RESEARCH IN MEDICAL SETTINGS**



This panel brings together five organizational researchers who conduct research in medical settings. They will discuss their research, its multidisciplinary nature, the opportunities and challenges of studying medical settings, fund-

ing mechanisms, potential publication outlets, as well as provide lessons learned and guidance about conducting research in medical settings.

Joann S. Sorra, Westat, *Chair*

Katherine J. Klein, University of Maryland, *Panelist*

Dawn L. Riddle, University of South Florida, *Panelist*

Eduardo Salas, University of Central Florida, *Panelist*

Amy Edmondson, Harvard University, *Panelist*

Submitted by Joann S. Sorra, joannsorra@westat.com

224. POSTER SESSION: SUNDAY, 8:00–8:50

RIVER EXB HALL A (LEVEL 1)

OHP/STRESS



224-1 ABUSIVE SUPERVISION AND EMPLOYEE ALCOHOL USAGE: THE IMPACT ON PERFORMANCE

We investigated whether abusive supervision perceptions and alcohol usage were related and what effect alcohol use had on supervisor perceptions of subordinate performance. Results point to the exacerbation effect of higher alcohol usage on performance in the presence of abusive supervision. We conclude with implications for theory and future research.

Jenny M. Hoobler, Northern Illinois University

Jolene L. Skinner, Northern Illinois University

Submitted by Jolene L. Skinner, skinn30@hotmail.com

224-2 ANXIETY AS A MEDIATOR OF THE GOAL ORIENTATION–PERFORMANCE RELATIONSHIP

Goal orientation framework was explored using structural equation modeling, with subjective and objective anxiety measures as mediators; these were mathematics anxiety and emotionality, respectively. Although results showed limited support for the models, findings provide the basis for further research on the incongruence between subjective and objective measures of anxiety.

Linda Jean McMullen, Bowling Green State University

Michael Horvath, Clemson University

James A. McCubbin, Clemson University

Cynthia Pury, Clemson University

Submitted by Linda Jean McMullen, jeaniemc_2000@yahoo.com

224-3 CHINA VERSUS THE U.S.: DIFFERENCE ON JOB CONTROL AND INTERPERSONAL CONFLICT

We used both quantitative and qualitative approaches to investigate cultural-specific job stressors for Chinese and American employees. We found that lack of job control was an important stressor for Americans but not Chinese. Interpersonal conflict was important for both. However, the two cultural groups tended to have different conflict styles.

Cong Liu, Illinois State University

Paul E. Spector, University of South Florida

Lin Shi, Beijing Normal University

Submitted by Cong Liu, cliu@ilstu.edu

SUNDAY AM

224-4 TESTING THE JOB CONTROL–JOB STRAIN RELATION WITH MULTIPLE DATA

To provide greater insight into the connections between the objective work environment and job strains, we used the O*NET database to measure job control. We found that objectively measured controls were related to physical strain, suggesting that something in the work environment plays a role in an employee's physical health.

Cong Liu, Illinois State University
 Paul E. Spector, Univ of South Florida
 Steve M. Jex, Bowling Green State University
 Submitted by Cong Liu, cliu@ilstu.edu

224-5 DANGEROUS RISK TAKING AND INJURY AMONG ADOLESCENT EMPLOYEES

A dangerous risk-taking model of adolescent injury was tested using structural equation modeling. Results from 2,542 working adolescents indicated that demographic, family modeling, self-esteem, and work characteristics influenced key safety-cognition mediators (dangerous risk taking, safety consciousness, and risk taking at work), which, in turn, predicted longitudinal injury.

James D. Westaby, Columbia University
 Krister Lowe, Columbia University
 Submitted by James D. Westaby, westaby@columbia.edu

224-6 MULTILEVEL EFFECTS OF OCCUPATIONAL STRESS AMONG ACTIVATED NATIONAL GUARD SOLDIERS

We conducted a multilevel study of stress among National Guard soldiers activated for security duty on U.S. military installations. We found both individual and group-level effects of traditional (e.g., predictability) and newer stressors (e.g., fears about terrorism) in relation to soldiers' well-being and combat readiness.

Robert R. Sinclair, Portland State University
 Jennifer A. Sommers, Portland State University
 Paul D. Bliese, Walter Reed Army Institute of Research
 Doris B. Durand, Walter Reed Army Institute of Research
 Jeffrey L. Thomas, U.S. Army Medical Research Unit–Europe
 Alison Dezsofi, Portland State University
 Submitted by Robert R. Sinclair, sinclair@pdx.edu

224-7 COPING WITH WORK–SCHOOL CONFLICT THROUGH SOCIAL SUPPORT

In a survey of 148 employed college students, we found that work–school conflict (WSC) was negatively related to job satisfaction and positively related to somatic complaints. Social support from coworkers and supervisors was marginally related to reduced WSC. In addition, coworker support moderated the relationship between WSC and job satisfaction.

Kyle Gerjerts, University of Northern Iowa
 Adam B. Butler, University of Northern Iowa
 Submitted by Adam B. Butler, adam.butler@uni.edu

224-8 SOURCES OF CONFLICT AT WORK AND TARGETS OF COUNTERPRODUCTIVE BEHAVIORS

The impact of different sources of conflict at work on the target of counterproductive work behaviors (CWB) was investigated. Data were obtained from 133 dyads of full-time working participants representing a variety of occupations at a large southeastern university. Direct relationships between conflict and CWBs supported the proposed hypotheses.

Valentina Bruk Lee, Personnel Decisions Research Institutes, Inc.
 Paul E. Spector, University of South Florida
 Submitted by Valentina Bruk Lee, bruk@helios.acomp.usf.edu

224-9 ORGANIZATIONAL SUPPORT AND RETURN-TO-WORK POLICIES: ASSOCIATIONS WITH POST-INJURY JOB SATISFACTION

This study explores the relationship between employer responses to injuries (i.e., organizational support and return-to-work policies) and post-injury job satisfaction. Survey data were collected from 1,438 employees. Results suggest needs for understanding organizational responses to injuries, employee perceptions of those injury responses, and the impact of both on organizational outcomes.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

William S Shaw, Liberty Mutual Research Institute for Safety

Peter Y. Chen, Colorado State University

Submitted by Yueng-Hsiang E. Huang, yueng-hsiang.huang@Libertymutual.com

224-10 A COMPARISON OF EMPLOYER AND UNION CONCERN FOR OHP-RELATED ISSUES

The extent of employer and union concern for various OHP-related issues was investigated. Data from 136 employers and 27 unions revealed that the extent of organizational concern was linked to issue type (i.e., tangible/intangible) and organization type. Neither frequency of interventions provided nor organizational structure were related to OHP concerns.

Dana M. Glenn, University of Houston

Submitted by Dana M. Glenn, danaglenn29@hotmail.com

224-11 ORGANIZATIONAL WELLNESS PROGRAMS: A META-ANALYSIS

A meta-analysis was conducted to examine the conflicting results associated with the utilization of organizational wellness programs (Conrad, 1987; Kirkcaldy, Cooper, Shephard, & Brown, 1994). It was found that organizational wellness programs are associated with lower absenteeism and higher job satisfaction.

Kizzy Marie Parks, Brevard Community College

Lisa A. Steelman, Florida Institute of Technology/Burke Inc.

Submitted by Kizzy Marie Parks, Kizwiz@hotmail.com

224-12 CONFLICT RESOLUTION TACTICS AND EMPLOYEE PERCEPTIONS OF SAFETY AT WORK

The present study found that conflict resolution tactics used in organizations (reasoning, verbal aggression, and physical aggression) were related to type of disputants involved in disagreements and to employees' feelings of being safe at work. The findings suggest that some work contexts may be characterized as more aggressive than others.

Anika Gakovic, UBS Financial Services, Inc.

Nancy Da Silva, San Jose State University

Lois E. Tetrick, George Mason University

Submitted by Nancy Da Silva, ndasilva@email.sjsu.edu

224-13 NEUTRALIZING THE DYSFUNCTIONAL IMPACT OF NA: ROLE OF POLITICAL SKILL

We examined the neutralizing effects of political skill on NA—job-strain relationships (i.e., tension, dissatisfaction, and EMG). Results supported moderating effects of political skill such that greater political skill reduced negative effects of NA on job tension and job dissatisfaction and increased EMG for those high in NA.

Pamela L. Perrewe, Florida State University

Kelly Zellars, University of North Carolina-Charlotte

Ana Maria Rossi, Clinica De Stress E Biofeedback

Wayne A. Hochwarter, Florida State University

Gerald R. Ferris, Florida State University

Charles J Kacmar, Florida State University

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

224-14 EFFECTS OF WEEKEND EXPERIENCES ON WORK ENGAGEMENT AND PERFORMANCE

This study examined the extent to which experiences during the weekend contribute to job-related variables after the weekend. Data from 85 emergency service workers indicate that private hassles, positive work reflection, and social activity during the weekend predicted work engagement as well as in-role and extra-role performance after the weekend.

Sabine Sonnentag, Technical University–Braunschweig, Germany

Charlotte Fritz, Technical University–Braunschweig, Germany

Submitted by Charlotte Fritz, c.fritz@tu-bs.de

224-15 EMOTIONAL EXHAUSTION, WORK RELATIONSHIPS, AND HEALTH EFFECTS ON ORGANIZATIONAL OUTCOMES

Results from 2,287 participants (1997 National Study of the Changing Workforce) revealed that work relationships partially mediated the relationship between emotional exhaustion and job effort, turnover, job satisfaction, and absenteeism. Furthermore, frequency of health problems reported by an individual partially mediated the effects of emotional exhaustion on these same outcomes.

Carolyn J. Mohler, Colorado State University

Zinta S. Byrne, Colorado State University

Russell S. Cropanzano, University of Arizona

Submitted by Carolyn J. Mohler, cmohler@lamar.colostate.edu

224-16 FIRST-NIGHT SHIFT SIMULATION: EFFECTS ON PERFORMANCE, EFFORT, AND STRESS

The current study simulates a first night shift to determine effects of 24-hour sleep deprivation on performance, perceived effort, and stress on both a challenging task and simple task. Performance decreased on the simple task, but increased on the complex task. Larger stress increases were reported for the simple task.

