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CONTINUING EDUCATION CREDIT FOR CONFERENCE SESSIONS

SIOP is offering CE credit for attendance at the following six conference sessions: “Coaching Leaders Around Critical Choices” (Session 87), “Fundamentals of Employment Law: Concepts and Applications” (Session 122), “A Master Tutorial by Sidney A. Fine” (Session 124), “Sexual Harassment: Legal Issues and Implications for Employer Policies” (Session 197), “Getting Started With Computer-Based Testing” (Session 222), and “Preparing Tests for Traveling: Pitfalls and Remedies in Multicultural/Multilingual Testing (Session 226). **Session 197 carries 1.5 hours of CE credit and Sessions 87, 122, 124, 222, and 226 each carry 2 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 attendance at the session, may be requested at the main registration desk before the end of the conference or after the conference by contacting the SIOP Administrative Office.

**A searchable version of this program is available on the
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**20th Annual SIOP Preconference Workshops
Thursday, April 14, 2005**

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 Wednesday from 4 p.m. to 8 p.m. at the SIOP table near hotel registration or Thursday beginning at 6:30 a.m. in the Beaudry Foyer (Lobby Level).

1. Building a Great Place to Work
2. Surveys Throughout the Employment Lifecycle: What Matters, When
3. Diversity Management: Moving Past the Buzzwords to Best Practices
4. Six Sigma: Discipline, Data, and Humans
5. Keeping Your Key Players: Innovations in Talent Retention
6. I-O Psychologist as Expert Witness: The “Challenges” of Testimony
7. Cognitive Behavioral Psychology Applied to Organizational Settings
8. The High Learner as a High Potential: Implications for Talent Management and Succession Planning
9. Situational Judgment Tests: Practice and Theory
10. Merging and Shaping Corporate Cultures: Realities and Learnings
11. Building a Strategy-Based Business Case for Investments in People
12. Developing Women Leaders: Lessons Learned from Research and Practice
13. Ethics and the Practice of I-O Psychology
14. Relevance and Rigor in Organizational Research

**20th Annual SIOP Conference Sunday Seminars
Sunday, April 17, 2005**

9:00 AM–12:00 Noon

To attend one of the following Sunday Seminars, you must register for it and receive confirmation that you have registered!

1. Collecting and Analyzing Data Using Experience Sampling Methods.
2. Item Response Theory
3. Emerging Perspectives of Work and Family Interfaces
4. I-O Participation in Federal Research Grants

Other CE Opportunities

There is no extra charge for these sessions. Session 197 carries 1.5 hours of CE credit and Sessions 87, 122, 124, 222, and 226 each carry 2 hours of CE credit.

1. Session 87: Coaching Leaders Around Critical Choices
2. Session 122: Fundamentals of Employment Law: Concepts and Applications
3. Session 124: A Master Tutorial by Sidney A. Fine
4. Session 197: Sexual Harassment: Legal Issues and Implications for Employer Policies
5. Session 222: Getting Started With Computer-Based Testing
6. Session 226: Preparing Tests for Traveling: Pitfalls and Remedies in Multicultural/Multilingual Testing

Note: Sessions 122 and 124 are scheduled simultaneously so you must plan to attend only one. The same is true of Sessions 222 and 226.

EXHIBIT HALL HOURS
Pasadena Room (Lower Level)

FRIDAY: 10:00 AM–6:00 PM

SATURDAY: 8:30 AM–6:00 PM

SUNDAY: 8:30 AM–11:00 AM

SIOP REGISTRATION HOURS
Pasadena Foyer (Lower Level)

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
San Diego (Level 2)

THURSDAY: 3:00 PM–6:00 PM

FRIDAY 7:30 AM–6:00 PM

SATURDAY: 8:00 AM–5:00 PM

SUNDAY: 8:00 AM–11:00 AM

SIOP RECEPTIONS**HOW TO GET THE MOST FROM THE SIOP CONFERENCE**

Thursday, April 14th from 5:30–6:30 PM San Jose (Level 2)

SIOP WELCOME RECEPTION

Thursday, April 14th from 6:00–8:00 PM Pool Plaza (Level 4)

INTERNATIONAL MEMBERS' RECEPTION

Friday, April 15th from 4:30–5:30 PM Beaudry A (Lobby Level)

LGBT RECEPTION

Friday, April 15th from 5:00–6:00 PM Beaudry B (Lobby Level)

EVENING RECEPTION

Friday, April 15th from 6:00–8:00 PM Pool Plaza (Level 4)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

Saturday, April 16th from 4:30–5:30 PM Beaudry B (Lobby Level)

EVENING RECEPTION

Saturday, April 16th from 6:00–8:00 PM Pool Plaza (Level 4)

SIOP 2005 ANNUAL CONFERENCE ALL CONFERENCE ACTIVITIES

THURSDAY, APRIL 14
5:30 – 6:30 PM

San Jose (Level 2)

HOW TO GET THE MOST FROM THE SIOP CONFERENCE

Hosts: Lisa Finkelstein and Talya Bauer

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 14
6:00 – 8:00 PM

Pool Plaza (Level 4)

SIOP WELCOME RECEPTION (cash bar)

FRIDAY, APRIL 15
7:30 – 8:30 AM

California Ballroom Foyer (Level 2)

COFFEE BREAK

FRIDAY, APRIL 15
8:30 – 10:00 AM

San Francisco/San Jose (Level 2)

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

Chair: Leaetta Hough

Presenter: Fritz Drasgow

FRIDAY, APRIL 15
10:00 – 10:30 AM

Pasadena Room (Lower Level)

COFFEE BREAK

FRIDAY, APRIL 15
3:00 – 3:30 PM

Multiple Locations

COFFEE BREAK

FRIDAY, APRIL 15
4:30 – 5:30 PM

Beaudry A (Lobby Level)

INTERNATIONAL MEMBERS' RECEPTION

FRIDAY, APRIL 15
5:00 – 6:00 PM

Beaudry B (Lobby Level)

LGBT RECEPTION

FRIDAY, APRIL 15
6:00 – 8:00 PM

Pool Plaza (Level 4)

EVENING RECEPTION

SATURDAY, APRIL 16
7:30 – 8:00 AM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 16
10:00 – 10:30 AM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 16
3:00 – 3:30 PM

Multiple Locations

COFFEE BREAK

SATURDAY, APRIL 16
4:30 – 5:30 PM

Beaudry B (Lobby Level)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS (CEMA)

SATURDAY, APRIL 16
6:00 – 8:00 PM

Pool Plaza (Level 4)

EVENING RECEPTION

SUNDAY, APRIL 17
7:30 – 8:00 AM

Multiple Locations

COFFEE BREAK

SUNDAY, APRIL 17
10:00 – 10:30 AM

Multiple Locations

COFFEE BREAK



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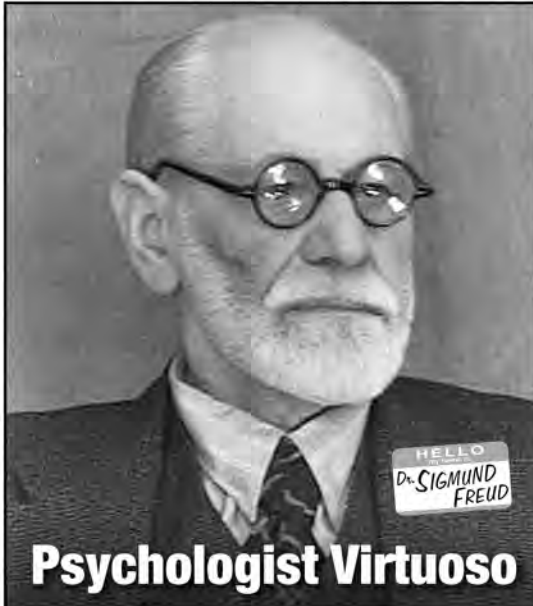
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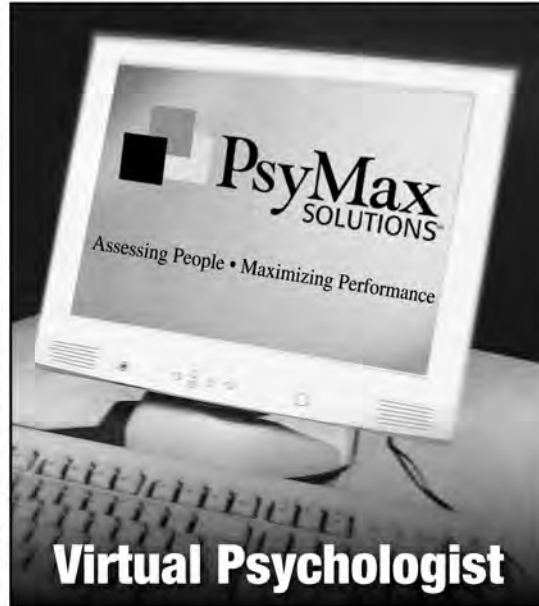


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Friday 1:30

Beaudry B (Lobby Level)



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Coffee Break
Friday, 7:30–8:30
California Ballroom Foyer (Level 2)

1. Plenary Session: Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results

Friday, 8:30–9:50
San Francisco (Level 2)

Computerized Testing and Assessment: Boon or Boondoggle?

Leaetta M. Hough, Dunnette Group, Ltd., *Chair*
 Fritz Drasgow, University of Illinois at Urbana-Champaign, *Presenter*

Coffee Break
Friday, 10:00–10:30
Pasadena (Lower Level)

2. Panel Discussion: Friday, 10:30–11:50
San Jose (Level 2)

Practically Speaking, Does Stereotype Threat Really Matter?

Anecdotal evidence suggests organizational interest in stereotype threat effects on minorities' test performance in selection contexts. The objective of this panel discussion is to provide the audience with an overview regarding the generalizability and practical implications of stereotype threat findings, as well as the meaningfulness of proposed stereotype threat interventions.

Ann Marie Ryan, Michigan State University, *Chair*
 Hannah-Hanh Dung Nguyen, Michigan State University, *Co-Chair*
 Paul R. Sackett, University of Minnesota, *Panelist*
 Nancy T. Tippins, Personnel Research Associates, Inc., *Panelist*
 Lawrence J. Stricker, Educational Testing Service, *Panelist*
 Hannah-Hanh Dung Nguyen, Michigan State University, *Panelist*
 Submitted by Hannah-Hanh Dung Nguyen,
 nguyend67@msu.edu

3. Panel Discussion: Friday, 10:30–11:50
San Francisco (Level 2)

The Usefulness of Personality Variables at Work

A panel of journal editors discussed faking on personality tests in a well-attended session at the 2004 SIOP conference. The discussion was redirected to questioning the usefulness of personality. The purpose of this panel is to address the usefulness of personality at work.

Milton Hakel, Bowling Green State University, *Chair*
 Neal W. Schmitt, Michigan State University, *Panelist*
 Benjamin Schneider, Personnel Research Associates, Inc., *Panelist*
 Murray R. Barrick, University of Iowa, *Panelist*
 Jose M. Cortina, George Mason University, *Panelist*
 Deniz S. Ones, University of Minnesota, *Panelist*

Submitted by Murray R. Barrick, m-barrick@uiowa.edu

4. Symposium: Friday, 10:30–11:50
Sacramento (Level 2)

Facilitating Response and Understanding Nonresponse to Internet/Intranet Questionnaire Efforts

This symposium will provide insights into facilitating response to Internet questionnaires, the factors affecting data quality of Internet questionnaires, and understanding the differences between those who do and those who do not respond to Internet questionnaires. 5 studies will be presented, each addressing one or more of the issues above.