Heather N. Odle-Dusseau, Clemson University

Jessica Bradley, Clemson University

June J. Pilcher, Clemson University

Submitted by Heather N Odle-Dusseau, hnicole77@yahoo.com.au

224-17 U.S.–CHINA COMPARATIVE STUDY ON PATHWAYS TO MANAGING STRESS

This paper examines the relationship between individualism–collectivism and work locus of control, social support, and family–work conflict. American employees (individualists) reported higher internal work locus of control, family–work conflict, and stress. The effect of family–work conflict on stress was mediated by social support and active coping.

Abhishek Srivastava, West Virginia University

Gerald L. Blakely, West Virginia University

Frances M. McKee-Ryan, Oregon State University

Martha C. Andrews, University of North Carolina–Wilmington

Submitted by Abhishek Srivastava, abhishek.srivastava@mail.wvu.edu

224-18 IMPACT OF INFORMATION TECHNOLOGY STRESSORS ON EMPLOYEE STRAIN OUTCOMES

Although technology is a growing part of many jobs, few studies have examined its impact on employees' well-being. We developed a scale assessing 11 factors of technology stressors. This scale demonstrated good internal reliability and predicted perceived stress and strain outcomes after controlling for traditional job-role stressors.

Arla L. Day, Saint Mary's University

Stephanie L. Paquet, University of Calgary

Laura Hambley, University of Calgary

Colleen Lucas, University of Calgary
Nicholas Borodenko, University of Calgary
Submitted by Stephanie L. Paquet, spaquet@ucalgary.ca

224-19 OCCUPATIONAL SAFETY: THE JOB DEMAND–CONTROL MODEL STRIKES AGAIN

The Job Demand–Control model was applied to the occupational safety domain. Using safety-specific demands (situational constraints), control (safety control), and well-being criteria (safety performance, injuries), the strain and buffer hypotheses were tested. Partial support for the strain hypothesis and significant interactions between demand and control were found for both criteria.

Autumn D. Krauss, Colorado State University
Peter Y. Chen, Colorado State University
Scott Finlinson, The Ohio University
Lori Anderson, Colorado State University
Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety
Kevin B. Tamanini, The Ohio University
Submitted by Lori Anderson, lori@lamar.colostate.edu

224-20 IS WORKPLACE HARASSMENT HAZARDOUS TO YOUR HEALTH?

We examined cross-sectional and lagged effects of sexual harassment (SH) and generalized workplace harassment (GWH) on incidence of self-reported past-year illness/injury/assault in a sample of over 1,500 university employees. SH and GWH, but not other job stressors, were related to increased odds of illness or injury.

Kathleen Rospenda, University of Illinois at Chicago
Judith A. Richman, University of Illinois at Chicago
Jennifer L.Z. Ehmke, University of Illinois at Chicago
Kenneth W. Zlatoper, University of Illinois at Chicago
Submitted by Kathleen Rospenda, krospenda@psych.uic.edu

224-21 A STUDY OF PERSONALITY AND CONFLICT AT WORK USING NURSES

This research study examined the role that personality plays in predicting the amounts of conflict that nurses experience while at work. Conflict was evaluated by source (nurse, doctor, supervisor, or patient) with significant effects found for Agreeableness, Openness to Experience, and Neuroticism.

Ashley M. Guidroz, Minnesota State University–Mankato
Lisa M. Perez, Minnesota State University–Mankato
Submitted by Ashley M. Guidroz, aguidro@bgnet.bgsu.edu

224-22 BENEFITS OF SOCIAL SUPPORT: THE EFFECT OF GENDER

The social support–strain relationship was moderated by gender. Psychological strain, work-to-family conflict, and job-withdrawal intentions were negatively correlated with levels of coworkers' support in women, but not in men. Men and women did not differ in quantity of social support they received, but women benefited more from it.

Olga L. Clark, Bowling Green State University
Christiane Spitzmueller, University of Houston
Charlie L. Reeve, Purdue University
Steven G. Rogelberg, University of North Carolina at Charlotte
Alan G. Walker, Bowling Green State University
Natalie DiGiacomo, Humane Society of the United States
Lisa Schultz, Purdue University
Submitted by Olga L. Clark, oclark@bgnet.bgsu.edu

224-23 THE RELATIONSHIP BETWEEN ALIGNMENT, DECENTRALIZATION, LEGITIMIZATION, AND ORGANIZATIONAL SAFETY

This study examines the relationship of alignment, decentralization, and legitimacy of safety practices, and organizational safety outcomes. Findings indicate that both alignment ($\beta = -.286$, CI = $-.518, -.054$) and decentralization ($\beta = -.366$, CI = $-.586, -.146$) have a relationship with numbers of injuries per 100 employees.

Kristy J. Lauver, University of Wisconsin

Submitted by Kristy J. Lauver, lauverkj@uwec.edu

224-24 A META-ANALYSIS OF STRESS AND PERFORMANCE: ASSESSING THE CHALLENGE-HINDRANCE FRAMEWORK

Using meta-analysis, we found that stress associated with hindrances at work (e.g., role conflict, role ambiguity) is more negatively related to performance than stress associated with challenges at work (e.g., workload, job demands). Results also indicate that the nature of the stress influences relationships with job satisfaction and withdrawal.

Nathan P. Podsakoff, University of Florida

Jeffery A. LePine, University of Florida

Marcie LePine, University of Florida

Submitted by Nathan P. Podsakoff, podsakof@ufl.edu

224-25 INDIVIDUAL DIFFERENCES, RISK, AND ACCIDENTS OUTCOMES IN THE NUCLEAR INDUSTRY

We tested models of accident outcomes with data from 181 employees from a southeastern-based nuclear power facility. Models incorporated multiple sources and multiple conceptualizations of accident criteria. Tests of the models provided partial support for the hypothesis that job-relevant risk moderates the relationship between personality and accident outcomes.

Michael J. Garrity, Aptima, Inc.

Patrick H. Raymark, Clemson University

Submitted by Patrick H. Raymark, praymar@clemson.edu

224-26 COGNITIVE AND TEMPORAL EFFECTS IN EMOTIONAL LABOR: A DIARY STUDY

This study employs a longitudinal design to test the temporal order of emotion regulation processes at work. Results elucidate the cognitive processes involved in, and differential effects of, regulation strategies in a sample of university administrative staff. Qualitative data on deep-acting strategies are also presented.

Jennifer L. Burnfield, Bowling Green State University

Submitted by Jennifer L. Burnfield, jburnfi@bgnet.bgsu.edu

224-27 MODERATING STRESSOR-STRAIN RELATIONSHIPS WITH EFFICACY AND ALTRUISM: A MULTILEVEL STUDY

Given the multilevel structures of organizations, it is important for research in occupational health psychology to examine group-level moderators of stress-strain relationships. We examined collective efficacy and altruism as cross-level moderators of stress-strain relationships. Results indicated that collective perceptions may influence how employees react to stressors in the workplace.

Michael A. Lodato, Bowling Green State University

Steve M. Jex, Bowling Green State University

Mo Wang, Bowling Green State University

Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

224-28

**INVESTMENT IN WORKFORCE HEALTH:
EXAMINING IMPLICATIONS FOR SAFETY AND COMMITMENT**

The current study, conducted in the offshore oil industry ($N = 1,374$), sought to examine whether investment in workforce health reaps organizational benefits beyond improved health. Results suggest that health investment manifests in positive evaluations of health and safety climate and is associated with fewer risk-taking behaviors and greater workplace commitment.

Lorraine Hope, University of Aberdeen
Kathryn Mearns, University of Aberdeen
Alistair Cheyne, Loughborough University
Submitted by Lorraine Hope, l.hope@abdn.ac.uk

224-29 PERSON-JOB FIT: EXTROVERSION, SOCIAL INTERACTION, AND BLOOD PRESSURE

Nonclinical white-collar employees participated in a combined laboratory-field study. Introverts who encountered frequent social interactions as well as extroverts with only few social interactions at work showed elevated habitual ambulatory systolic blood pressure levels. Participants with a person-job fit displayed normal systolic blood pressure levels.

Klaus J. Templer, Nanyang Technological University
Submitted by Kok-Yee Ng, akyng@ntu.edu.sg

**224-30 RETIREMENT AND SPILLOVER: DOES WORKPLACE STRESS AFFECT RETIREMENT
DRINKING OUTCOMES?**

This research extends spillover, stress, and social control theory by examining the extent to which workplace experiences impact well-being in retirement. Longitudinal data from 2,305 employees show a worker-retiree spillover effect in which workplace stressors (sexual harassment, general abuse, job characteristics) predicted drinking (frequency and quantity) in retirement.

Kenneth W. Zlatoper, University of Illinois-Chicago
Judith A. Richman, University of Illinois-Chicago
Jennifer L.Z. Ehmke, University of Illinois-Chicago
Kathleen Rospenda, University of Illinois-Chicago
Submitted by Kathleen Rospenda, krospeuda@psych.uic.edu

224-31 THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON PERFORMANCE DURING STRESS

This research examined the relationship between emotional intelligence, stress appraisals, and performance. Participants ($N = 77$) performed a mental math task and a videotaped speech. EI was related to challenge appraisals and performance. The four facets of EI had differential effects depending on the time and type of task performed.

Joseph B. Lyons, Wright State University
Tamera R. Schneider, Wright State University
Tamara L. April, Wright State University
Liz K. Stevens, Wright State University
Submitted by Joseph B. Lyons, lyons.28@wright.edu

225. COMMUNITY OF INTERESTS: SUNDAY, 8:00–8:50**RIVER EXB HALL A (LEVEL 1)**

COMMUNITY OF INTERESTS: DIVERSITY

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

SUNDAY AM

227. SYMPOSIUM: SUNDAY, 8:30–9:50**OHIO (LEVEL 2)****FILLING THE PIPE I: STUDYING MANAGEMENT DEVELOPMENT ACROSS THE HIERARCHY**

Although there is a shortage of managerial talent today, there is no shortage of opinions about how to develop managers and leaders at every level. What is needed most is research-based guidance. This symposium features four field studies that contribute to the literature and help point the way.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*

S. Bartholomew Craig, North Carolina State University, *Co-Chair*

Jennifer J. Deal, Center for Creative Leadership, Ross DePinto, Center for Creative Leadership, *Differences in the Developmental Needs of Managers at Multiple Levels*

Stephen J. Zaccaro, George Mason University, Deanna Banks, HumanR, *Developmental Work Assignments for Middle and Upper Level Organizational Leaders*

Robert B. Kaiser, Kaplan DeVries Inc., S. Bartholomew Craig, North Carolina State University, *What Gets You There Won't Keep You There: Managerial Behaviors Related to Effectiveness at the Bottom, Middle, and Top*

Robert T. Hogan, Hogan Assessment Systems, *Managerial Incompetence Across the Hierarchy*

David V. Day, Pennsylvania State University, *Discussant*

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

228. SYMPOSIUM: SUNDAY, 8:30–9:50**MICHIGAN A (LEVEL 2)****RESIZING THE ORGANIZATION: USING RESEARCH TO IMPROVE PRACTICE**

The purpose of this symposium is to investigate gaps between research findings and actual organizational resizing practices. Two field studies explore how companies have implemented various resizing activities and their resulting performance. In addition, a national survey program is used to examine the impact of layoffs on employee attitudes.

Kenneth P. De Meuse, University of Wisconsin–Eau Claire, *Chair*

Wayne F. Cascio, University of Colorado, *Managing a Downsizing Process*

Todd J. Hostager, University of Wisconsin–Eau Claire, *Responses of Customers and Competitors to Organizational Resizing*

Jack W. Wiley, Gantz Wiley Research, *The Effects of Downsizing on Organizational Climate*

Submitted by Kenneth P. De Meuse, demeukp@uwec.edu

229. PRACTITIONER FORUM: SUNDAY, 8:30–9:20**MICHIGAN B (LEVEL 2)**
**FEDERAL FLIGHT DECK OFFICER PROGRAM: AN INTEGRATED INTERNET-BASED
ASSESSMENT SYSTEM**


This forum describes how Internet technology was used to develop a complex assessment system to qualify commercial airline pilots to be armed through participation in the Federal Flight Deck Officer program. An online system collects, integrates, analyzes, and monitors multisource data obtained nationwide including application forms, testing, and clinical interviews.

Reid E. Klion, Performance Assessment Network, *Chair*

Ann M. Quigley, Transportation Security Administration, *Arming Pilots Through the FFDO Program: Legal and Technical Considerations*

Ryan A. Ross, Hogan Assessment Systems, *Using Synthetic and Transport Validation for Assessing FFDO Volunteers*

James Fico, Private Practice, *Psychological Interview and Test Feedback Process: Development and Implementation*

Submitted by Reid E. Klion, reid@pantesting.com

230. SPECIAL EVENT: SUNDAY, 9:00–9:50**CHICAGO VI (LEVEL 4)****SUNDAY PLENARY: PUBLIC SAFETY AND OCCUPATIONAL HEALTH:
OPPORTUNITIES FOR I-O RESEARCH AND PRACTICE**

This Plenary session considers the opportunities for I-O psychologists to contribute to some of the dominant issues of our time—fighting terrorism and ensuring safety/health (public, occupational, national) across multiple levels of analysis. The panel of experts will increase awareness of the research, practice, and funding opportunities currently available.

Michael J. Burke, Tulane University, *Chair*

Daniel R. Ilgen, Michigan State University, *Presenter*

Elizabeth B. Kolmstetter, Transportation Security Administration, *Presenter*

Sue Ann Corell Sarpy, Tulane University, *Presenter*

Submitted by Michael J. Burke, mburke1@tulane.edu

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

231. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**MISSISSIPPI (LEVEL 2)****EXPANDED TUTORIAL 1: GETTING YOUR HANDS DIRTY:
ACADEMIC AND APPLIED PERSPECTIVES ON CONDUCTING ORGANIZATIONAL RESEARCH**

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Presenter*

Ann Marie Ryan, Michigan State University, *Presenter*

Susan White, Personnel Decisions Research Institutes, *Coordinator*

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

232. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**ARKANSAS (LEVEL 2)****EXPANDED TUTORIAL 2: WORK MOTIVATION IN THE 21ST CENTURY:
MAPPING NEW DIRECTIONS FOR THEORY AND RESEARCH**

Ruth Kanfer, Georgia Institute of Technology, *Presenter*

Gilad Chen, Georgia Institute of Technology, *Coordinator*

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

233. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50**COLORADO (LEVEL 2)****EXPANDED TUTORIAL 3: MEASUREMENT INVARIANCE:
CONCEPTUAL AND DATA ANALYSIS ISSUES**

David Chan, National University of Singapore, *Presenter*

Steven Scullen, North Carolina State University, *Coordinator*

SUNDAY AM

EXPANDED TUTORIALS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE!

234. EXPANDED TUTORIAL: SUNDAY, 9:00–11:50

MISSOURI (LEVEL 2)

**EXPANDED TUTORIAL 4: USING CONDITIONAL REASONING
IN ORGANIZATIONAL RESEARCH**

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

Michael McIntyre, University of Tennessee, *Presenter*

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

James LeBreton, Wayne State University, *Coordinator*

235. INTERACTIVE POSTERS: SUNDAY, 9:00–9:50

PARLOR A (LEVEL 3)

INTERACTIVE POSTERS: DIVERSITY, GLOBAL

235-1 PREDICTING EXPATRIATE SUCCESS: A LOOK AT SOME NEW VARIABLES

Previous research has identified several unique individual and organizational factors that explain success on expatriate assignments. However, we propose that these factors operate through their impact on individual locus of control and expectancy. We present a new process model and several propositions to study success in expatriate assignments.

Arup Varma, Loyola University–Chicago

Shaun Pichler, Loyola University–Chicago

Fiona Nelson, Loyola University–Chicago

Submitted by Arup Varma, avarma@luc.edu

**235-2 CULTURAL INTELLIGENCE:
DEVELOPMENT AND CROSS-VALIDATION OF A MULTIFACETED MEASURE**

This series of studies introduces the concept of cultural intelligence and describes the development and initial validation of a four-faceted measure of cultural intelligence (CQ) including meta-cognition, cognition, motivation, and behavior. Empirical analyses demonstrate factor equivalence in two samples, acceptable reliability, and cross-validation in a second cultural setting.

Soon Ang, Nanyang Technological University

Linn Van Dyne, Michigan State University

Christine Koh, Nanyang Technological University

Submitted by Soon Ang, asang@ntu.edu.sg

**235-3 PREDICTING EXPATRIATE JOB PERFORMANCE FOR SELECTION PURPOSES:
A QUANTITATIVE REVIEW**

Meta-analyses on 23 primary studies ($N = 2973$) revealed that extraversion, emotional stability, conscientiousness, local language ability, cultural sensitivity, and flexibility are predictive of expatriate job performance; agreeableness and openness were unconfirmed. A negative relationship emerged for prior international experience. Predictive validities of personality on performance are compared with those found intraculturally.

Stefan T. Mol, Erasmus University–Rotterdam

Marise Born, Erasmus University–Rotterdam

Madde E. Willemsen, GITP Research, GITP International BV

Henk T. Van Der Molen, Erasmus University–Rotterdam

Submitted by Stefan T. Mol, mol@fsw.eur.nl

235-4

**PROFILING THE EFFECTIVE EXPATRIATE:
INDIVIDUAL DIFFERENCES AS PREDICTORS OF SUCCESS**

This research examined the impact of cultural flexibility and ethnocentrism on expatriate effectiveness. Data from 380 Japanese and Korean expatriates not only indicate that these competencies affect expatriate adjustment, withdrawal cognitions, and performance, but that these impacts vary according to expatriates' previous overseas work experience.

Lori A. Ferzandi, Pennsylvania State University
Margaret A Shaffer, Hong Kong Baptist University
Hal B. Gregersen, Brigham Young University
J. S. Black, University of Michigan
Submitted by Lori A. Ferzandi, laf192@psu.edu

236. POSTER SESSION: SUNDAY, 9:00–9:50**RIVER EXB HALL A (LEVEL 1)**

TRAINING, LEGAL, PRACTICE ISSUES

236-1

A PROPOSED ATI MODEL FOR THE FIELD OF TRAINING

In the 50 years since Cronbach's call for increased attention to aptitude-treatment interactions, researchers from many diverse fields, including educational, social, and clinical psychology have attempted to apply the logic of ATI to their fields. This paper represents an attempt to develop an ATI model for the field of training.

Michael J. Cullen, University of Minnesota
Submitted by Michael J. Cullen, cull0061@tc.umn.edu

236-2 EXPERIENCES OF SEXUAL HARASSMENT SCALE: EVIDENCE OF RELIABILITY AND VALIDITY

This research examines the newly developed Experiences of Sexual Harassment (ESH) scale, which more clearly measures the legal definition of sexual harassment (EEOC, 1997). Ninety-nine employees completed the ESH and the SEQ/SHOM. Data analysis included validation of the ESH (e.g. confirmatory factor analysis), and comparing the ESH and the SEQ/SHOM.

Stephanie Swindler, Southern Illinois University–Carbondale
Margaret S. Stockdale, Southern Illinois University–Carbondale
Submitted by Stephanie Swindler, steph_swindler@yahoo.com

236-3

THE INFLUENCE OF INCENTIVES AND TIMING ON ERROR TRAINING

To improve the task performance of low-ability trainees, incentives were combined with error training instructions presented either early or late in training on a complex task. Results indicated that presenting the instructions late significantly boosted performance, but adding an incentive to those instructions hurt performance.

Michael E. Stiso, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitted by Stephanie C. Payne, scp@psyc.tamu.edu

236-4 GOAL ORIENTATIONS AND THEIR EFFECTS ON BARGAINING BEHAVIOR AND ATTITUDES

Goal orientations a person possessed influenced person choice of negotiation strategies and outcomes. Process orientation led to integrative strategies and to integrative attitudes toward negotiation, while an outcome goal led to the use of distributive strategies during the bargaining process and to holding distributive attitudes toward negotiation.