Steven G. Rogelberg, University of North Carolina-Charlotte, *Chair*
 Ian S. Little, Bowling Green State University, *Co-Chair*
 Jeffrey M. Stanton, Syracuse University, Elizabeth Weiss, Georgia Institute of Technology, *Using a Standing Panel to Explore Nonresponse Issues*
 Stephen A. Dwight, Bristol-Myers Squibb, Dominic Fernandes, Bristol-Myers Squibb, Kelly Polanco, Bristol-Myers Squibb, *The Impact of Survey Reminder Source and Frequency on Responding*
 Kevin Tomczak, Applied Psychological Techniques, John C. Scott, Applied Psychological Techniques, *Getting Your Mail Returned: Nonrespondent Characteristics to Web-Based Job Analysis Studies*
 Julie A. Fuller, PepsiCo, Allan H. Church, PepsiCo, Janine Wacławski, Pepsi-Cola Company, *Is Late Better Than Never? Response Quality in Multisource Feedback*

Steven G. Rogelberg, University of North Carolina-Charlotte, Ian S. Little, Bowling Green State University, Christiane Spitzmueller, University of Houston, ***Internet Satisfaction Surveys: Profiling the Nonrespondents***

Herman Aguinis, University of Colorado-Denver, ***Discussant***

Submitted by Steven G. Rogelberg,
sgrogeb@email.uncc.edu

5. Panel Discussion: Friday, 10:30–11:50 Emerald Bay (Level 3)

Scaling the Slippery Slope: Toe Holds for Women in Academe

Five distinguished panelists at various stages of their academic careers will discuss issues identified by the APA Task Force on Women in Academe, whose report recommended that institutions, departments, and programs cultivate a climate supportive of women faculty. Questions from the audience will also be solicited and addressed.

Karen Holcombe Ehrhart, San Diego State University, ***Chair***

Jennifer Z. Gillespie, Bowling Green State University, ***Co-Chair***

Jeanette N. Cleveland, Pennsylvania State University, ***Panelist***

Michele J. Gelfand, University of Maryland, ***Panelist***

Lynn A. McFarland, Clemson University, ***Panelist***

Lois E. Tetrick, George Mason University, ***Panelist***

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

Submitted by Karen Holcombe Ehrhart,
kehrhart@sunstroke.sdsu.edu

6. Panel Discussion: Friday, 10:30–11:50 Santa Anita A (Lobby Level)

Homology Models: Generalizing Organizational Theories and Practices to New Levels

Homology models attempt to generalize relationships among similar variables across levels of analysis. This multilevel expert panel will discuss conceptual, methodological, and practical issues regarding testing homology models with the goal of informing SIOP members of the importance of such models to the advancement of I-O theory, research, and practice.

Gilad Chen, Texas A&M University, ***Chair***

Paul D. Bliese, Walter Reed Army Institute of Research, ***Panelist***

David Chan, National University of Singapore, ***Panelist***
Gilad Chen, Texas A&M University, ***Panelist***
David A. Hofmann, University of North Carolina, ***Panelist***

Lawrence R. James, Georgia Tech, ***Panelist***

Steve W. J. Kozlowski, Michigan State University, ***Panelist***

Submitted by Gilad Chen, gilad.chen@tamu.edu

7. Theoretical Advancement: Friday, 10:30–11:50 Santa Anita B (Lobby Level)

Volitional and Nonvolitional Effects of Identification on Employee Behavior

A new theory of how employee identification affects behavior is presented by two attachment scholars and critiqued by a panel of experts. The theory links target abstractness and prototypicality to goal mechanisms and behavior through commitment and identification dynamics. Volitional and nonvolitional aspects of both paths are identified.

Rolf Van Dick, Aston University, ***Chair***

Thomas E. Becker, University of Delaware, John P. Meyer, University of Western Ontario, ***Volitional and Nonvolitional Effects of Identification on Employee Behavior***

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

Fred A. Mael, American Institutes for Research, ***Discussant***

Michael G. Pratt, ***Discussant***

Lynn M. Shore, University of California, Irvine, ***Discussant***

Submitted by Thomas E. Becker,
beckert@lerner.udel.edu

8. Symposium: Friday, 10:30–11:50 Santa Anita C (Lobby Level)

Assessing Person–Environment Fit for Selection

Most employment testing focuses on developing predictor measures that assess individual characteristics identified as critical to successful job performance. In this symposium, we explore issues and potential solutions associated with using assessments of person–environment fit to predict other important job-outcome criteria (e.g., turnover) and inform selection decisions.

Christopher E. Sager, HumRRO, *Chair*
 Chad H. Van Iddekinge, HumRRO, Christopher E. Sager, HumRRO, *Expectations and Personality as Moderators of P-E Fit Validity*
 Dan J. Putka, HumRRO, *Using Spline Regression Models to Examine Person-Environment Fit*
 Gerald F. Goodwin, U.S. Army Research Institute, Jon J. Fallesen, Center for Army Leadership, Jeffrey L. Herman, George Mason University, Marissa L. Shuffler, George Mason University, *Person-Occupation Fit in the Army: Impact on Career Decisions*

John P. Campbell, University of Minnesota, *Discussant*
 D. Brent Smith, Rice University, *Discussant*

Submitted by Christopher E. Sager, csager@humro.org

9. Education Forum: Friday, 10:30–11:50 Palos Verdes (Lobby Level)

Educational Training for a Master's Degree in Industrial-Organizational Psychology

Three 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," the content of the I-O curriculum, and the advantages and disadvantages of requiring a thesis and an internship.

Mark S. Nagy, Xavier University, *Chair*
 Brian W. Schrader, Emporia State University, *Co-Chair*
 Mike G. Aamodt, Radford University, *Co-Chair*

Submitted by Mark S. Nagy, nagyms@xu.edu

10. Symposium: Friday, 10:30–11:50 San Fernando (Lobby Level)

New Lenses on Leadership

Emerging theoretical perspectives on leadership take a more dispersed, relational, and interdependent view of leadership processes. Participants share how these perspectives are being explored and tested in settings characterized by team-based work, continuous adaptation, and integration of differences across boundaries.

Cynthia D. McCauley, Center for Creative Leadership, *Chair*
 Judith L. Steed, Center for Creative Leadership, Cynthia D. McCauley, Center for Creative Leadership, *Exploration of Leadership Quarterly: Looking for Seeds of Connected Leadership*

Craig L. Pearce, Claremont Graduate University, *Shared Leadership*
 Mary Uhl-Bien, University of Central Florida, Russ Marion, Clemson University, *Complex Leadership*
 Bill Drath, Center for Creative Leadership, *Relational Leadership*

Submitted by Cynthia D. McCauley,
 mccauley@leaders.ccl.org

11. Academic-Practitioner Collaborative Forum: Friday, 10:30–12:20 San Gabriel A (Lobby Level)

Models of Academic-Practitioner Collaboration

Two academic-practitioner teams will discuss their programs of research on group versus individual decision making and on self-presentation processes in job analysis. Each team will describe how it balances the practical needs of the organization with the academician's interest in rigorous experimental research that advances basic theoretical knowledge.

Seymour Adler, Aon Consulting, *Chair*
 Ira T. Kaplan, Hofstra University, *Co-Chair*
 Philip Ferrara, New York State Unified Court System, *Co-Chair*
 William Metlay, Hofstra University, *Models of Academic-Practitioner Collaboration*
 John Leto, Citigroup, *Discussant*
 Michael T. Barriere, Citigroup, *Discussant*

Submitted by Ira T. Kaplan, ira.kaplan@hofstra.edu

12. Roundtable: Friday, 10:30–11:50 San Gabriel B (Lobby Level)

In Search of Talent Management

"Talent management" is a term used extensively in the popular literature and by many consulting firms populated with I-O psychologists. Clients demand it, but what is talent management and is it distinct from well-researched psychological interventions? Do I-O psychologists bring something unique to talent management and, if so, what?

Robert E. Lewis, Personnel Decisions International, *Host*
 R. J. Heckman, Personnel Decisions International, *Co-Host*
 Kathleen A. Tuzinski, Personnel Decisions International, *Co-Host*

Submitted by Robert E. Lewis,
 blewis@PersonnelDecisions.com

13. Education Forum: Friday, 10:30–11:50 San Gabriel C (Lobby Level)

New Ways to Create Interactive Learning in the Classroom

This forum explores new ways to make both large and small classrooms more interactive thereby enhancing the learning experience. Presentations include the use of personal response systems, applied research projects, use of Blackboard to create a virtual learning community, and a mock trial to enhance understanding of discrimination law.

Beth G. Chung-Herrera, San Diego State University, *Chair*

Beth G. Chung-Herrera, San Diego State University, *Using the Personal Response System to Engage a Large Class*

Grace W. Davis, Marshall University, *Aligning Class Activities with Community Services*

Kizzy Marie Parks, Florida Tech University, *Creating an Interactive Online Community*

J. Bruce Tracey, Cornell University, David Sherwyn, Cornell University, *Using a "Jury Trial" to Teach Students Employment Law*

Submitted by Beth G. Chung-Herrera,
Beth.Chung@sdsu.edu

14. Theoretical Advancement: Friday, 10:30–11:50 San Pedro (Lobby Level)

The Conceptualization and Measurement of Adaptive Skill

This theory session presents a highly useful, but greatly underutilized, individual difference and organizational construct: workplace adaptive skill. The theoretical status of adaptive skill is reviewed and two systems for its measurement are discussed, one interview based and the other questionnaire based. Recommendations are given for future research into the construct.

Steven F. Cronshaw, University of Guelph, *Chair*

Greg A. Chung-Yan, University of Guelph, *Discussant*

Steven F. Cronshaw, University of Guelph, *Discussant*

Perng Yih Ong, University of Guelph, *Discussant*

Dara B. Chappell, University of Guelph, *Discussant*

Submitted by Steven F. Cronshaw,
cronshaw@psy.uoguelph.ca

15. Symposium: Friday, 10:30–11:50 Santa Barbara A (Lobby Level)

Contextual Influences on Knowledge Sharing in Technology-Mediated Groups

As organizational groups increasingly make use of technology-mediated communication, researchers and practitioners seek to understand how knowledge sharing behaviors in technology-mediated groups are influenced by the organizational context in which the groups are embedded. The research presented in this symposium advances understanding in this important but relatively underexamined area.

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

N. Sharon Hill, University of Maryland, *Co-Chair*

Andrea Hollingshead, University of Illinois, *Strategic Information Sharing in Computer-Mediated Groups*

Bradley J. Alge, Purdue University, Stephen G. Green, Purdue University, David Lehman, Purdue University, *Perceived Remoteness and Information Sharing in Virtual Teams*

N. Sharon Hill, University of Maryland, Kathryn M. Bartol, University of Maryland, Paul E. Tesluk, University of Maryland, Gosia A. Langa, University of Maryland, *The Influence of Face-to-Face Interaction and Organizational Culture on Knowledge Sharing in Computer-Mediated Groups*

Bradley L. Kirkman, Georgia Institute of Technology, Benson Rosen, University of North Carolina, Paul E. Tesluk, University of Maryland, Cristina B. Gibson, University of California-Irvine, *The Influence of Team Virtuality, Trust, Technology Support, and Leadership on the Relationship Between Team Training Proficiency and Performance in Virtual Teams*

Richard S. Blackburn, University of North Carolina, Stacie A. Furst, Louisiana State University, Benson Rosen, University of North Carolina, *Knowledge-Sharing Among HR Professionals: The Role of Virtual Teams*

Kathryn M. Bartol, University of Maryland, *Discussant*
N. Sharon Hill, University of Maryland, *Discussant*

Submitted by N. Sharon Hill, ns.hill@comcast.net

16. Practitioner Forum: Friday, 10:30–11:20 Santa Barbara B (Lobby Level)

Success Factors and Pitfalls in Large-Scale Change Management Initiatives

When embarking on a major change initiative, companies often assume that the issues faced are unique to

their situation. This forum challenges this notion by addressing the common success factors and pitfalls experienced by three large companies from diverse industries as they implement sustainable change.

Jennifer Hutcheson, Dell, Inc., *Chair*

Jennifer Hutcheson, Dell, Inc., *Ensuring Success of Change Management Initiatives through Managerial Ownership*

Steven J. Robison, The Dow Chemical Company, *Implementing Change Effectively at Dow*

Rhonda K. Kidwell McGown, Wachovia Corporation, *Changing Priorities: Building an Organization Focused on Long-Term Growth and Sustainability*

Submitted by Jennifer Hutcheson,
jennifer_hutcheson@dell.com

17. Academic–Practitioner Collaborative Forum: Friday, 10:30–11:20 Santa Barbara C (Lobby Level)

ONR's Collaboration and Knowledge Management Program: A Successful Academic–Practitioner Alliance

The Office of Naval Research has successfully blended academic and applied work for years. This forum will introduce you to part of 1 program, the Collaboration and Knowledge Management Program that supports 9 universities and 4 nonacademic organizations in the pursuit of improved team decision making in complex, data-rich situations.

Kathleen P. Hess, Aptima, Inc., *Chair*

Michael P. Letsky, Office of Naval Research, *Co-Chair*
Kathleen P. Hess, Aptima, Inc., Michael P. Letsky,

Office of Naval Research, Norman Warner, Naval Air Systems Command, Paul Keel, MIT Center for Advanced Visual Studies, Jared Freeman, Aptima Incorporated, Elizabeth Wroblewski, Naval Air Systems Command, Edith Ackermann, MIT Center for Advanced Visual Studies, Orlando J. Olivares, Texas A&M University, *ONR's Collaboration and Knowledge Management Program: A Successful Academic–Practitioner Alliance*

Norman Warner, Naval Air Systems Command,
Discussant

Paul Keel, MIT Center for Advanced Visual Studies,
Discussant

Submitted by Kathleen P. Hess, khess@aptima.com

18. Academic–Practitioner Collaborative Forum: Friday, 10:30–11:20 San Bernardino (Lobby Level)

Predicting Multitasking Performance Using Measures of Ability and Personality

Management of an electric utility power grid requires the ability to manage a variety of tasks simultaneously. This research is designed to determine the usefulness of a synthetic work model to predict training outcomes for electric system supervisors and examine the relative contributions of ability and nonability measures to multitasking.

Mary Ann Hannigan, DTE Energy, *Chair*

Frederick L. Oswald, Michigan State University, *Co-Chair*
D. Zachary Hambrick, Michigan State University,
Discussant

Submitted by Mary Ann Hannigan,
hanniganm@dteenergy.com

19. Symposium: Friday, 10:30–11:50 Beaudry A (Lobby Level)

Dispositional Factors in Job Attitudes and Affective Reactions to Work

Dispositional influences on job attitudes have received a great deal of recent attention. However, this research has generally been limited to the effects of positive and negative affectivity on overall job satisfaction. This symposium expands on past research by examining several different dispositions and work-related attitudes.

Terry A. Beehr, Central Michigan University, *Chair*

Nathan A. Bowling, Central Michigan University, *Co-Chair*
Haitham A. Khoury, University of South Florida,

Angeline Ping Shin Goh, University of South Florida, Valentina Bruk-Lee, University of South Florida, Paul E. Spector, University of South Florida, *Beyond the Big Five: A Meta-Analysis of Job Satisfaction and Personality Factors*

Nathan A. Bowling, Central Michigan University, Terry A. Beehr, Central Michigan University, Lawrence R. Lepisto, Central Michigan University, *Dispositional Approach to Job and Vocational Attitudes: A Longitudinal Analysis*

Kevin Miliffe, University of Florida, John D.

Kammeyer-Mueller, University of Florida, Timothy A. Judge, University of Florida, *Changes in Self-Concept as a Function of Personal and Situational Characteristics*

Yochi Cohen-Charash, CUNY, Baruch College, Barry M. Staw, University of California–Berkeley, *How Do Dispositions Affect Job Satisfaction? A Theoretical Model*

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

Submitted by Nathan A. Bowling,
nathan.a.bowling@cmich.edu

20. Practitioner Forum: Friday, 10:30–11:50 Beaudry B (Lobby Level)

Test Security and Digital Asset Protection in the Internet Age

This symposium examines three perspectives on Internet-based test security and digital asset protection, including (a) the testing industry perspective, (b) the test publisher perspective, and (c) the risk management perspective. Improved risk management yields higher quality assessment instruments, improved decision making, more jobs for I-O psychologists, and stronger public relations.

John W. Jones, IPAT, *Chair*

William G. Harris, Association of Test Publishers, *Test Security in the Age of Web-Based Testing*

David W. Arnold, NCS Pearson, Inc., John W. Jones, IPAT, *Legal and Business Strategies for Protecting Publishers' Online Testing Assets*

Cyndy Fitzgerald, Caveon, *Detection of Testing Industry Fraud: Methods of Online Risk Management*

Michael M. Harris, University of Missouri-St. Louis, *Discussant*

Submitted by John W. Jones, jwj@ipat.com

21. Poster Session, 10:30–11:20 Pasadena (Lower Level)

Global Diversity

21-1. S. Rains Wallace Dissertation Award Winner:

A Longitudinal Study of the Relationship Between Racial Diversity and Profitability

This longitudinal research examined the relationship between employee racial diversity and business unit profitability. The initial level of racial diversity was significantly and negatively associated with the rate of change in controllable profit after controlling for the racial diversity of the communities in which the businesses were located.

Joshua M. Sacco, Aon Consulting

21-2. Interaction Effects of Expatriates' Parent Company and Foreign Subsidiary Commitments

To respond to Toh and DeNisi's (2003) call, we examine host-country national (HCN) subordinates' reactions to expatriate managers' parent company and foreign subsidiary commitments, using survey data from 153 expatriate managers and 324 HCN subordinates. The findings supported the interaction effects of expatriates' parent company and foreign subsidiary commitments.

Riki Takeuchi, Hong Kong University of Science and Technology

Jeffrey P. Shay, University of Montana

Submitted by Riki Takeuchi, mnrikit@ust.hk

21-3. A Social Exchange Perspective on Expatriation: An Empirical Examination

We apply a social exchange perspective to an expatriate context. We propose and test the synergistic effects of two facets of POS on adjustment. We then examine links between adjustment and commitment, as well as an interactive effect of job performance and affective commitment on early return intentions.

Riki Takeuchi, Hong Kong University of Science and Technology

Mo Wang, Bowling Green State University

Sophia V. Marinova, University of Maryland

Jing Liang, Shenzhen Women and Children

Psychological Education Center

Submitted by Riki Takeuchi, mnrikit@ust.hk

21-4. The Influence of Economic Threat on Attitudes Toward Diversity Policies

Realistic group conflict theory (LeVine & Campbell, 1972) posits that people resist policies that advance out-group members, especially during periods of threat. As expected, an experimental manipulation of economic threat caused White participants to be less supportive both of diversity programs and of diverse organizational employees.

Jennifer L. Knight, Rice University

Michelle (Mikki) Hebl, Rice University

Submitted by Jennifer L. Knight, jknight@rice.edu

21-5. Assessors' Perceptions Explaining Ethnic Score Differences in Selection: Dutch Findings

This study examined the explanatory power of assessors' perceptions in accounting for differences between the ethnic majority group ($N = 10,002$) and first and second ethnic minority groups ($N = 1,407$) in the context of Dutch police officer selection. Results supported assumed-characteristics theory but not complexity-extremity theory.

L. A. L. de Meijer, Erasmus University-Rotterdam
 Marise Born, Erasmus University-Rotterdam
 Gert Terlouw, Police Academy of The Netherlands
 Henk T. Van Der Molen, Erasmus University-Rotterdam
 Submitted by L. A. L. de Meijer, demeijer@fsw.eur.nl

21-6. Ethnic Score Differences on Cognitive Ability and Personality: Dutch Findings

Differences between the ethnic majority group and first- and second-generation minority groups were examined on cognitive ability and a personality during Dutch police officer selection. Differences between majorities and first-generation minorities were comparable to North American findings. Differences between majorities and second-generation minorities on cognitive ability were dramatically smaller.

L. A. L. de Meijer, Erasmus University-Rotterdam
 Marise Born, Erasmus University-Rotterdam
 Gert Terlouw, Police Academy of The Netherlands
 Henk T. Van Der Molen, Erasmus University-Rotterdam
 Submitted by L. A. L. de Meijer, demeijer@fsw.eur.nl

21-7. How Racial and Positional Cues Affect Initial Perceptions of Leadership

This study contrasted racial stereotypes with a contextual cue to determine their impact on leader identification and perceived competence, leadership capability, and likeability. Although individuals generally recognized those at the head of the table as leaders, individual assessments varied by the target's race, the racial context, and observers' social dominance orientation and prejudice.

Derek R. Avery, Saint Joseph's University
 Morela Hernandez, Duke University
 Alexis N. Smith, Tulane University
 Michelle (Mikki) Hebl, Rice University
 Submitted by Derek R. Avery, davery@sju.edu

21-8. A Goal-Orientation Perspective on Expatriation: An Empirical Examination

We apply a goal-orientation perspective to an expatriate context. The effects of different goal-orientation dimensions on expatriate adjustment processes were proposed and tested. The mediation effects of expatriate adjustment between goal-orientation dimensions and expatriate outcomes, such as job performance and premature return intention, were further examined.

Mo Wang, Bowling Green State University
 Jennifer L. Burnfield, Bowling Green State University
 Jesse Erdheim, Bowling Green State University
 Craig D. Crossley, Bowling Green State University
 Submitted by Mo Wang, wangmo@bgsu.edu

21-9. Examining Different Types of Work Experience on Expatriate Longitudinal Performance

The nature of intraindividual expatriate performance change over time and previous work experience predictors of such change were examined using a latent growth modeling approach. The latent performance growth approximated learning curves, following power trajectories. Different types of work experience demonstrated different predictive effects across the latent performance growth factors.

Mo Wang, Bowling Green State University
 Milton Hakel, Bowling Green State University
 L. Jean Whinghter, Bowling Green State University
 Fangyi Liao, The Gallup Organization
 Jing Liang, Shenzhen Women and Children
 Psychological Education Center

Submitted by Mo Wang, wangmo@bgsu.edu

21-10. Values, Demographics, and Diversity Attitudes in the United Kingdom

The study investigates relationships between values, gender, race, and diversity attitudes. Women, non-Whites, and those scoring high in openness to change and self-transcendence values and low in conservative and self-enhancement values had more positive attitudes. Self-transcendence interacted with race and gender to predict attitudes.

Judy P. Strauss, California State University-Long Beach
 Olukemi O. Sawyerr, California State Polytechnic
 University, Pomona
 Adegoke Oke, Cranfield University

Submitted by Judy P. Strauss, jstrauss@csulb.edu

21-11. Culture Variation and Psychological Contracts in the United States

The relation between culture and psychological contracts in the United States was investigated. Results indicated that individual cultural orientation was differentially related to transactional and relational aspects of the psychological contract. More specifically, individualist values promoted transactional employee obligations, and collectivist values promoted relational employee and employer obligations.

Dana M. Glenn, University of Houston
Lois E. Tetrick, George Mason University

Submitted by Dana M. Glenn,
danaglenn29@hotmail.com

21-12. Individual Differences and Racial Prejudice in Performance Evaluation Accuracy

The present study extended previous research on race effects in performance evaluations. Results indicate that prejudiced rater attitudes have a significant effect on rating accuracy. Although no individual difference variables moderated the relationship between prejudiced attitudes and rating accuracy, certain personality variables were significantly related to prejudiced attitudes.

Angela K. Pratt, Wayne State University
Samuel L. Amelio, Personnel Research Associates
Boris B. Baltes, Wayne State University

Submitted by Angela K. Pratt,
apratt@sun.science.wayne.edu

21-13. Anxiety and Experience in Heterosexuals' Responses to Gay Coworkers

Study examined participants' willingness to partner with a sexual minority coworker on a visible, important, and developmental job assignment. Participants' previous contact experiences, intergroup anxiety towards sexual minorities, and job level of the coworker were also examined as influences on their partnering decisions. Results, implications, and future research are discussed.

Corey S. Munoz, University of Georgia
Kecia M. Thomas, University of Georgia

Submitted by Corey S. Munoz, cmunoz@uga.edu

21-14. Gender Composition: A Predictor of Formal Mentoring Processes and Outcomes

This study investigated the impact of gender composition on the success of formal mentoring relationships. One hundred sixty undergraduate freshmen were randomly assigned to junior and senior students in order to receive mentoring designed to reduce attrition. Results indicated that gender composition influenced mentoring functions provided and performance outcomes (GPA).

Charyl Staci Singleton, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Alicia Sanchez, Institute for Simulation and Training

Submitted by Kimberly A. Smith-Jentsch,
kjentsch@mail.ucf.edu

21-15. An Empirical Test of the Glass Ceiling for Asian Americans

The existence of a longitudinal glass ceiling effect was empirically tested for Asian American scientists and engineers using Latent Growth Curve modeling. A number of variables known to affect career outcomes were controlled for in the analyses. Results found support for a glass ceiling effect for Asian Americans.