Tal Katz, The Interdisciplinary Center, Herzliya
Chanan Goldschmidt, The Interdisciplinary Center, Herzliya
Submitted by Tal Katz, katzt@idc.ac.il

SUNDAY AM

236-5 ADDING INSULT TO INJURY: PROCEDURAL JUSTICE IN MONETARY EQUITY RESTORATION

In this experimental study, respondents who were offered monetary compensation for distributive inequities were less satisfied when the recompense implied a lack of concern for procedural fairness, even though the compensation itself was perceived as equitably fair. Results suggest that reparations may be undermined by the absence of procedural considerations.

Tyler G. Okimoto, New York University

Tom R. Tyler, New York University

Submitted by Tyler G. Okimoto, tgo203@nyu.edu

236-6 PREDICTORS OF MOTIVATION TO LEARN WHEN TRAINING IS MANDATORY

Few studies have focused on the factors that predict motivation to learn when training is mandatory. The influence of individual (work locus of control, perceived benefits of training) and organizational (negative transfer climate, supervisor support) factors on motivation to learn was entirely mediated by the individual's level of organizational commitment.

Michael A. Machin, University of Southern Queensland

Cherylee A. Treloar, Blue Care

Submitted by Michael A. Machin, machin@usq.edu.au

236-7 INDEPENDENT CONSULTING: IS IT A CHOICE BETWEEN SATISFACTION OR SUCCESS?

A systemic model predicting the job satisfaction and financial success of independent consultants was examined. Psychological work experiences, personality, financial solvency, client base, business activities, and networks all significantly contributed towards job satisfaction and financial success. Cumulatively, the findings suggest that independent consultants' satisfaction and financial success are intimately linked.

Cara T. Jones, University of Melbourne

Submitted by Cara T. Jones, c.jones9@pgrad.unimelb.edu.au

236-8 EXPLORING ALTERNATIVE APPROACHES TO THE EVALUATION OF LEARNING IN TRAINING

We examined two approaches to test development for the purpose of evaluating learning during training. The resulting tests measured task knowledge (content-oriented approach) and task understanding (cognitively oriented approach). Results demonstrated that task understanding mediated task-knowledge effects on performance and provided empirical evidence for the benefits of cognitively oriented test design.

Mark V. Palumbo, Wright State University

Debra Steele-Johnson, Wright State University

Valerie L. Shalin, Wright State University

Lynn-Michelle N. Sassoon, Wright State University

Submitted by Mark V. Palumbo, palumbo.2@wright.edu

236-10 SELF-MANAGEMENT TRAINING: INVESTIGATING THE INFLUENCE OF FISH TRAINING

This field experiment examined self-management training outcomes in an organizational setting. Intrinsic motivation, customer service, altruism, autonomy, and an overall measure of work motivation outcomes were examined. Survey data gathered at Time 1 and immediately after training at Time 2, revealed significant increases on several dependent variables.

Nkeiruka I. Mbah, University of Northern Iowa

Submitted by Nkeiruka I. Mbah, nimbah@uni.edu

**236-11 HR PROFESSIONALS' COMMITMENT TOWARDS CONSULTANCY FIRMS IN
PERSONNEL SELECTION**

This study develops and tests a model of the determinants of HR professionals' commitment towards a consultancy firm in selection. Results among 177 HR professionals showed that specific investments predicted continuance commitment, whereas shared values predicted affective commitment. Only affective commitment was related to the percentage of selection activities outsourced.

Filip Lievens, Ghent University

Liesbet Roose, Ghent University

Submitted by Filip Lievens, filip.lievens@ugent.be

236-12 TRAINABILITY AND TRAINING PERFORMANCE: BASIC SKILLS, COGNITIVE ABILITY, OR BOTH?

Noe and Colquitt's (2002) concept of trainability, which is purported to include basic skills and cognitive ability, was examined relative to the Kraiger, Ford, and Salas' (1993) 3-factor training performance model. Basic skills and cognitive ability were found to predict preselection screening outcomes and subsequent training performance.

Erich C. Dierdorff, DePaul University

Eric A. Surface, SOFLO/Army Research Institute

Submitted by Erich C. Dierdorff, ec_dierdorff@msn.com

236-13 REACTIONS TO DIVERSITY TRAINING: AN INTERNATIONAL COMPARISON

In response to workplace diversity, organizations implement diversity training programs. The present study examined reactions to diversity training conducted by a multinational corporation in nine countries classified on the individualistic/collectivist continuum. Results showed that trainee culture as well as trainer culture and gender influenced perceptions of usefulness and trainer effectiveness.

Courtney L. Holladay, Rice University

Miguel A. Quinones, University of Arizona

Submitted by Courtney L. Holladay, holladay@rice.edu

236-14 IMPLICIT-PERSON THEORY EFFECTS ON EMPLOYEE COACHING

A person's implicit-person theory (IPT) reflects their implicit beliefs about the malleability of personal attributes (C. S. Dweck, 1991, 1999). An experimental study found that an induced incremental IPT predicts willingness to coach a poor-performing employee, as well as the quantity and quality of performance improvement suggestions provided.

Peter A. Heslin, Southern Methodist University

Gary P. Latham, University of Toronto

Don VandeWalle, Southern Methodist University

Submitted by Peter A. Heslin, pheslin@mail.cox.smu.edu

236-15 THE HUMAN RESOURCE IMPLICATIONS OF THE SARBANES-OXLEY ACT OF 2002

This paper seeks to increase HR professionals' awareness of the HR issues associated with the Sarbanes-Oxley Act and to provide guidance that will assist them in developing organizational approaches to effectively address those issues.

Mark V. Roehling, Michigan State University

Tyler Allen, Michigan State University

Submitted by Mark V. Roehling, roehling@msu.edu

236-16 THE ROLE OF OPEN-ENDED COMMENTS IN MULTISOURCE FEEDBACK PROGRAMS

Executive development continues to increase in popularity. Accordingly, multisource or 360-degree feedback programs are widely used in today's organizations. This study examines the benefits of including open-ended feedback within 360-degree feedback assessment programs, explores ways to analyze and improve rater comments, and discusses areas for future research.

Maria R. Louis-Slaby, University of Tennessee

Katherine R. Helland, University of Tennessee

Submitted by Maria R. Louis-Slaby, mlouis@utk.edu

236-17 GENDER STEREOTYPING AS A HEURISTIC FOR EVALUATING EXPERT TESTIMONY CREDIBILITY

This study investigated whether individuals would differentially rate the testimony of male and female expert witnesses testifying in a masculine domain of expertise. Ratings from 61 students indicate that testimony is rated as less credible when presented by a female than by a male, but only when testimony is complex.

Christine Stanford, New York University

Submitted by Christine Stanford, ces255@nyu.edu

236-18 TRAINING I-O PSYCHOLOGISTS: WHAT IS AND WHAT SHOULD BE?

The purpose of this research was to investigate the perceptions and views of I-O psychologists as to the relevancy and importance of the competencies that the Society for I-O Psychology (SIOP) suggests be included in the training of I-O psychologists at the doctoral level.

Joel T. Lundstrom, Kansas State University

Patrick A. Knight, Kansas State University

Submitted by Joel T. Lundstrom, joell@ksu.edu

236-19 BLOCKED VERSUS RANDOM TRAINING OF THREE-DIMENSIONAL SPATIAL MEMORY

In a cubic chamber, representing a space station node, participants learned to recognize a 3D layout from multiple perspectives. Participants received either blocked or random sequencing for trials in an initial learning phase. Blocked sequencing was superior on initial learning measures, but random sequencing produced superior transfer and memory performance.

Travis Tubre, University of Wisconsin–River Falls

Amber Hanson Tubre, University of Wisconsin–River Falls

Wayne Shebilske, Wright State University

Timothy J. Willis, University of South Florida

B. Anthony Thomas, Georgia Institute of Technology

Submitted by Travis Tubre, travis.tubre@uwrf.edu

236-20 INDIVIDUAL DIFFERENCES, EXTENDED PRACTICE, AND THE DEVELOPMENT OF SKILL PROFICIENCY

We conducted a laboratory study involving a complex computer task and demonstrated how extended practice after training was essential to the attainment of expertise. Furthermore, our findings indicated that ability and learning orientation were related to extended practice through the mediating roles of skill acquisition and task enjoyment.

Paul R Boatman, University of Oklahoma

Eric Day, University of Oklahoma

Jazmine Espejo, University of Oklahoma

Lauren E Jackson, University of Oklahoma

Sheri L Holloway, University of Oklahoma

Submitted by Eric Day, eday@ou.edu

236-21 COGNITIVE AND DISPOSITIONAL PREDICTORS OF TRAINING PERFORMANCE

This field study integrates learning goal orientation, performance goal orientation, self-efficacy, goal commitment, cognitive ability, and goal setting into a conceptual model to explain sales training performance. Path analytic results indicated that all but cognitive ability and performance goal orientation positively correlated with performance, providing support for the integrated model.

Stephen A. Dwight, Bristol-Myers Squibb

John J. Donovan, Virginia Tech

Dan Schneider, Sepracor Inc.

Submitted by Stephen A. Dwight, stephen.dwight@bms.com

236-22 THE MORE, THE BETTER: MULTIPLE INSTRUCTIONAL MEDIA INCREASE EXECUTIVE LEARNING

This paper examined the impact of learning styles and multiple instructional techniques on learning in executive education. The results suggest it is advantageous to use multiple methods when delivering executive education. However, the differences could not be explained by learning styles.

Jillian A Peat, University of Tennessee

Robert T. Ladd, University of Tennessee

Michael J Stahl, University of Tennessee

Submitted by Jillian A Peat, jpeat@utk.edu

236-23 APPLYING U.S. EMPLOYMENT DISCRIMINATION LAWS TO MULTINATIONAL ENTERPRISES

Federal court cases ($N = 81$) were examined to identify eight general guidelines that determine when U.S. employment discrimination statutes apply to the workforce of multinational enterprises (MNEs). The cases apply to U.S. and foreign-based employers operating inside and outside the U.S. Practical guidance for MNEs is provided.

Richard Posthuma, University of Texas–El Paso

Mark V. Roehling, Michigan State University

Michael A. Campion, Purdue University

Submitted by Richard Posthuma, rposthuma@utep.edu

236-24 CREATIVITY TRAINING: MORE EFFECTIVE FOR SOME?