Tina T. Chen, Sempra Energy Utilities
James L. Farr, Pennsylvania State University

Submitted by Tina T. Chen, ttchen@semprautilities.com

21-16. The Role of Protege Disability and Competence in Mentoring Relationships

Disability status, disability type, and competence were explored relative to willingness to mentor and perceived competence. Results revealed no significant differences in willingness to mentor and a positive bias towards the disabled regarding perceived competence. Implications for practice and future research are discussed.

Andrea B. Kimbrough, University of Georgia
Lillian T. Eby, University of Georgia
Olga N. Aranbayeva, Dial America

Submitted by Andrea B. Kimbrough, amtbrinley@aol.com

21-17. Moderators of the Demographic Diversity–Unit Performance Relationship

The diversity/performance relationship was examined in a sample of 820 stores. Racial diversity was adversely related to three measures of store performance. These

relationships were moderated by average length of service in the store, store member turnover, leader turnover, and full/part-time status. Results for gender diversity were mixed.

Jeff A. Weekley, Kenexa
Lynn A. McFarland, Clemson University
Amy Cooper Hakim, Office Depot
Bryan C. Hayes, Kenexa

Submitted by Jeff A. Weekley,
jeff.weekley@kenexa.com

21-18. Effects of Demographic Differences on Creativity in Virtual Dyads

This study examined whether demographic differences affected virtual dyads' creativity. We found a strong negative effect for differences in nationality. Differences in age interacted with team processes (e.g., equal participation by members and process conflict), degree of prior friendship, and differences in technical experience in affecting the dyad's creative performance.

Luis L. Martins, Georgia Institute of Technology
Christina E. Shalley, Georgia Institute of Technology

Submitted by Christina E. Shalley,
Christina.Shalley@dupree.gatech.edu

21-19. Indexing Diversity Under Missing Data Conditions

Findings from a Monte Carlo simulation show that within-unit diversity is strongly influenced by response rates when data are missing-not-at-random. Under typical missingness conditions, diversity is greatly underestimated. Having scales with more items can help to mitigate the problem. Also, SD_{WG} appears to be a better diversity index than CV_{WG} .

Daniel A. Newman, University of Maryland
Hock-Peng Sin, Pennsylvania State University

Submitted by Hock-Peng Sin, hpsin@psu.edu

21-20. Supervisor Integrity and Supervisory Commitment: A Cultural Investigation

Samples were collected from comparable government agencies in Taiwan ($n = 364$) and the United States ($n = 145$). Main findings indicated that supervisor support significantly moderated the relationship between supervisor integrity and supervisory commitment, however,

moderating effects were opposite in Taiwan and in the United States.

Ding-Yu Jiang, National Taiwan University
Jean H. Riley, Alliant International University
Bor-Shiuan Cheng, National Taiwan University
Chi-Ying Cheng, University of Michigan
Chin-Kang Jen, National Sun Yat-Sen University

Submitted by Jean H. Riley, jeanhr@san.rr.com

21-21. The Impact of Motivational Predictors on Diversity in Student Selection

The purpose of this study was to examine the prospects for achieving the twin objectives of increased diversity and validity in a college admissions context by supplementing the SAT with motivation-related predictors. Results generally confirm that increased diversity can be achieved through use of motivation-related predictors without compromising validity.

Michael J. Cullen, University of Minnesota
Amy C. Hooper, University of Minnesota

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

21-22. Perceptions of Relational Practices in the Workplace

The present study examined relationally motivated behaviors in the workplace. Working adults ($N = 128$) completed online surveys containing workplace scenarios and rated how effective/submissive they perceived the targets' behaviors. Overall, participants rated relationally motivated behaviors as ineffective and submissive; however, targets were not rated differentially based on gender.

Jessica H. Carlson, Western New England College

Submitted by Jessica H. Carlson, JessCar1@yahoo.com

21-23. Reducing the Ill Effects of Thought Suppression Through Structured Interviews

This research tested the influence of thought suppression and interview structure on interview outcomes. Results demonstrate that interviewers in unstructured interviews were more biased towards minority applicants when instructed to "not think about race" during the interview than a control group. Results have legal and future research implications.

Juan Madera, Rice University
Michelle (Mikki) Hebl, Rice University

Submitted by Juan Madera, jmadera@rice.edu

21-24. Procedural Justice and Performance Evaluations in French and American Organizations

67 American and 70 French employees participated in a survey examining fairness perceptions for performance evaluations. Findings indicated that correlations between the use of voice in evaluations and overall fairness perceptions were significantly higher for Americans than French. Relative emphasis of other procedural justice rules in evaluations was also presented.

Katy Mohler Fodchuk, Old Dominion University

Submitted by Katy Mohler Fodchuk,
kfodc001@odu.edu

21-25. Discrimination Against Asian Americans: How do Model Minorities Fare?

Participants rated an employee's performance when ethnic background, performance level, and job type were manipulated. Results indicate that the high-performing Asian employee was discriminated against. Moreover, endorsement of the model-minority stereotype was associated with lower ratings of the Asian employee. Results were interpreted according to terror management theory.

Genie Chartier, University of Central Florida
Barbara A. Fritzsche, University of Central Florida

Submitted by Genie Chartier, geniechartier@cfl.rr.com

21-26. Assessing "Dissimilarity From the Group": Evidence From Computer Simulations

Research examining the effects of diversity on individuals has provided somewhat equivocal results. Our computer simulation suggests, however, such effects are likely to be underestimated to the extent that researchers calculate dissimilarity scores based on partial (rather than complete) group membership data, particularly if survey response rates are low.

Natalie J. Allen, University of Western Ontario
David Stanley, University of Guelph
Helen Williams, University of Leeds
Sarah J. Irwin, University of Western Ontario

Submitted by Natalie J. Allen, nallen@uwo.ca

21-27. Student Status and Age Effects on Sexual Harassment Perceptions

The present study sought to determine whether students and nonstudents (employed adults) differed in their perceptions of sexual harassment, and if so, what variables accounted for this difference. Results indicate that the student status effect is explained by age, which in turn is partially mediated by hostile sexism.

Dawn Ohse, Southern Illinois University-Carbondale
Margaret S. Stockdale, Southern Illinois University-Carbondale

Submitted by Margaret S. Stockdale, PStock@siu.edu

21-28. The Relationship Between Culture and Labor/Employment Laws Across Fifty-Seven Countries

We present results from the first study to examine the relationship between national culture and labor and employment law across a wide range of countries. Our results suggest that the design and implementation of employment laws are influenced by the cultural environment. We discuss implications for multinational companies.

Sara M. Turken, Cornell University
Lisa H. Nishii, Cornell University

Submitted by Lisa H. Nishii, lnh5@cornell.edu

21-29. An Integrated Model of Cross-Cultural Training

This paper presents a theoretical model of cross-cultural training that incorporates principles from general training with the unique needs of cross-cultural training. The resulting model identifies important issues that need to be taken into account to deliver successful cross-cultural training, with a particular emphasis on the needs assessment stage.

Anu Ramesh, University of Maryland

Submitted by Anu Ramesh, aramesh@psyc.umd.edu

21-30. The Effect of Culture Distance on Expatriate Adjustment: A Meta-Analysis

A meta-analysis was conducted to examine the impact of culture distance on expatriate adjustment. As hypothesized, the results showed negative effects of culture distance on adjustment. The moderating effect of predictor and criterion measures (subjective/objective, work/nonwork) and assignment duration underscore the

importance of measurement and longitudinal orientation in expatriation research.

Laura Galarza, University of Puerto Rico

Submitted by Laura Galarza, lgalarza@adelphia.net

22. Community of Interests: Friday, 10:30–11:20 Pasadena (Lower Level)

P–O Fit

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

23. Interactive Posters: Friday, 10:30–11:20 Los Feliz (Lobby Level)

Training in Alternative Delivery Modes

23-1. A Meta-Analytic Review of Behavior Modeling Training

A meta-analysis of 117 studies was conducted to assess the effects of behavior modeling training (BMT) on six training outcomes. Analyses included an assessment of the stability of BMT effects over time, as well as associations between training effect sizes and particular characteristics of BMT design.

Paul J. Taylor, University of Waikato

Darlene F. Russ-Eft, Oregon State University

Daniel W. L. Chan, Chinese University of Hong Kong

Submitted by Paul J. Taylor, ptaylor@waikato.ac.nz

23-2. On-the-Job Training: A Review for Researchers and Practitioners

Over 60% of training is estimated to occur on the job. This paper provides researchers and practitioners with an understanding of what on-the-job (OJT) training is, its theoretical basis, what the research says about OJT, and what we still need to know about this important instructional technique.

Renee Eileen DeRouin, University of Central Florida

Tiffany J. Parrish, University of Central Florida

Eduardo Salas, University of Central Florida

Submitted by Renee Eileen DeRouin, renee@derouin.com

23-3. Case Features and Individual Attributes in Case-Based Training

Compares principle-based and case-based training paradigms on learning and application of training principles. The effect of case features, intelligence, and goal orientation are also examined. Results indicate that case studies are beneficial to learning but can distract from applying knowledge effectively. Case reflection and learning orientation are also beneficial.

Matthew T. Allen, University of Oklahoma

Mary Shane Connelly, University of Oklahoma

Submitted by Matthew T. Allen, mattallen@ou.edu

23-4. Frame-of-Reference Training: More Accurate Ratings, but Accurate Enough?

The Angoff method was used to establish cutoff scores for evaluating competence in a frame-of-reference (FOR) training program. Ten SMEs provided Angoff judgments on the difficulty of rating behaviors in video- and written-based scenarios. Results provided reliability and accuracy evidence for the Angoff method in a FOR training context.

Randall H. Lucius, APT, Inc.

Michael Lippstreu, Georgia Institute of Technology

Darin Wiechmann, Bristol-Myers Squibb Company

Submitted by Randall H. Lucius,
rlucius@appliedpsych.com

24. Special Event: Friday, 11:00–11:50 Avalon (Level 3)

Distinguished Teaching Contributions Award: Don't Be Foolish

I will discuss the transformation from being a good teacher to becoming a great teacher, the relative importance of teaching and published research in building an academic career, and the meaning of teaching over the lifespan of an individual.

Patrick R. Powaser, Oxy Inc., *Chair*

Paul M. Muchinsky, University of North Carolina-Greensboro, *Presenter*

25. Symposium: Friday, 11:30–12:50 Santa Barbara B (Lobby Level)

Work Motivation: A Changing of the Guard for Motivational Processes

Researchers have proposed that individual inputs and contextual factors influence performance via motivational and self-regulatory processes. This session presents four papers that offer substantial progress in our understanding of work motivation by incorporating multiple motivational constructs/processes (e.g., regulatory focus, state-goal orientation) to further our understanding of goal striving and performance.

J. Craig Wallace, Tulane University, *Chair*

Ronald S. Landis, Tulane University, *Co-Chair*

James M. Diefendorff, University of Colorado-Denver,

Erin M. Richard, Louisiana State University, Chet

Robie, Wilfrid Laurier University, *Motivational*

Traits and Performance: The Mediating Role of Daily Self-Regulation

B. Tyson Breland, Marriott International, John J.

Donovan, Virginia Tech, *The Role of State-Goal*

Orientation in the Process of Goal Establishment

and Task Performance

Leifur Geir Hafsteinsson, Reykjavik University, John J.

Donovan, Virginia Tech, *The Interactive Effects of*

Achievement Goals and Task Complexity on Effort,

Mental Focus, and Enjoyment

J. Craig Wallace, Tulane University, Gilad Chen, Texas

A&M University, Ruth Kanfer, Georgia Institute of

Technology, *Regulatory Focus in the Workplace*

Eric D. Heggstad, Colorado State University, *Discussant*

Submitted by J. Craig Wallace, jwallace@tulane.edu

26. Panel Discussion: Friday, 11:30–12:50 Santa Barbara C (Lobby Level)

Traditional Assessment Centers Versus Technology-Enhanced Assessments: Pros and Cons

This panel will address the real and hoped-for benefits of repositioning the assessment center into a virtual environment. Wins and losses of traditional and technology-enhanced assessments will be discussed from the perspectives of service provider, assessment designer and program manager, assessor and feedback provider, and client end-user.