This paper investigates whether creativity training is more effective in individuals who exhibit higher levels of creativity prior to training. Using data collected from individuals undergoing creativity training, results suggest a positive relationship between a trainee's level of creativity prior to training and the effectiveness of the training.

Shani Silverman, Binghamton University

Joseph W. Harder, University of Virginia

Elizabeth Carroll, Binghamton University

Nurdan Korkmaz, Binghamton University

Kim Jaussi, Binghamton University

Shelley Dionne, Binghamton University

Submitted by Kim Jaussi, kjaussi@binghamton.edu

236-25 AN EMPIRICAL COMPARISON OF I-O PSYCHOLOGY'S INTERNAL AND EXTERNAL IDENTITIES

The nature of I-O psychology's identity has recently been the topic of much discussion within the discipline. However, little empirical work has examined the field's identity, particularly from multiple perspectives. We compare I-O's identity from both internal and external perspectives, identify discrepancies between them, and examine possible courses of action.

Timothy P. McGonigle, Caliber Associates
 Patrick Gavan O'Shea, American Institutes for Research
 Christina K. Curnow, Caliber Associates
 Kenneth G. Brown, University of Iowa
 Submitted by Timothy P. McGonigle, mcgonigt@calib.com

236-26

EXECUTIVE DEVELOPMENT:**CHARACTERISTICS OF THE ADULT INTERPERSONAL ACUMEN SCALE**

This study examined the scale structure and criterion validity coefficients of the adult interpersonal acumen scale using an organizational sample. Participants were personnel from a large nationally operative corporation in the United States. Results confirm the ordinal structure of the scale and raise several issues for further research.

Ram N. Aditya, Florida International University
 Christopher J. Johnson, University of Louisiana at Monroe
 Submitted by Ram N. Aditya, adityar@fiu.edu

236-27

PREDICTING CUSTOMER INTENT TO RENEW

Customers of a large service organization rated that organization and its chief competitor. Satisfaction with the organization predicted customers' intent to renew. Ratings of the competition improved the prediction slightly, but significantly. Additional analyses targeted different areas for improvement for customers with high and low intention to renew.

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

COFFEE BREAK: SUNDAY, 10:00–10:30**MULTIPLE LOCATIONS****237. SYMPOSIUM: SUNDAY, 10:30–11:50****CHICAGO VI (LEVEL 4)****STIGMAS AS A BASIS OF UNFAIR DISCRIMINATION IN ORGANIZATIONS**

Members of various social outgroups are stigmatized, resulting in unfair access- and treatment-related discrimination in organizations. This symposium considers a social identity theory-based model dealing with such discrimination and the results of recent research on three factors that may lead to it (i.e., unattractiveness, foreign accents, and sexual orientation).

Irwin L. Goldstein, University System of Maryland, *Chair*
 Eugene F. Stone-Romero, University of Central Florida, Dianna L. Stone, University of Central Florida, *Effects of Ingroup Versus Outgroup Status on Unfair Treatment in Organizations*
 Robert L. Dipboye, Rice University, Kenneth E. Podratz, Rice University, Stefanie K. Halverson, Rice University, *The Role of Physical Attractiveness as a Moderator of Employment Discrimination*
 Megumi Hosoda, San Jose State University, Eugene F. Stone-Romero, University of Central Florida, Jennifer N. Walter, San Jose State University, *The Effects of Foreign Accent and Gender on Employment-Related Decisions*
 Belle Rose Ragins, University of Wisconsin–Milwaukee, Carolyn Wiethoff, Indiana University, *Heterosexism in the Workplace: What You See is Not Always What You Get*
 Irwin L. Goldstein, University System of Maryland, *Discussant*
 Submitted by Eugene F. Stone-Romero, roughrock@bellsouth.net

238. SYMPOSIUM: SUNDAY, 10:30–11:50**CHICAGO VII (LEVEL 4)****CURRENT ISSUES IN THE CONCEPTUALIZATION AND MEASUREMENT OF
WORKPLACE INCIVILITY**

Despite the high level of interest in workplace incivility, major issues remain regarding the conceptualization and measurement of this construct. This symposium addresses the multidimensional view of incivility, the link between incivility and discrimination (e.g., based on race/gender), and includes a discussion of cross-cultural issues in conceptualizing and measuring incivility/deviance.

Vincent J. Fortunato, University of Southern Mississippi, *Chair*

Jennifer L. Burnfield, Bowling Green State University, *Co-Chair*

Jennifer L. Burnfield, Bowling Green State University, Olga L. Clark, Bowling Green State University, Shelby Devendorf, Bowling Green State University, Steve M. Jex, Bowling Green State University, *Understanding Workplace Incivility: Scale Development and Validation*

Lilia M. Cortina, University of Michigan, Vicki J. Magley, University of Connecticut, Kimberly A. Lonsway, National Center for Women and Policing, *Reconceptualizing Workplace Incivility Through the Lenses of Gender and Race*

Carra S. Sims, University of Illinois at Urbana–Champaign, Reeshad S. Dalal, Purdue University, Michael R. Bashshur, University of Illinois at Urbana–Champaign, Scott Bedwell, IPAT, Deborah E. Rupp, University of Illinois at Urbana–Champaign, *A Common Measure for a Common Problem: Generalized Discrimination*

Rebecca J. Bennett, University of Toledo, *Measurement Issues in Cross-Cultural Studies of Employee Deviance*

Paula L. Grubb, NIOSH, *Discussant*

Submitted by Jennifer L. Burnfield, jburnfi@bgnet.bgsu.edu

239. SYMPOSIUM: SUNDAY, 10:30–11:50**CHICAGO X (LEVEL 4)****IMPLICIT MEASUREMENT IN I-O PSYCHOLOGY: EMPIRICAL REALITIES AND
THEORETICAL POSSIBILITIES**

Implicit measurement is an indirect method that assesses response latencies to speeded categorization tasks to measure attitudes, stereotypes, and self-concepts. This controversial measurement approach is discussed and demonstrated in this symposium, along with papers discussing empirical findings of interest to I-O psychologists concerned with personality measurement and workplace attitudes.

Kenneth Sumner, Montclair State University, *Chair*

Elizabeth Haines, William Paterson University, *Co-Chair*

Elizabeth Haines, William Paterson University, Kenneth Sumner, Montclair State University, *The What, Why, and How of Implicit Measurement: A Primer*

Jonathan C. Ziegert, University of Maryland, Paul J. Hanges, University of Maryland, *Examination of Explicit, Implicit, and Conditional Reasoning Personality Measurement*

Lindsey Marie Young, Wayne State University, David Kuttner, Wayne State University, Boris B. Baltes, Wayne State University, *Implicit and Explicit Racial Attitudes: Relationship to Performance Ratings*

Kenneth Sumner, Montclair State University, Elizabeth Haines, William Paterson University, *Measuring Implicit Work Satisfaction: Empirical Findings and Theoretical Possibilities*

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

SUNDAY AM

240. PANEL DISCUSSION: SUNDAY, 10:30–11:50**SHERATON I (LEVEL 4)****THE SILENT KILLER: PREVENTING ERRORS IN HEALTHCARE THROUGH I-O INTERVENTIONS**

It is becoming increasingly important for healthcare organizations to identify the key factors which contribute to organizational effectiveness in reducing errors. Although many organizations have changed systems, processes, or structures, these approaches are incomplete without a requisite assessment of the organizational safety climate and culture.

Russell E. Lobsenz, viaPeople, Inc., *Chair*

Amanda Seidler Pokryfke, viaPeople, Inc., *Co-Chair*

David Rosenbloom, McMaster University, *Panelist*

Chris P. Parker, Northern Illinois University, *Panelist*

Serge Gagnon, McGill University Health Center, *Panelist*

Zachary Nelson, Advocate Healthcare, *Panelist*

Cara C. Bauer, Wayne State University, *Panelist*

Submitted by Amanda Seidler Pokryfke, apokes@usa.net

**241. PRACTITIONER FORUM: SUNDAY, 10:30–11:20****SHERATON II (LEVEL 4)****DESIGNING AND IMPLEMENTING A MANAGEMENT PROMOTION SYSTEM AT THE FBI**

The FBI faced the challenge of developing, validating, and implementing a promotional system for its managers. Working in partnership with various stakeholders, a comprehensive system was designed and over 3,500 assessments conducted within 10 months. Various challenges accompanying this project are discussed and successful approaches are presented for similar situations.

Joseph A. Gier, Aon Consulting, *Chair*

Amy Dawgert Grubb, Federal Bureau of Investigation, *The New Mid-Management Promotion System at the FBI*

Jennifer M. Hurd, Aon Consulting, *Designing a Cognitive Ability Test for FBI Leaders: Working Within a Multiple-Requirement, Multiple-Stakeholder Environment*

Matthew Dreyer, Aon Consulting, Seymour Adler, Aon Consulting, Joseph A. Gier, Aon Consulting, *Development and Validation of Realistic Telephone Assessment Programs for Midlevel Managerial Positions at the FBI*

Seymour Adler, Aon Consulting, Matthew Dreyer, Aon Consulting, *Delivering Management Assessment to the Masses*

Submitted by Joseph A. Gier, Joseph_A_Gier@aoncons.com

242. PRACTITIONER FORUM: SUNDAY, 10:30–11:50**SHERATON III (LEVEL 4)**

**SELECTION RESEARCH FOR PUBLIC SAFETY-RELATED POSITIONS:
CONTRIBUTIONS AND CHALLENGES**



This session will highlight examples of I-O research devoted to selection for public-safety and support jobs. Presenters will draw from personal experience in describing selection research in a variety of public-safety settings spanning cognitive, personality, physical ability, and medical domains, as well as future research challenges.