Joseph L. Moses, Applied Research Corporation, *Chair*

Sandra Hartog, Sandra Hartog & Associates, *Panelist*

Lynn Collins, Sandra Hartog & Associates, *Panelist*

Janis M. Ward, J. M. Ward Consulting, *Panelist*

Diane P. Brennan, UBS Wealth Management, *Panelist*

Submitted by Sandra Hartog,

shartog@sandrahartogassoc.com

27. Symposium: Friday, 11:30–12:50 San Bernardino (Lobby Level)

Advances in Meta-Analysis: New Approaches to Artifact Correction

This symposium will cover recent advances in methods for correcting statistical artifacts when conducting a meta-analysis. Corrections for range restriction, measurement error, and heterogeneity of variances will be discussed.

Scott B. Morris, Illinois Institute of Technology, *Chair*

Frederick L. Oswald, Michigan State University, Patrick D.

Converse, Michigan State University, *Correcting for*

Reliability and Range Restriction in Meta-Analysis

Frank L. Schmidt, University of Iowa, Huy Le,

HumRRO, *Implications of Indirect Range*

Restriction for Meta-Analysis Methods

Michael T. Brannick, University of South Florida,

Estimating Reliability in Primary Research

Scott B. Morris, Illinois Institute of Technology,

Estimating the Standardized Mean Change with

Heterogeneous Variance

Nambury S. Raju, Illinois Institute of Technology,

Discussant

Submitted by Scott B. Morris, scott.morris@iit.edu

28. Poster Session: Friday, 11:30–12:20 Pasadena (Lower Level)

Training, Legal, Practice Issues

28-1. An Investigation of Individual and Contextual Factors Influencing Training Variables

This study models training motivation and learning from individual and contextual perspectives. Participants were 250 business students in a remedial training class. Self-efficacy was found to correlate with learning partly through the mediation of training motivation. Interactional justice experienced in the previous class moderated the effect of self-efficacy on motivation.

Aichia Chuang, National Taiwan University

Wen-Chih Liao, National Taiwan University of Science
and Technology

Wei-Tao Tai, Chihlee Institute of Technology

Submitted by Aichia Chuang, achuang@ba.ntust.edu.tw

28-2. The Legal Standards of Sexual Harassment

This study investigated whether individuals define different behavioral scenarios as harassing from the reasonable person and reasonable victim perspectives. It appears the victim standard lowers the threshold of unacceptable workplace behavior and gender serves as a moderator for the standards and ambiguous behavior. Future research and limitations are also provided.

Elizabeth McChrystal, Florida Institute of Technology
Arthur Gutman, Florida Institute of Technology

Submitted by Elizabeth McChrystal,
lizmcchrystal@hotmail.com

28-3. Sexual Harassment Legal Standards: Employees' Understanding of Sexual Harassment Law

The purpose of this study is to empirically investigate employees' knowledge of sexual harassment law. The results suggest that there is confusion over the legal definition of sexual harassment and the behaviors that constitute sexual harassment. Practical implications and future research are also provided.

Elizabeth McChrystal, Florida Institute of Technology
Arthur Gutman, Florida Institute of Technology

Submitted by Elizabeth McChrystal,
lizmcchrystal@hotmail.com

28-4. Evaluating Diversity Training: Effects of Trainer Characteristics and Training Focus

The present study developed an integrated model for diversity training evaluation. The results show that diversity training can be effective in terms of modifying trainees' reactions, learning, and transfer outcomes and can be further enhanced by the design features, such as the trainer characteristics and the training focus.

Courtney L. Holladay, University of Texas, MD
Anderson Cancer Center

Submitted by Courtney L. Holladay,
CLHolladay@mdanderson.org

28-5. A Review of Cognitive Ability Testing Court Decisions Since 1991

A review of 1991–2004 Appellate and District Court cognitive ability testing cases indicated that, although cogni-

tive tests are likely to result in race-based adverse impact, organizations that utilize professionally developed tests that are validated and set cutoff scores supported by the validity study are likely to fare well in court.

Leslie Charles Pedigo, Western Kentucky University
Elizabeth L. Shoenfelt, Western Kentucky University

Submitted by Elizabeth L. Shoenfelt,
betsy.shoenfelt@wku.edu

28-6. Realistic Job Previews in the Classroom: Application of Discrepancy Theory

The discrepancy theory of job satisfaction was successfully extended to the college classroom environment. High discrepancies were significantly related to lower performance, satisfaction, motivation, absenteeism, withdrawal, and citizenship behaviors. Implications for classroom instruction and the need for "realistic job previews" are discussed.

Stefani L. Yorges, West Chester University
Arvid Bloom, West Chester University
Kristin Difonzo, West Chester University

Submitted by Stefani L. Yorges, syorges@wcupa.edu

28-7. Gender Effects in Computer-Based Research

Researchers draw conclusions about psychological constructs relevant to work from studies involving computer-based tasks. Gender effects, which are frequently found in research using such tasks, may affect the conclusions drawn. We examined a framework involving task framing, task medium, and gender schemas. We found effects for gender and task characteristics.

Charlene K. Stokes, Wright State University
Debra Steele-Johnson, Wright State University
Anupama Narayan, Wright State University
Paul R. Heintz, Wright State University
Daniel H. Schwartz, Wright State University

Submitted by Charlene K. Stokes,
stokes.10@wright.edu

28-8. Successful Aging: Instrumentality of Self-Directed Development Strategies

Two studies were conducted to identify successful aging strategies at work and the utility of these strategies in predicting perceived success. Results suggest that continuous learning and security strategies were predictive

of success above and beyond important personal and organizational characteristics. Implications for theory and application are also discussed.

Sean Robson, Radford University
Robert O. Hansson, University of Tulsa

Submitted by Sean Robson, smrobson@radford.edu

28-9. Responses to Feedback and Social Support in a Training Environment

The effects of feedback and social support were tested in a training setting. Results provide partial support for the relational devaluation model (O'Farrell, 2004): Negative feedback increases negative affect and decreases self-efficacy. Additional effects on self-efficacy and implications for approaches to training are discussed.

Pamela Schultz, ePredix
Kimberly J. O'Farrell, Minnesota State University-Mankato

Submitted by Pamela Schultz,
pam.schultz@epredix.com

28-10. Differential Effects of Pretraining Influences on Readiness to Change

We examined pretraining influences on readiness to change under nonoptimal training conditions. Results indicated that choice to attend, social support, and motivation to learn had differential effects on 4 dimensions of readiness to change. Effects were moderated by age. Results provide evidence regarding increasing training effectiveness under adverse training conditions.

Anupama Narayan, Wright State University
Debra Steele-Johnson, Wright State University
Kristen M. Delgado, Wright State University
Phyllis A. Cole, Wright State University

Submitted by Anupama Narayan,
narayan.3@wright.edu

28-11. Age, Prior Knowledge, Ability, and Learning: Implications for Training Design

We investigated the relationship between age, prior knowledge, cognitive ability, and learning for training across two domains, health and technology. Results indicate that prior knowledge and ability were important predictors of knowledge acquisition for both domains. The effect of age on learning was mediated through experience, prior knowledge, and ability.

Margaret E. Beier, Rice University
Phillip L. Ackerman, Georgia Institute of Technology
Submitted by Margaret E. Beier, beier@rice.edu

28-12. Individual and Jury Perceptions of Sexual Harassment: Effects of Intoxication

Female "jurors" were more likely to perceive sexual harassment. Intoxicated victims were less likely to be perceived victims of sexual harassment. An intoxicated perpetrator was less likely than a sober one to be found guilty. Instructions reduced the biasing affect of intoxication information for jury decisions but not individual decisions.

Elizabeth L. Shoenfelt, Western Kentucky University
Kathleen E. Nickel, Western Kentucky University

Submitted by Elizabeth L. Shoenfelt,
betsy.shoenfelt@wku.edu

28-13. Improving the Productivity of Organizational Interventions Through Proactive Measures

This study examines the moderating effect of prior resolution attempts (PR) among prior organizational problems (PP) and performance gain (PG) following an intervention. Results showed a significant main effect only for PP. A significant interaction was found, such that when PP were high, PG improved with increased amounts of PR.

Nic Bencaz, University of Central Florida
Deborah DiazGranados, University of Central Florida
Patrick J. Rosopa, University of Central Florida
Robert D. Pritchard, University of Central Florida

Submitted by Nic Bencaz, nicbencaz23@hotmail.com

28-14. Psychometric Properties of the Reidenbach-Robin (1990) Multidimensional Ethics Scale (MES)

Psychometric properties of the 8- and 30-item versions of the Multidimensional Ethics Scale were examined. Factor analyses failed to support the hypothesized 3- and 5-factor structures, revealing a general factor; item response theory analyses using Samejima's (1969) model suggested developing a short-form based on a different subset of items.

Joan M. McMahon, Christopher Newport University
Robert J. Harvey, Virginia Tech

Submitted by Robert J. Harvey, rj@pstc.com

28-15. Ranking of the U.S. I-O Graduate Programs

The current study is an update of the Gibby et al. (2002) study, which ranked I-O programs on publication productivity. Preliminary results indicate that in the last few years research productivity of some programs increased, others decreased, while some remained relatively stable.

Ludmila Zhdanova, Wayne State University
James LeBreton, Wayne State University
Malissa Carpenter, Wayne State University

Submitted by Ludmila Zhdanova, lucia@wayne.edu

28-16. Role of the Context and the Individual in Predicting Training

186 employees were surveyed on individual dimensions (goal orientation, self-efficacy) and contextual factors (supervisor and peer support), related to pretraining motivation as proximal training outcome and connected to skill transfer. Results indicate that mastery-approach goal orientation was the major predictor of training motivation, followed by training self-efficacy and peer support.

Dan S. Chiaburu, Washington Metropolitan Area Transit Authority

Sophia V. Marinova, University of Maryland

Submitted by Sophia V. Marinova,
smarinov@rsmith.umd.edu

28-17. Funny Math, Serious Misinterpretation: Zenger and Folkman (2002) on Leadership

This paper refutes the claims of Zenger and Folkman (2002) that (a) leadership effectiveness is cubically related to organizational outcomes, (b) great leaders need have strengths in only 5 areas, (c) 16 competencies distinguish good from poor leaders, and (d) leaders can improve one competency by developing another.

Steven R. Burnkrant, U.S. Office of Personnel Management

Submitted by Steven R. Burnkrant,
Steve.Burnkrant@opm.gov

28-18. Stigma-Induced Self-Fulfilling Prophecies in Training Interactions

This study identifies stigma as a potential precursor to a self-fulfilling prophecy in training interactions. Overall, the results suggest that trainer expectations can be influenced by stereotypes they hold about trainee group membership, thus undermining training program goals of providing all employees with the skills necessary to perform their job.

Jenessa Shapiro, Arizona State University
Eden B. King, Rice University
Miguel A. Quinones, University of Arizona

Submitted by Jenessa Shapiro, jenessa@asu.edu

28-19. Work Smarter, Not Harder: Applying ACT-R to Training Research

Training research has many issues that must be addressed when designing effective programs. Dealing with these issues, though, usually requires a great deal of material resources. We illustrate how ACT-R, a computational cognitive model, can be used to research issues in training much more efficiently and effectively.

Krista L. Langkamer, George Mason University
Raj M. Ratwani, George Mason University

Submitted by Krista L. Langkamer,
klangkam@gmu.edu

28-20. A Case-Based Approach to Developing Leadership

Tests the impact of case content and structure features on the acquisition and transfer of leadership skills. Results show that training using cases is most effective when case content and structure features are present. Results have implications for the development and utilization of cases in training.

Matthew T. Allen, University of Oklahoma
Ethan P. Waples, University of Oklahoma
Mary Shane Connelly, University of Oklahoma

Submitted by Matthew T. Allen, mattallen@ou.edu

28-21. Measuring Sexual Harassment of Adolescents in Early Labor Force Experience

This research investigated whether the Sexual Experiences Questionnaire (SEQ) would be applicable to adolescents in the workforce. The SEQ was found to be stable and psychometrically sound, with the same four dimensions (sexist hostility, sexual hostility, unwanted sexual attention, and sexual coercion) as those emerging from administrations to adult workers.