John A. Weiner, Psychological Services, Inc., *Chair*

Shelley W. Spilberg, California Commission on POST, *Co-Chair*

Chockalingam Viswesvaran, Florida International University, Deniz S. Ones, University of Minnesota, Eyran

Kraus, City of Miami, Mary E. Leckband, City of Miami, Alexander Alonso, Florida International University,

The Role of Applicant Ability and Conscientiousness in Reliability of Assessments

John A. Weiner, Psychological Services, Inc., *Cognitive Ability Assessment for Public Safety Positions:*

Applications and Impact

Shelley W. Spilberg, California Commission on POST, Deniz S. Ones, University of Minnesota, Chockalingam

Viswesvaran, Florida International University, Michael J. Cullen, University of Minnesota, Stephan Dilchert,

University of Minnesota, Shelly A. Wiemann, University of Minnesota, *The Development of Preemployment*

Psychological Screening Procedures for California Peace Officers: An Arranged Marriage With No Prenup

Donna L. Denning, City of Los Angeles, *Public-Safety Support Staff: The Challenge of Selection for Scientific Investigation Positions*

Deborah Gebhardt, Human Performance Systems, Inc., *Issues Related to Implementation of Physical Performance Tests and Medical Guidelines in a Public-Safety Setting*

Submitted by John A. Weiner, john@psionline.com

243. PANEL DISCUSSION: SUNDAY, 10:30–11:50

SHERATON IV (LEVEL 4)

THE NUTS AND BOLTS OF OBTAINING EXTERNAL RESEARCH FUNDING



Institutional pressure to obtain external funding is increasing for academic I-O psychologists. The purpose of this panel discussion is to provide an overview of the funding process. Topics to be discussed include sources for external funding, strategies for writing an attractive proposal, and balancing grant writing with other competing demands.

Tammy D. Allen, University of South Florida, *Chair*

Leslie B. Hammer, Portland State University, *Panelist*

Thomas F. Hilton, National Institute–Drug Abuse, *Panelist*

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

Eduardo Salas, University of Central Florida, *Panelist*

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

244. SYMPOSIUM: SUNDAY, 10:30–11:50

SHERATON V (LEVEL 4)

NEW DIRECTIONS IN CREATIVITY RESEARCH: TEAMS AND REWARDS

Two contextual factors receiving little empirical attention with regards to creativity are teams and rewards. This symposium includes papers investigating the effect of team personality composition on creativity, and how teams' engagement in creative processes impact team effectiveness. In addition, two studies hypothesize and find that rewards can enhance individuals' creativity.

Christina E. Shalley, Georgia Institute of Technology, *Chair*

Markus Baer, University of Illinois, Gwendolyn H. Costa, University of Illinois, Andrea Hollingshead, University of Illinois, Greg R. Oldham, University of Illinois, *The Personality Composition of Teams and Creativity*

Lucy L. Gilson, University of Connecticut, John E. Mathieu, University of Connecticut, Christina E. Shalley, Georgia Institute of Technology, Tom Ruddy, Siemens Corporation, *Creativity and Standardization: Complimentary or Conflicting Drivers of Team Effectiveness?*

Reut Livne-Tarandachm, Technion, Miriam Erez, Technion, Ido Erev, Technion, *Turning Enemies into Allies—The Effects of Performance-Contingent Rewards and Goal Type on Creativity*

Justin Aselage, University of Delaware, Robert Eisenberger, University of Delaware, Ivan L. Sucharski, University of Delaware, *Reward and Creativity: Mediating Roles of Self-Determination*

Michael D. Mumford, University of Oklahoma, *Discussant*

Submitted by Christina E. Shalley, Christina.Shalley@dupree.gatech.edu

245. PRACTITIONER FORUM: SUNDAY, 10:30–11:50

OHIO (LEVEL 2)

FILLING THE PIPE II: BEST PRACTICES IN ORGANIZATION-WIDE MANAGEMENT DEVELOPMENT

The big question facing talent management professionals today is, “How to build an integrated system for churning out homegrown managers and leaders at every organizational level?” This practitioner forum brings together veteran consultants and practitioners with best-practice models, state-of-the-art benchmarking, and sage advice for developing managers across the hierarchy.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*

Arthur M. Freedman, American University, *Pathways and Crossroads to Executive Leadership*

H. Skipton Leonard, Personnel Decisions International, *When Leadership Development Fails Managers: Making a Clearer Distinction Between Management Training and Leadership Development*

Patricia M. Weik, RHR International Company, *Practices in the Development of Future Leaders for Key Roles*

Jennifer W. Martineau, Center for Creative Leadership, *Creating Synergy and Difference in Development: One Organization's Competencies for Three Organizational Levels*

Submitted by Robert B. Kaiser, rkaiser@kaplandevries.com

246. SYMPOSIUM: SUNDAY, 10:30–11:50

MICHIGAN A (LEVEL 2)

NEW DIRECTIONS IN NAVY SELECTION AND CLASSIFICATION RESEARCH



Presentations in this symposium will describe recent efforts that Navy personnel researchers have undertaken in the area of selection and classification. Implications of this work for future policy, practice, and research will be discussed.

William L. Farmer, Navy Personnel Command, *Chair*

Paul G. Michael, Alliant International University, *JOIN: Jobs and Occupational Interest in the Navy*

Jacqueline A. Mottern, Navy Personnel Research, Studies, & Technology (NPRST), *Retention and Attrition Among New Recruits*

Jerry W. Hedge, Independent Consultant, *Research Directions for the Future of Navy Selection/Classification*

Walter C. Borman, Personnel Decisions Research Institutes, *Discussant*

Submitted by William L. Farmer, William.L.Farmer@navy.mil

247. SPECIAL EVENT: SUNDAY, 10:30–11:20

MICHIGAN B (LEVEL 2)

CAN WE DETECT DECEPTION?



A number of methods have been proposed for detecting or inferring deception. Some of these detect deception at better-than-chance rates, but virtually all methods are constrained by a combination of weak theoretical support, limited validity studies, often of dubious quality, or severe practical constraints. Prospects for the reliable detection of deception are discussed.

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

Submitted by Kevin R. Murphy, krmurphy@psu.edu

248. PANEL DISCUSSION: SUNDAY, 10:30–11:50

SUPERIOR A (LEVEL 2)

MOCK ETHICS HEARING: THE HAND THAT ROCKS THE LICENSING LAW

This audience-interactive demonstration is a mock disciplinary hearing by a fictional ethics panel. The objective is to inform attendees about the applicability of the 2002 Ethical Principles of Psychologists and Code of Conduct. Issues include the practice of I-O psychology by an unlicensed academic and the claim of confidentiality.

Greg Gormanous, Louisiana State University–Alexandria, *Chair*

Judith S. Blanton, RHR International, *Co-Chair*

Darrell Hartke, Aon Consulting, *Co-Chair*

Warren C. Lowe, Lafayette Psychotherapy Group, *Panelist*

Linda Jean McMullen, Bowling Green State University, *Panelist*

S. Morton McPhail, Jeanneret & Associates, Inc., *Panelist*

M. Peter Scontrino, Scontrino & Associates, *Panelist*

Tracey L. Shilobod, Clemson University, *Panelist*

Aeslya A. Slay, Hunter & Morton, *Panelist*

Rodney L. Lowman, Alliant International University, *Discussant*

Kari R. Strobel, Old Dominion University, *Discussant*

Submitted by Greg Gormanous, gg@Lsua.edu

249. PANEL DISCUSSION: SUNDAY, 10:30–11:20**SUPERIOR B (LEVEL 2)****THE USE OF OCCUPATIONAL INFORMATION IN DISABILITY DETERMINATION CONTEXTS**

National occupational information systems play a crucial role in federal and private sector disability determinations. However, concerns persist regarding the ability of existing systems (DOT and O*NET) to fulfill the unique requirements associated with this context. The panel will discuss this dilemma and offer suggestions regarding how to address it.

Patrick Gavan O'Shea, American Institutes for Research, *Chair*

Susan K. R. Heil, American Institutes for Research, *Co-Chair*

Sylvia Karman, Social Security Administration, *Panelist*

Les Kertay, UnumProvident, *Panelist*

Lorin M. Mueller, American Institutes for Research, *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Juan I. Sanchez, Florida International University, *Panelist*

Sigrid B. Gustafson, American Institutes for Research, *Panelist*

Andrew M. Rose, American Institutes for Research, *Discussant*

Submitted by Patrick Gavan O'Shea, goshea@air.org

**250. SYMPOSIUM: SUNDAY, 10:30–11:50****HURON (LEVEL 2)**

**PREVENTING BURNOUT THROUGH BETTER MANAGEMENT:
BUILDING ENGAGEMENT WITH WORK**



This symposium addresses the strong alliances necessary between researchers and management to implement organization interventions to prevent burnout and build engagement with work. It also considers the target of such interventions by examining the nature of engagement with work and their implications for practitioners and researchers.

Michael P. Leiter, Acadia University, *Chair*

Esther Greenglass, York University, *Predictors of Work Engagement*

Mina Westman, Tel Aviv University, *A New Research Agenda: Positive Crossover*

Christina Maslach, University of California–Berkeley, Michael P. Leiter, Acadia University, *Professional Efficacy: Contrasts Between Management and Front-Line Staff Members*

Michael P. Leiter, Acadia University, *A New Approach to Changes in Burnout Over Time: Identifying Subgroups Likely to Change*

Christina Maslach, University of California–Berkeley

Submitted by Michael P. Leiter, michael.leiter@acadiau.ca

SUNDAY AM

251. PRACTITIONER FORUM: SUNDAY, 10:30–11:20**MAYFAIR (LEVEL 3)****APPLYING I-O TO HEALTHCARE: CHALLENGES AND SUCCESSES**

I-O psychologists can, and do, play a key role in healthcare settings. The purpose of this practitioner forum is to explore the ways in which traditional I-O skills can help to improve the programs and practices employed by government agencies charged with overseeing our nation's healthcare.