Karen L. Harris, Western Illinois University
Robert C. Intrieri, Western Illinois University
Dennis R. Papini, Middle Tennessee State University

Submitted by Karen L. Harris, K-Harris@wiu.edu

28-22. Complex Nonmotor Skill Acquisition, Retention, Transfer, and Reacquisition

This study investigated the comparative effectiveness of massed and distributed practice schedules on complex nonmotor skill acquisition, retention, transfer, and reacquisition using a complex command-and-control task. Our results indicated that the massed protocol resulted in higher performance on acquisition but displayed greater skill loss than the distributed protocol.

Winfred Arthur, Texas A&M University
 Anton J. Villado, Texas A&M University
 Paul R. Boatman, University of Oklahoma
 Alok Bhupatkar, Texas A&M University
 Eric A. Day, University of Oklahoma

Submitted by Anton J. Villado, antonvillado@tamu.edu

28-23. Does Capturing Web-Based Training Data Adversely Affect e-Learners?

This experiment examined how the awareness that training activities are electronically monitored affects e-learners. Results revealed that monitoring caused changes in heart-rate variability, reflecting increased mental workload. In addition, e-learners viewed the training more negatively when they were monitored. There was not strong evidence to indicate that monitoring obstructed skill attainment.

Jeff Sebastianelli, East Carolina University
 Lori Foster Thompson, North Carolina State University
 Nicholas P. Murray, East Carolina University

Submitted by Lori Foster Thompson,
 lfthompson@ncsu.edu

28-24. Ethical Climate in the Role of Stressor

Ethical climate, typically studied as an antecedent of decision making, is posited to also act as a stressor, possibly mediated by job attitudes. Results supported the notion that employees in organizations with strong ethical climates experience less strain and that this relation is mediated by job attitudes.

Kristina Renee Miller, University of Houston
 Christiane Spitzmueller, University of Houston

Submitted by Kristina Renee Miller,
 krmiller@mail.uh.edu

28-25. Constructivism in Training: A Comparison of Two Interactive Training Tools

This paper describes trends in research on educational technology and presents these trends in the context of two interactive training prototypes developed for military leaders. In addition, this paper presents research on the effectiveness of these prototypes, as well as lessons learned about designing interactive training tools.

Michelle Zbylut, U.S. Army Research Institute
 Jason N. Ward, Kansas State University
 Jeffrey D. Mark, Kansas State University

Submitted by Michelle Zbylut,
 michelle.zbylut@leavenworth.army.mil

28-26. Mental Models and Collaborative Learning With a More Experienced Partner

We demonstrated how collaborative learning with a more experienced partner was more effective than individual training but only for trainees whose mental models prior to collaboration were similar to their partners' mental models. Mental model similarity was positively related to individual learning through the mediating role of collaborative performance.

Vanessa Kowollik, University of Oklahoma
 Eric A. Day, University of Oklahoma
 Jazmine Espejo, University of Oklahoma
 Lauren E. McEntire, University of Oklahoma
 Paul R. Boatman, University of Oklahoma

Submitted by Jazmine Espejo,
 jespejo@psychology.ou.edu

28-27. The Effects of Rotational Leadership Development Programs on Employee Retention

This study examined the effect of participation in a rotational leadership development program on employee retention. Data on 113 employees in a *Fortune* 100 company revealed that turnover intentions increased significantly upon graduation from the rotational program. This finding could be partially explained by differences in affective and normative commitment.

Bradford S. Bell, Cornell University
 Charles Tyler, IBM

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

28-28. A Longitudinal Quasi-Experiment on the Impact of Executive Coaching

We utilized a quasi-experimental pretest/posttest design to determine the effectiveness of an executive coaching program. Comparisons between the experimental group utilizing executive coaches to the control group indicated that those individuals supported by an executive coach had significantly more positive results including work performance.

Toby M. Egan, Texas A&M University
Zhaoli Song, National University of Singapore

Submitted by Zhaoli Song, zsong@csom.umn.edu

28-29. Age Effects on Continuous Learning of Unemployed Individuals

The study examined age, work experiences, and situational constraints as predictors of continuous learning among unemployed job seekers. Age was positively related to continuous learning. Work experiences and social support affected continuous learning of younger rather than of older individuals. The results demonstrated the importance of a lifespan perspective.

Cornelia Niessen, Technical University of
Braunschweig

Submitted by Cornelia Niessen,
cornelia.niessen@uni-konstanz.de

28-30. Strategies in Work: The Role of Individual and Situational Factors

The study investigated the relationship of motivation to learn, self-efficacy, perceived climate for learning, and social support with six measures of learning strategies in a sample of 742 employees. The variables explained significant variance in the measures. The findings highlight the important role of motivation to learn and supervisory support.

Thomas N. Garavan, University of Limerick
Ronan Carbery, University of Limerick
Carole Hogan, Carole Hogan Associates

Submitted by Ronan Carbery, ronan.carbery@ul.ie

**29. Community of Interests: Friday, 11:30–12:20
Pasadena (Lower Level)****Incivility at Work**

Participants can come and go as they like, and chat with others with similar interests

**30. Interactive Posters: Friday, 11:30–12:20
Los Feliz (Lobby Level)****Faking and Assessment****30-1. Factors Related to Faking Ability: A Structural Equation Model Application**

Ability to fake the Big Five personality dimensions was defined using a structural equation model. Faking ability was positively related to cognitive ability, emotional intelligence, and integrity and was negatively related to social desirability. It was not related to any of the Big Five dimensions after controlling for cognitive ability.

Lyndsay Wrensen, University of Tennessee-Chattanooga
Michael Biderman, University of Tennessee-
Chattanooga

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

30-2. Faking and the Validity of Personality: A Monte Carlo Investigation

The current paper reports the findings from a Monte Carlo investigation examining the impact of faking on validity coefficients. Three faking parameters were manipulated (magnitude, variability, and proportion) and the impact of these parameters on the validity of personality alone and personality used in combination with cognitive ability was examined.

Shawn Komar, University of Waterloo
Jennifer Theakston, University of Waterloo
Douglas J. Brown, University of Waterloo
Chet Robie, Wilfrid Laurier University

Submitted by Douglas J. Brown,
djbrown@watarts.uwaterloo.ca

30-3. Antecedents of Faking Personality Selection Measures: Cognitive Ability and Self-Monitoring

This study investigated the degree to which intellectual ability and self-monitoring influenced the response distortion of personality selection measures. Neither cognitive ability nor self-monitoring had a significant effect on faking. Cognitive ability and self-monitoring did not interact in their effect on faking.

Tina Malm, Florida Institute of Technology

Submitted by Tina Malm, multi77@yahoo.com

30-4. Faking and Self-Report Personality Assessments: Replication, Continuation, and Exploration

Individuals instructed to fake were dramatically over-represented atop factor score distributions both between and within groups in a test-retest situation. Individual differences in creating socially desirable impressions were evident though an attempt to isolate knowledge of the 5-factor model as one such individual difference was not successful.

Chris S. Winkelspecht, Auburn University

Adrian Thomas, Auburn University

Philip M. Lewis, Auburn University

Submitted by Chris S. Winkelspecht,

winke01@auburn.edu

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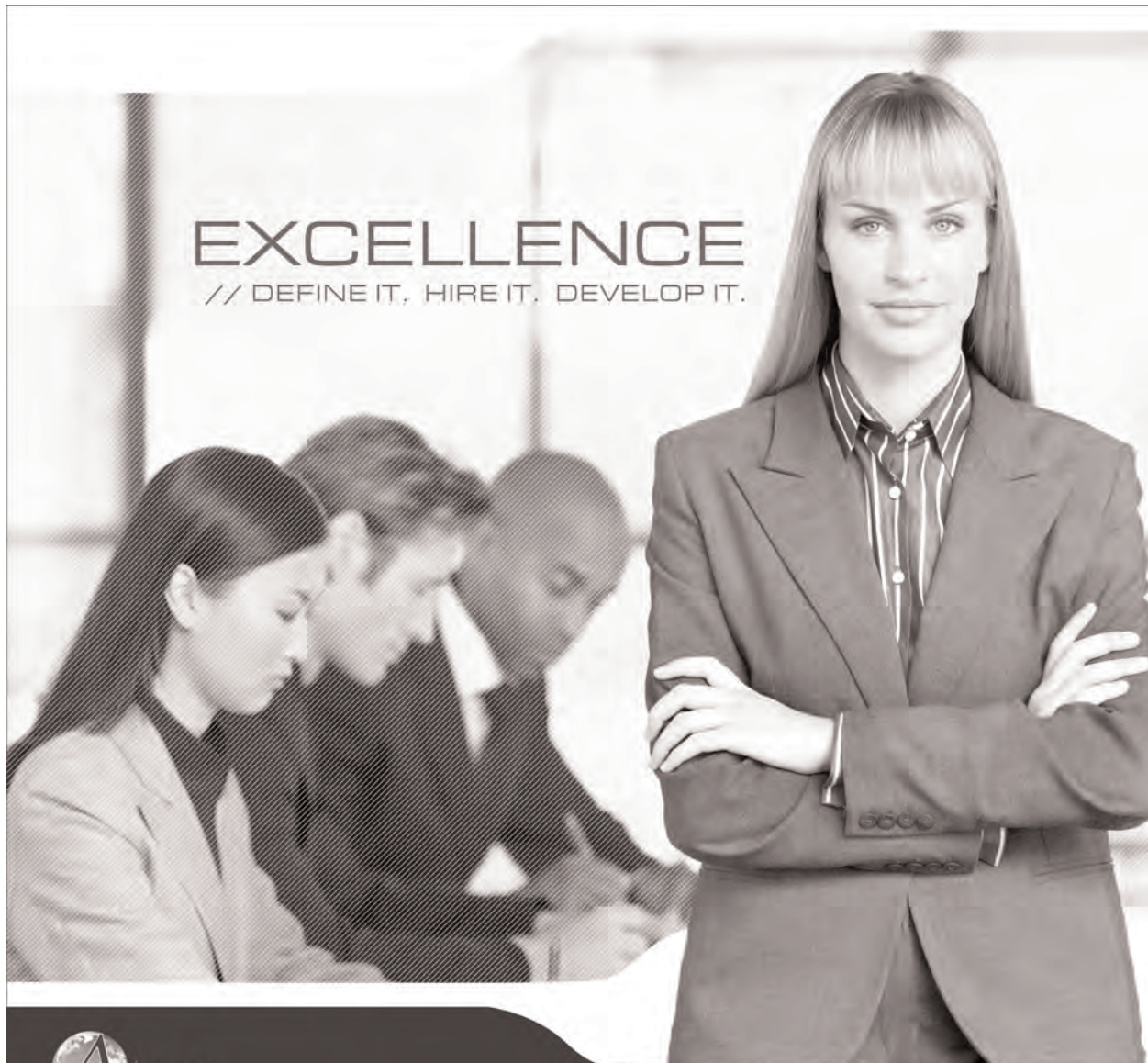
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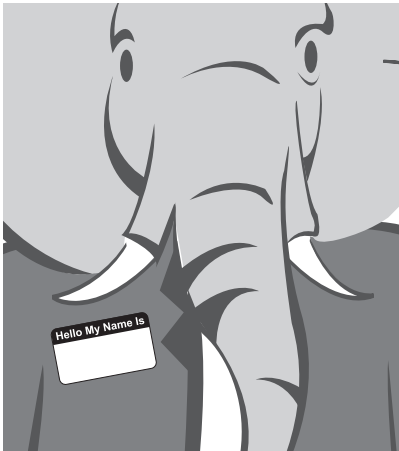


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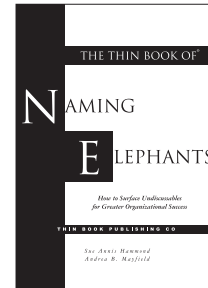
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31. Panel Discussion: Friday, 12:00–1:20 San Jose (Level 2)

Training Principles: The Influence of Training Research on Training Practice

Panelists will identify the barriers that I-O researchers and practitioners create to the application of sound training principles in training programs. Avenues to change will be identified and showcased as panelists highlight their recent training successes.

Kelley J. Krokos, American Institutes for Research,
Chair

Eduardo Salas, University of Central Florida, *Panelist*

David P. Baker, American Institutes for Research,
Panelist

Kimberly A. Smith-Jentsch, University of Central
Florida, *Panelist*

Kurt Kraiger, University of Tulsa, *Panelist*

Submitted by Kelley J. Krokos, kkrokos@air.org

32. Symposium: Friday, 12:00–1:50 San Francisco (Level 2)

Usefulness of Social Desirability Scales, Faking Scores, and Potential Alternatives

Researchers and practitioners alike continue to be concerned about faking on noncognitive selection measures. Social desirability (SD) scales continue to be used as indicators of faking. This symposium evaluates the usefulness of SD scales, highlights controversial problems, and presents research on some potential alternatives.

Deniz S. Ones, University of Minnesota, *Chair*
Chockalingam Viswesvaran, Florida International
University, *Co-Chair*

Neil D. Christiansen, Central Michigan University, *On
the Use of Social Desirability Scores in Selection
and Assessment*

D. Brent Smith, Rice University, *A Broader Context for
Social Desirability and Impression Management
Research*

Anthony S. Boyce, Michigan State University, *An
Investigation of Faking: Its Antecedents and
Impacts in Applicant Settings*

David L. Van Rooy, Burger King Corporation,
Alexander Alonso, Florida International University,
Chockalingam Viswesvaran, Florida International
University, *Fakability of a Measure of EI and the
Cognitive Ability of Individuals*

Stephan Dilchert, University of Minnesota, Deniz S.
Ones, University of Minnesota, *Race Differences in
Social Desirability Scores Partly Due to g*

Christopher M. Berry, University of Minnesota, Ronald
C. Page, Human Resource Consultants, Paul R.
Sackett, University of Minnesota, *Role of Self-
Deceptive Enhancement in Personality Testing for
Personnel Selection*

Mark Alan Smith, American Institutes for Research,
Jonathan M. Canger, HRMC, Inc, *Social
Desirability Scales and Faking: A Within-Person,
Longitudinal Study*

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

33. Symposium: Friday, 12:00–1:20 Sacramento (Level 2)

Clarifying the Message: How Can We Improve 360-Degree Feedback?

Cumulative research on 360-degree rating has painted a discouraging picture. Varied studies—of interrater reliability, rating source effects, etc.—converge in suggesting that the ratings say more about the raters than those being rated. This session features rigorous scholarship to suggest how practitioners can improve the quality of 360-degree feedback.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*
Jennifer T. Lindberg, North Carolina State University,
Co-Chair

Angelo S. DeNisi, Texas A&M University, *Ever the
Twain Shall Meet? Importing Lessons Learned
From Performance Appraisal Research to 360-
Degree Feedback*

S. Bartholomew Craig, North Carolina State University,
Jennifer T. Lindberg, North Carolina State
University, Robert B. Kaiser, Kaplan DeVries Inc.,
Ramzi B. Baydoun, Motorola, *“Virtually” Error-
Free 360° Effects of Web-Based Multimedia Rater
Training*

Vincent J. Fortunato, Boise State University, Austin
Smith, Pine Grove Recovery Center, *Factors
Related to Employee Motivation to Provide
Accurate Upward Feedback Ratings*

Leanne E. Atwater, Arizona State University-West, Joan
F. Brett, Arizona State University-West, *How You
Present 360 Results Matters: Effects of Format on
Ratee Reactions*

Cynthia D. McCauley, Center for Creative Leadership,
Discussant

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

34. Special Event: Friday, 12:00–12:50 Avalon (Level 3)

Distinguished Early Career Contributions Award: Research on Team Composition From Two Perspectives

In this presentation, I will describe team composition research from two alternative perspectives with respect to theory, measurement, and findings. I will describe factors that have impeded progress of both perspectives. Finally, I will suggest future research that could potentially overcome these obstacles.

John R. Hollenbeck, Michigan State University, *Chair*
Jeffery A. LePine, University of Florida, *Presenter*

35. Symposium: Friday, 12:00–1:20 Emerald Bay (Level 3)

eHR: The Impact of Technology on Human Resources Processes

Human resources systems are changing rapidly, propelling the field in some entirely new directions, one being eHR. This session will (a) consider the impact of eHR on recruitment, selection, and performance management, (b) discuss the influence of culture on system success, and (c) offer implications for research and practice.

Dianna L. Stone, University of Central Florida, *Chair*
Jerard F. Kehoe, Selection & Assessment Consulting,
David N. Dickter, PSI, Daniel P. Russell, Aon
Consulting, Joshua M. Sacco, Aon Consulting,
e-Selection

Dianna L. Stone, University of Central Florida,
Kimberly Lukaszewski, State University of New
York-New Paltz, Linda Isenhour, University of
Central Florida, *e-Recruiting: Online Strategies for
Attracting Talent*

Robert L. Cardy, Arizona State University, Janice S.
Miller, University of Wisconsin-Milwaukee, *eHR
and Performance Management: Positive Promise
and Negative Potential*

Eugene F. Stone-Romero, University of Central Florida,
*The Effects of Culture on eHR System Acceptance
and Effectiveness*

Submitted by Dianna L. Stone, Shashcub@bellsouth.net

36. Symposium: Friday, 12:00–1:20 Santa Anita A (Lobby Level)

Occupational Health Psychology: Developmental Trends, Current Directions, Future Vision

This symposium addresses developments in occupational health psychology (OHP). Three presentations outline gaps in the nomological network of OHP science and needs in OHP education and practice. The presenters and discussant analyze trends in the science and application of OHP and articulate a vision for the future of the field.

Keith James, Colorado State University, *Chair*
Peter Y. Chen, Colorado State University, *Co-Chair*
Lois E. Tetrick, George Mason University, *Past and
Current Research Foci in Occupational Health
Psychology*

Clive Fullagar, Kansas State University, Joshua D.
Hatfield, Kansas State University, *Occupational
Health Psychology: Charting the Field*

Keith James, Colorado State University, Peter Y. Chen,
Colorado State University, Lara Summers, Metro
State College of Denver, *Managers' Mental Maps
of Health and Work*

Leslie B. Hammer, Portland State University,
Discussant

Submitted by Keith James,
Kjames@lamar.colostate.edu

37. Panel Discussion: Friday, 12:00–1:20 Santa Anita B (Lobby Level)

Unproctored Internet-Based Testing— Emerging Issues and Challenges

As the use of automated test delivery systems continues to grow, a groundswell of interest in unproctored testing of candidates is emerging. The purpose of this panel discussion is to identify and discuss critical issues, research, practical experience, and future challenges pertaining to unproctored administration of online instruments.

John A. Weiner, Psychological Services, Inc., *Chair*
Douglas H. Reynolds, Development Dimensions
International, *Panelist*

Theodore L. Hayes, The Gallup Organization, *Panelist*
Dennis Doverspike, University of Akron, *Panelist*
John A. Weiner, Psychological Services, Inc., *Panelist*

Submitted by John A. Weiner, john@psionline.com

38. Education Forum: Friday, 12:00–1:20 Santa Anita C (Lobby Level)

Successful Teaching Tools to Make I-O Classes Even Sexier

Isn't it difficult to find fresh new ways to teach I-O material in your classes? It is for us, too. In this session we will share the techniques and demonstrations that work for us. You will leave the session with a mini-instructor's manual containing material you can use right away.

Wendi J. Everton, Eastern Connecticut State University,
Chair

Elise L. Amel, University of St. Thomas, *Service Learning in I-O: Understanding Low-Wage Workers and the Unemployed Through Mock Interviewing*

Peter D. Bachiochi, Eastern Connecticut State University, *Kick-Starting the Intro I-O Course on the First Day*

Carrie A. Bulger, Quinnipiac University, *Diversity Issues Aren't Just Black and White Anymore: Using Sticky Situations to Illuminate Fairness, Employment Laws, and Ethics in I-O Psychology*

James M. Conway, Central Connecticut State University, *Using Primary Research Sources in Lower-Level Undergraduate I-O Courses*

Wendi J. Everton, Eastern Connecticut State University, *Using a 1943 Guide to Hiring Women to Tie Multiple Concepts Together*

Christopher W. LeGrow, Marshall University, *Applying the Americans with Disabilities Act to Psychiatric Disabilities: An Exercise in Developing Job Accommodation Strategies for Employees with Psychiatric Disabilities*

Cynthia A. Prehar, Framingham State College, *Work Around the World*

Steven G. Rogelberg, University of North Carolina Charlotte, *Techniques to Enhance Teaching and Research Effectiveness Synergistically*

Submitted by Wendi J. Everton, evertonw@easternct.edu

39. Practitioner Forum: Friday, 12:00–1:20 Palos Verdes (Lobby Level)

Grappling with Write-In Comments in a Web-Enabled Survey World

The spread of Web-based technology for employee surveys has greatly enhanced our ability to ask and process write-in comments. The experienced, international-practiced panelists will report on "lexicon" processing techniques and recent study findings that will help our

ability to ask better open-ended questions and truly understand the answers.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*
Ingwer Borg, ZUMA, *Who Writes What Kinds of Comments? Some New Findings*

Patrick Kulesa, International Survey Research, Ralph J. Bishop, ISR, *What Did They Really Mean? Using Lexicons to Find Themes in Open-Ended Comments*

Franz G. Deitering, SAP AG, *The (Non-) Sense of Including Open-Ended Questions in Employee Surveys*

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

40. Symposium: Friday, 12:00–1:20 San Fernando (Lobby Level)

When Survey Respondents Don't Respond: Unit and Item Nonresponse

Unit and item nonresponse on organizational climate surveys is examined with respect to organizational climate variables, trust, demographics, and job attitudes. A scale measuring climate to voice will be proposed. Results provide insight into survey practice and respondent psychology.

Brigitte W. Schay, U.S. Office of Personnel Management, *Chair*

Kathryn L. Baughman, George Mason University, Louis C. Buffardi, George Mason University, Kate Morse, George Mason University, *Responding to Open-Ended Questions: A Demographic and Work Attitude Analysis*

Heather M. Prather, U.S. Office of Personnel Management, Sidney F. Fisher, U.S. Office of Personnel Management, Tarl Kudrick, U.S. Office of Personnel Management, *Asking Who's Voicing Before Acting: Predicting Who Comments on Organizational Climate Surveys*

Tarl Kudrick, U.S. Office of Personnel Management, Heather M. Prather, U.S. Office of Personnel Management, *When No Response is the Response: Missing Demographic Data in Organizational Climate Surveys*

Michael J. Wilson, Westat, Elizabeth Westin, Westat, Shelley Perry, Westat, Sherman Tsien, U.S. Office of Personnel Management, *Assessing the Sources and Effects of Unit Nonresponse in a Large Federal Organizational Survey*

Marilyn K. Gowing, Aon Consulting, *Discussant*

Submitted by Heather M. Prather, hprather@gwu.edu

41. Special Event: Friday, 12:00–12:50 San Gabriel B (Lobby Level)

Roundtable Discussion: Meet the *TIP* Editor and Editorial Board

TIP, The Industrial-Organizational Psychologist, is an official publication of SIOP. The purpose of *TIP* is to provide news, reports, and noncommercial information related to fundamental practice, science, and teaching issues in industrial and organizational psychology. Given that the publication is for SIOP members, we invite SIOP members to attend this session to share their expectations, ideas, and suggestions for *TIP* with the editorial board.