Nancy Matheson, American Institutes for Research, *Chair*

David P. Baker, American Institutes for Research, Jeffrey M. Beaubien, American Institutes for Research, Amy K. Holtzman, American Institutes for Research, Eduardo Salas, University of Central Florida, *Applying I-O to Healthcare: Investigating the Requirements for Team Training*

Fred A. Mael, American Institutes for Research, *Quality of Care and Organizational Culture in Substance-Abuse Treatment Settings*

Joyce D. Mattson, American Institutes for Research, *Application of I-O Psychology to Medical Regulatory and Oversight Functions*

Laura A. Steighner, American Institutes for Research, *Developing Structured Guidance to Assess the Severity of Deficient Nursing Home Practices*

Submitted by Nancy Matheson, nmatheson@air.org

252. INTERACTIVE POSTERS: SUNDAY, 10:30–11:20**PARLOR A (LEVEL 3)****INTERACTIVE POSTERS: OHP/STRESS**

252-1 SELF-EFFICACY IN SOCIAL SUPPORT'S MODERATING EFFECTS OF STRESSOR-STRAIN RELATIONSHIPS

Occupational research offers inconsistent findings on social support's moderating effects on the stressor-strain relationship. We contribute to this literature by using longitudinal data showing how social support's moderating effect is dependent on one's self-efficacy. Social support buffered the relationship with high self-efficacy and reverse buffered the relationship with low self-efficacy.

Melba C. Stetz, U.S. Army Medical Research and Materiel Command

Thomas A. Stetz, National Imagery and Mapping Agency

Paul D. Bliese, Walter Reed Army Institute of Research

Submitted by Melba C. Stetz, melba.stetz@us.army.mil

252-2 ROLES OF SAFETY CONTROL AND SUPERVISORY SUPPORT IN WORK SAFETY

This paper describes the roles of safety control and supervisory safety support in predicting safety performance and injuries. We investigate the process of safety control, in which understanding of why injuries occur leads to prediction of when injuries are likely, which leads to control over the circumstances that cause injuries.

Lori Anderson, Colorado State University

Peter Y. Chen, Colorado State University

Scott Finlinson, The Ohio University

Autumn D. Krauss, Colorado State University

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Submitted by Lori Anderson, lori@lamar.colostate.edu

252-3 SOCIAL SUPPORT AND RETENTION IN HIGH-STRESS CORRECTIONAL ENVIRONMENTS

Separating correctional employees completed an Exit Survey assessing the importance of aspects of the job they were deciding to leave. Results indicated that employees who perceived receiving social support rated aspects of the job significantly less important in deciding to leave compared to employees who did not perceive social support.

Kate E. Moser, Federal Bureau of Prisons

Mark Tregar, Federal Bureau of Prisons

Edward S. Oppler, Federal Bureau of Prisons

Submitted by Mark Tregar, mtregar@ubalt.edu

252-4 ANTECEDENTS TO GIVING AND RECEIVING SOCIAL SUPPORT AT WORK

Social support is an important variable in occupational stress research, yet little is known about the antecedents of giving and receiving support at work. In a sample of 108 diversely employed participants, reciprocity and personality (extraversion and agreeableness, but not neuroticism) each predicted the giving and receiving of social support.

Nathan A. Bowling, Central Michigan University

Terry A. Beehr, Central Michigan University

William M. Swader, Central Michigan University

Submitted by Nathan A. Bowling, nathan.a.bowling@cmich.edu



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**CROSS-CULTURAL VARIATION IN
EMPLOYEE ATTITUDES 1990 - 2003**

MARTIN BROCKERHOFF - SIROTA
JEANINE ANDREASSI - SIROTA
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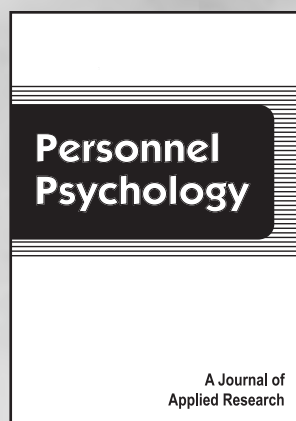
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Primary Content Areas (listed by session number; numbers following hyphens are posters)

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7:30	Coffee Break, Sheraton Chicago Ballroom Promenade													
8:00														
8:30	1. Plenary Session in Chicago Ballroom VI/VII:													
9:00	Presidential Address and Presentation of SIOP Award Winners,													
9:30	Fellows, and Election Results													
10:00	Coffee Break, River Exhibition Hall A													
	Chicago VI	Chicago VII	Chicago X	Sheraton I	Sheraton II	Sheraton III	Sheraton IV	Sheraton V	Ohio	Mississippi	Arkansas	Colorado		
10:30	2. Individual Diff Effects in	3. Org Change & Gov Bus	4. Issues and Advances in ME/I Rsrch	5. Ind Diff in Work and Life Integration	6. Diff on Job Analysis and Comp Ratings	7. Motivation Behind Emotional Labor	8. Positive Self-Concept Outcomes	9. Effective Leadership			10. Leader-Led Learn Culture Chg	11. Leadership Comp Models That Work		
11:00	Training Contexts	24. Prob and Possibilities with Biodata		29. Manage Diversity & Inclusion	30. Leadership: Europe & US	40. Work-Family Over Time	31. Practicing I-O Psychology	32. Perceived Org Support			33. I-O Pysch in Medicine	34. Aligning Selection		
11:30			39. Scientific Award											
12:00			54. Scientific Award	55. Work-Life Balance and Org Eff	56. Conditional Reason Tests				66. Virtual Office	57. Internet Testing			58. Aging Workforce	
12:30														
1:00														
1:30	52. Business Ldrs Insight Into I-O	53. Apply Comp Modeling												
2:00														
2:30														
3:00	Coffee Break													
3:30	69. New Development in SJs	70. Values of I-O Pysch	71. Applicant Reactions Consequence	72. New Era of Work-Family Research	73. Ind Diff in Self-Regulatory Effectiveness	74. Explore Dynamics of Adaptive Leadership	75. Emotional Intelligence Practical Questions	76. Approaches to Understand Recruitment			77. Ldrshp Assess & Dev in Chinese Orgs	78. Manage Diversity: "SWOT" Analysis		
4:00														
4:30														
5:00														
International Members' Reception, 5:30 to 6:30, Chicago X; LGBT Reception, 6:30 to 7:30, Mississippi; Friday Evening Reception, 6:00 to 8:00, Chicago VI/VII														

Saturday, April 3

	Chicago VI	Chicago VII	Chicago X	Sheraton I	Sheraton II	Sheraton III	Sheraton IV	Sheraton V	Ohio	Mississippi	Arkansas	Colorado
7:30	Coffee Break											
8:00	93. Admission Tests: Beyond Cognitive	94. Tech Role in Acceptable Test Valid Studies	95. Cross-Cultural Issues in Orgs	108. Equal Workplace Advance	96. 360 Feedback Programs Effectiveness	97. Benefits & Costs of Family Policies	109. Positive I-O Psychology	98. Sexual Harass & Women's Career Dev	110. Disabled Employees	111. Reducing Absenteeism	99. Org Commitment	100. Work-Fam Conflict 10 Country Investigation
8:30												
9:00												
9:30												
10:00	Coffee Break											
10:30	118. Pilots Defend Cockpit	119. Applicant Faking on Validity	120. Things, Data, and People: Fifty Years	121. Data-Analysis New Approaches	122. Formal Mentoring Programs	123. Next Gen of 360	124. Workplace Coaching	125. Mediators/Moderators of Justice Effects	126. Insider-Outsider Practice Collaboration	127. Emerge Workplace Diversity Issues	128. New Perform Mgmt	129. Impact & ROI Assess Programs
11:00												
11:30												
12:00												
12:30		154. Predict Perform With Struct Emp Interviews	155. Grow Your Career	170. Fac Help Undergrad Rsrch Exp	156. Growing Leaders	147. Leaders Lead	148. Women's Advance Strategies	166. Real-World 360 Feedback	157. Pers Assmt Discrim	158. Attract & Keep Best	149. Org Continuity in Org Change	150. Org Climate
1:00												
1:30	169. U of M Court Cases			171. Tele-Work Impact on Work-Fam	186. Prof Award	172. Manage Diversity Best Practices	173. Good Validation Studies		174. Global Survey Best Practices	175. Advances Conscientious	176. Perf Chg: New Concept & Findings	177. Pulse Surveys Perspectv
2:00												
2:30												
3:00	Coffee Break											
3:30	188. Proactive Behavior in Socialization	189. Disabilities in Org Settings	190. Employment Law Fundamental	206. CEMA Reception	191. Develop Succession Planning Programs	192. Impact of Train & Dev: 4 Case	193. Assmt Ctr Measurement	194. Victims' Response to Injustice	195. Mtpl Goals, Rsrce Allocation and Self-Reg	196. Apply Socio Map to Ex Team Dev	197. Pers Test Faking: Editors	198. Intern Exp Award
4:00												
4:30												
5:00												
5:30												
Saturday Evening Reception, 6:00 to 8:00 pm, Chicago VI/VII												

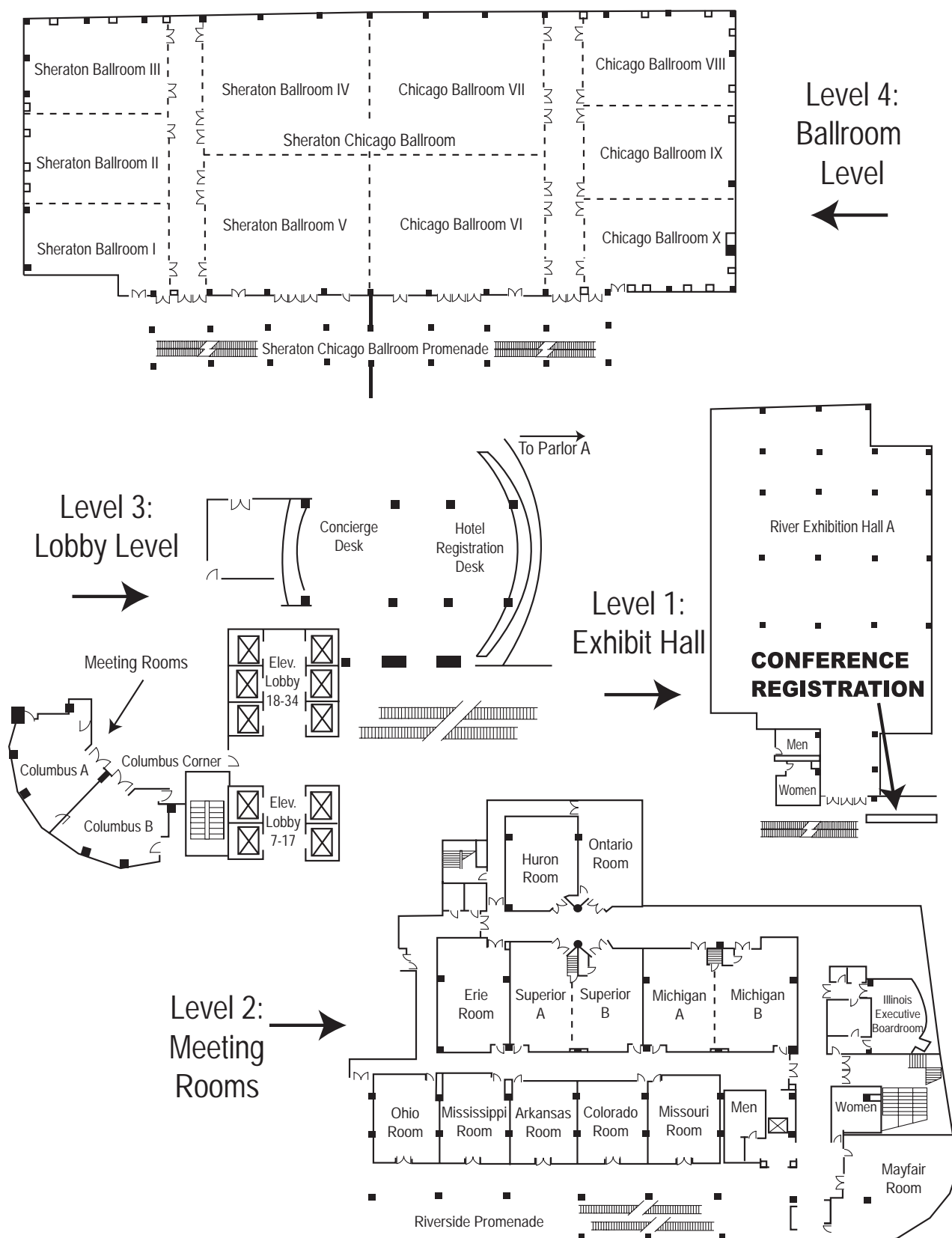
Sunday, April 4

	Chicago VI	Chicago VII	Chicago X	Sheraton I	Sheraton II	Sheraton III	Sheraton IV	Sheraton V	Ohio	Mississippi	Arkansas	Colorado
7:30	Coffee Break											
8:00			214. Rasch Measure Applications in I-O Psych	215. Job Analysis New Innovations for Old Topic	216. Advances Work Anti-Soc Behavior	217. Intl & Minority Perspectives on Pers Sel	218. Emotional Intelligence: Rsrch Eval	219. E-Leadership Perspectives	227. Mgmt Dev Across Hierarchy			
8:30												
9:00	230. Natl Security											
9:30												
10:00	Coffee Break											
10:30	237. Stigmas as Unfair Discrim Basis	238. Workplace Incivility	239. Implicit Meas in I-O	240. Prevent Healthcare Errors	241. Mgmt Promote at FBI	242. Sel Rsrch for Public-Safety	243. Obtain External Rsrch Fund	244. Teams & Rewards	245. Org-Wide Mgmt Dev	231. Org Research Expanded Tutorial	232. Work Motivation Expanded Tutorial	233. Measurement Invariance Expanded Tutorial
11:00												
11:30												

Coffee Break, River Exhibition Hall A												10:00
Missouri	Michigan A	Michigan B	Superior A	Superior B	Erie	Huron	Ontario	Mayfair	Parlor A	River Exb Hall A		
12. Economic Impact of Employee Perceptions	13. Alt Teaching Methods	14. Estimate Interrater Reliability	15. Analogue Behavioral Assmt	16. Strategic Impact With I-O Interventions	17. Culture Chg	18. Adapt Change Mgmt Methods	19. Intl Rsrch on Work and Family	20. Emotions at Work	21. IP Training	22. Pers Section I	23. COI Org Chg/Chg Mgt	10:30
	35. Tech-Delivered Instruction	42. Goal-Set, Goal-Orient and Self-Reg Focus	36. Vendor Selection		25. Expert Witness	43. Define Group Viability	37. Examine Employ Retention	38. Internet Pre-Screen	26. IP Pers Selection I	27. Recruit, Sel, Prac	28. COI Retirement	11:00
41. Lrg Scale Employee Surveys	60. Impression Mgmt		49. IRT Research Advances	50. Talent Mgmt	44. Pulse Surveys	61. Transport Validity Evidence	62. High Potential Dev Process	51. Org Frontiers: Upcoming Volumes	45. IP Recruit Sel	46. Leadership	47. COI X-Cultural	11:30
67. Comp Reform					68. Integrate Sci & Prac				63. IP Pers Selection II	64. Job Performance	65. COI Emotions	12:00
Coffee Break												12:30
79. Org Culture Surveys					80. Compare Work/Life Rsrch to Real Life	81. Ind Diff in Diversity Initiatives	82. Challenges in Strategic Evaluation	83. Survey Practitioner ?s	84. IP Leadership	85. Job Attitudes	86. COI Multilev Meth	1:00
								87. Diverse Retention	88. IP Job Performance	89. Personality	90. COI Org Justice	1:30
International Members' Reception, 5:30 to 6:30, Chicago X; LGBT Reception, 6:30 to 7:30, Mississippi; Friday Evening Reception, 6:00 to 8:00, Chicago VI/VII												2:00
												2:30
												3:00
												3:30
												4:00
												4:30
												5:00

Missouri	Michigan A	Michigan B	Superior A	Superior B	Erie	Huron	Ontario	Mayfair	Parlor A	River Exb Hall A		
Coffee Break												7:30
101. Leaders in a Global Economy					102. Wrk Behave	112. I-O Psy in Higher Ed Admin	103. HR Metrics- Continuing the Journey	104. Org Psy Eth Dilemma	105. IP Job Attitudes	106. Stats, Rsrch, Tech	107. COI Team Perf	8:00
					113. Talent Mgmt Div			114. Jobs Undesirable	115. IP Stats, Rsrch, Tech	116. Motivate, Dec-Make	117. COI Tec Rec & Sel	8:30
Coffee Break												9:30
												10:00
130. Multinatl Selection	131. Meta-Analysis Easier & Accurate	132. Assess Ctrs: Trad & Virtual	133. Motorola Great Coaches	134. P-O Fit Advances	135. Global Survey	136. Merge & Acquisitions	137. Job Analysis	138. Ethics in I-O	139. IP Mot, Dec Make	140. Per Ap, 360, Wd	141. COI Ind Assmt	10:30
142. Diversity Beliefs & Attitudes		151. Innovate Computerized Testing	152. Employ Social & Onboarding			143. Supreme Ct AA Rulings		153. Subconsc Priming	144 IP Per Ap, 360, Wd	145. Groups, Teams	146. COI Adaptability	11:00
		159. Implications Sel Retesters	160. Early Career Award	161. Applic Distortion		162. Job Search	163. IP Grps, Teams	164. Survys, Climte, Culture	165. COI Sit Judgment	166. Groups, Teams	167. COI Adaptability	11:30
167. Employ Survey Chall		178. Teaching Tools for I-O	179. Comm Media, Fair, & EmPLY React	180. Automate Text Analysis		168. I-O and Medical Practice	181. Modern Stat Methods	182. Teach Undergrad I-O	183. IP Surveys	184. Work-Family	185. COI Leadership	12:00
187. Intl Development												1:00
Coffee Break												1:30
												2:00
												2:30
Coffee Break												2:30
												3:00
199. LGBT Issues						200. Curriculum & Outcomes Assess	201. Received Doctrines	202. Complex Inferences in I-O	203. IP Wrk Fm, Car Mgt, Soc	204. Diversity Global	205. COI Sex Harass	3:30
208. Master's in I-O Psych							213. E&T in I-O		209. IP Personality	210. Pers Sel II	211. COI OHP	4:00
												4:30
												5:00
												5:30
Saturday Evening Reception, 6:00 to 8:00 pm, Chicago VI/VII												

Missouri	Michigan A	Michigan B	Superior A	Superior B	Erie	Huron	Ontario	Mayfair	Parlor A	River Exb Hall A			
Coffee Break												7:30	
			220. Applicant Response Distortion Rsrch	221. Workplace Bullying		222. Talent Mgmt at Dell		223. Org Rsrch in Medical Settings		224. OHP/ Stress	225. COI Diversity	8:00	
234. Conditional Reasoning Expanded Tutorial	228. Resize the Org	229. Internet-Based Assmt							235. IP Div, Global	236. Train, Legal, Prac		8:30	
	Coffee Break												9:00
	246. Navy Sel and Class Rsrch	247. Detect Deception	248. Mock Ethics Hearing	249. Occup Info Disability		250. Prevent Burnout		251. Apply I-O to Health	252. IP OHP/ Stress			9:30	
												10:00	
												10:30	
												11:00	
												11:30	

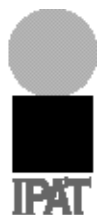
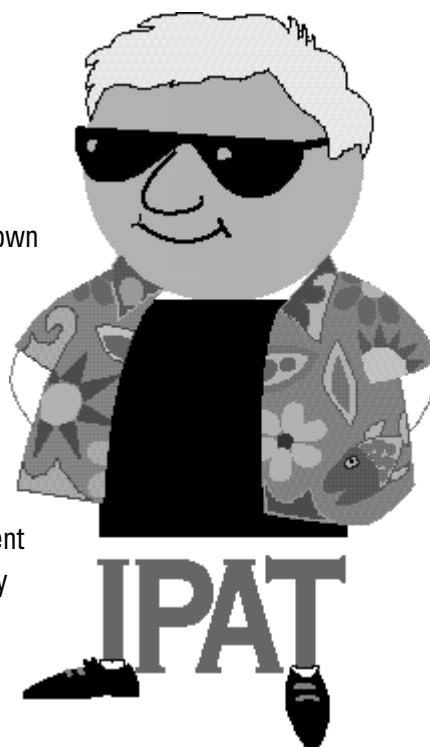


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