Laura L. Koppes, Eastern Kentucky University, Editor,
Host

Natalie J. Allen, University of Western Ontario, *Discussant*

Adrienne Bauer, Eastern Kentucky University, *Discussant*

Michelle A. Donovan, Intel Corporation, *Discussant*

Jaime R. Durley, University of Georgia, *Discussant*

Arthur Gutman, Florida Institute of Technology, *Discussant*

Michael M. Harris, University of Missouri-St. Louis,
Discussant

Neil M. A. Hauenstein, Virginia Tech, *Discussant*

Andrea B. Kimbrough, University of Georgia, *Discussant*

Frank J. Landy, SHL, *Discussant*

William H. Macey, Personnel Research Associates,
Discussant

Scott L. Martin, Payless ShoeSource, Inc., *Discussant*

Lynn A. McFarland, Clemson University, *Discussant*

Paul M. Muchinsky, University of North Carolina-
Greensboro, *Discussant*

Corey S. Munoz, University of Georgia, *Discussant*

Miguel A. Quinones, University of Arizona, *Discussant*

Lori Foster Thompson, North Carolina State University,
Discussant

R. Jason Weiss, DDI, *Discussant*

42. Practitioner Forum: Friday, 12:00–12:50 San Gabriel C (Lobby Level)

Cutting-Edge Tools for Traditional Job Analysis: How Technology Maximizes Efficiency

This Practitioner Forum examines electronic methods of conducting job analysis and the implications. The presenters will address the issue of maintaining best practices in conducting job analysis and competency models while implementing technological advances that are newly available, such as online databases and the Web.

Kasey Harboe Guentert, SHL, *Chair*

Carol Ogletree, ACT, Inc., Tamera L. McKinniss, ACT,
Inc., *ACT SkillMap*

Perry Alter, Novations, *SkilAnalyzer: The Novations
Online Interview Generation Tool*

Andrew C. Day, SHL, *SHL Work Profiling System*

Kasey Harboe Guentert, SHL, *Discussant*

Submitted by Kasey Harboe Guentert,
kasey.harboe@shlgroup.com

43. Special Event: Friday, 12:00–12:50 San Pedro (Lobby Level)

How the Conference Works: SIOP Conference Committee Members Answer Your Questions

The purpose of this informal session is to answer SIOP members' questions about the SIOP conference planning process and how decisions regarding the conference are made. After a brief overview of the conference planning process, SIOP Conference Committee members will take questions from the audience.

Donald M. Truxillo, Portland State University, *Chair*
Steven D. Ashworth, San Diego Gas & Electric,
Presenter

Fritz Drasgow, University of Illinois at Urbana-
Champaign, *Presenter*

Lisa Finkelstein, Northern Illinois University, *Presenter*

Liberty J. Munson, Boeing Company, *Presenter*

Luis F. Parra, Mercer Human Resource Consulting,
Presenter

Irene A. Sasaki, Dow Chemical Company, *Presenter*

Michael J. Burke, Tulane University, *Presenter*

44. Academic-Practitioner Collaborative Forum: Friday, 12:00–12:50 Santa Barbara A (Lobby Level)

Generational Perspectives on Leadership: Who They are, What They Want

Myths abound regarding how generational cohorts differ in organizations. This forum targets one area to explore: how generational cohorts differ in their perceptions of leadership. It features a review of the literature, two large-scale field studies, and a discussion on what generational differences in leadership looks like in one organization.

Valerie I. Sessa, Montclair State University, *Chair*

Heather Brown, Montclair State University, Christopher

Pingor, Montclair State University, Valerie I. Sessa,

Montclair State University, *A Review of the
Generational Perspectives on Leadership*

Jennifer J. Deal, Center for Creative Leadership, *Do Older and Younger Workers Want Different Attributes in their Leaders?*

Robert I. Kabacoff, Management Research Group, *Comparing the Leadership Approaches of Managers in Different Generations: A Large Sample Study*

Maura A. Stevenson, Starbucks Coffee Co., *Discussant*

Submitted by Valerie I. Sessa,
sessav@mail.montclair.edu

45. Practitioner Forum: Friday, 12:00–1:20 Beaudry A (Lobby Level)

Leadership Development: Integrating Individual and Organization Development

The effective practice of leadership development is increasingly calling for the integration of individual and organization development. In this forum, practitioners will share examples of how they have utilized strategies and tools from individual development and from organization learning and development to help advance leadership in an organization.

David V. Day, Pennsylvania State University, *Chair*
Paul R. Yost, The Boeing Company, Mary Mannion Plunkett, The Boeing Company, *Building Individual and Organizational Leadership Capacity at Boeing*

Robert McKenna, Seattle Pacific University, *Differentiation of Self: A Systemic Approach to Leadership in Organizations*

Gina Hernandez-Broome, Center for Creative Leadership, John McGuire, Center for Creative Leadership, *Change Leadership for Organization Culture Transformation*

Patricia M. G. O'Connor, Center for Creative Leadership, *Building Organizational Capacity for Leadership in the Context of Complex Challenges*

Submitted by Cynthia D. McCauley,
mccauley@leaders.ccl.org

46. Practitioner Forum: Friday, 12:00–1:20 Beaudry B (Lobby Level)

Managing Organizational Transitions: Going Beyond the Basics

Most organizational transitions fail to achieve their desired results. This session goes “beyond the basics” of transition management advice, offering new insights into overcoming roadblocks to designing and imple-

menting transformations. Panel and audience members will discuss their experiences, challenges, and successes in implementing true and meaningful organizational transition and transformation.

Mitchell L. Marks, JoiningForces.org, *Chair*
Kenneth P. De Meuse, University of Wisconsin-Eau Claire, *Corporate Transitions and Transformations: Problems, Issues, Concerns, and Answers*

Mitchell L. Marks, JoiningForces.org, *Workforce Recovery After Mergers, Restructurings, Downsizings, and Other Major Transitions*
Brandon Lee, RHR International, Jennifer Nevitt, Pepperdine University, *Overcoming Culture Clash: A Case Study of an Acquisition*

Jack W. Wiley, Gantz Wiley Research, Kerry R. Moechnig, Gantz Wiley Research, *The Effects of Mergers and Acquisitions on Organizational Climate*

Submitted by Mitchell L. Marks, mitchlm@aol.com

47. Practitioner Forum: Friday, 12:30–1:20 San Gabriel A (Lobby Level)

Best Practices in Large-Scale Performance Management Systems

Three organizations share best practices in developing systems for setting work objectives and driving performance discussions between employee and manager—creating the right process, selecting the right features, embedding systems in an integrated program for talent management, and tracking the reactions of employees.

Glenn Hallam, Creative Metrics, LLC, *Chair*
Michael T. Barriere, Citigroup, *Co-Chair*
Nancy L. Rotchford, Ingram Micro, *Performance Management at Ingram Micro: Enhancing the Quality and Frequency of Manager–Employee Communication*

Michael T. Barriere, Citigroup, Joe Ryan, Citigroup Private Bank, *Performance Management at Citigroup Private Bank: Embedding Performance Management in an Integrated System of Talent Management*

Glenn Hallam, Creative Metrics, LLC, *The Human Impact of Performance Management Systems*

Glenn Hallam, Creative Metrics, LLC, *Discussant*

Submitted by Glenn Hallam,
ghallam@creativemetrics.com

48. Poster Session: Friday, 12:30–1:20 Pasadena (Lower Level)

Work and Family, Career Management, Socialization

48-1. Mentor Individual Differences and Behavior Within a Facilitated Mentoring Program

We examined the extent mentor personality and motives for mentoring predicted mentoring behavior within the context of an academic-facilitated mentoring program. Reports of mentoring behavior were obtained from mentors, proteges, and trained observers. Findings support the point of view that mentor personality and motivational characteristics affect mentoring behavior.

Lizzette Lima, ePredix, Inc.
Tammy D. Allen, University of South Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

48-2. Multimethod Approach to Investigate Work–Family Conflict

We investigated the phenomena of work–family conflict using two methodologies. First, a qualitative approach was undertaken using focus groups. Second, a survey was used to investigate insights reported by participants previously. The paper emphasizes the importance of a multimethod approach for better understanding intricacies of the construct under investigation.

Sofiya Velgach, Illinois Institute of Technology
Nahren Ishaya, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Submitted by Sofiya Velgach, v_sonya79@hotmail.com

48-3. Career Experiences and Scientific Performance

The present study attempted to identify the career events and dispositional characteristics contributing to creative achievement in the sciences through the use of 499 scientific obituaries. Comparisons of high and low achieving scientists with regard to these variables indicated that multiple events contributed to career achievement in a dynamic fashion.

Sam T. Hunter, University of Oklahoma
Jazmine Espejo, University of Oklahoma
Ginamarie Millar Scott, Psychological Consultants

Katrina Elizabeth Bedell, University of Oklahoma
Laura Sohl, University of Oklahoma
Mary Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by Sam T. Hunter,
shunter@psychology.ou.edu

48-4. The Differences in Career-Related Variables Between Temporary and Permanent Employees

This research found significant interaction effects in explaining career commitment and career satisfaction between employment status (temporary vs. permanent employees) and job type (professional vs. nonprofessional employees). These findings suggested that professionalism increases career commitment for temporary employees.

Jinkook Tak, Kwangwoon University
Beom-sik Lim, Kwangwoon University
Submitted by Jinkook Tak, tak@kw.ac.kr

48-5. Exploratory Study of Perfectionism Clusters as Predictor of Work–Family Conflict

This study considers the role perfectionism may have with work–family conflict. A situational component to perfectionism (at work and at home) was found. Findings suggest those with a more adaptive form of perfectionism at work experience lower family interfering with work conflict compared to nonperfectionists. Further findings will be discussed.

Jacqueline K. Mitchelson, Wayne State University
Submitted by Jacqueline K. Mitchelson,
jmitch@wayne.edu

48-6. The Effect of Work–Family Conflict on Work-Related Outcomes Among Teleworkers

We used structural equation modeling to investigate the influence of work–family conflict on telework satisfaction, affective commitment, and turnover intentions among teleworkers. We found that work–family conflict influences the work-related outcomes and that these outcomes are interrelated. We conclude with a discussion of the findings and implications for future research.

Katherine A. Selgrade, Old Dominion University
Donald D. Davis, Old Dominion University
Submitted by Katherine A Selgrade, kselgrad@odu.edu

48-7. Blurring Boundaries: Integration and Segmentation Between Work and Nonwork

We investigate interrelations among role integration-segmentation, role identification, reactions to interruptions, and work-life conflict. Results suggest highly identified roles relate to high integration, high role integration relates to less negative reactions to interruptions, and employees who integrate work into nonwork set fewer boundaries during nonwork and report higher work-life conflict.

Julie B. Olson-Buchanan, California State University-Fresno

Wendy R. Boswell, Texas A&M University

Submitted by Julie B. Olson-Buchanan,
julie_olson@csufresno.edu

48-8. Work-Family Conflict and Career Success Among Academic Professionals

The relationship between work-family conflict and career success was investigated within a sample of academic industrial-organizational psychologists. Strain-based family-interfering-with-work was associated with decreased feelings of success, and strain-based work-interfering-with-family with decreased scholarly productivity. Unexpectedly, strain-based family-interfering-with-work was positively associated with publishing in higher quality journals.

Christopher J. Cunningham, Bowling Green State University

Steve M. Jex, Bowling Green State University

L. Jean Whinghter, Bowling Green State University

Submitted by Christopher J. Cunningham,
ccunnin@bgnet.bgsu.edu

48-9. Comparison and Additional Construct-Validation of Two Measures of WFC

This study compares the Netemeyer, Boles, and McMurrian (1996) and Carlson, Kacmar, and Williams (2000) measures of work-family conflict (WFC) using a sample of industrial-organizational psychologists. Results support the value of multidimensional conceptualizations of WFC like that afforded by the Carlson et al. measure.

Christopher J. Cunningham, Bowling Green State University

Steve M. Jex, Bowling Green State University

Submitted by Christopher J. Cunningham,
ccunnin@bgnet.bgsu.edu

48-10. Contributions of Work-Family Culture in Predicting Perceived Organizational Support

Work-family culture, perceived organizational family support (POFS), and family-supportive organizational perceptions (FSOP) were examined as predictors of perceived organizational support (POS) above the established antecedents. All three work-family variables were found to contribute uniquely to POS above the traditional antecedents and should be considered viable antecedents to POS.

Beth Kikta, George Mason University

Lois E. Tetrick, George Mason University

Submitted by Beth Kikta, bkikta@gmu.edu

48-11. Differences in Well-Being Between Employed and Stay-at-Home Mothers: A Meta-Analysis

A meta-analysis addressed differences in the psychological well-being of employed versus stay-at-home mothers. Contrary to assertions in the popular press, results indicate no substantial difference in overall adjustment between these groups of mothers ($r = -0.06$). Modest effects of moderators based on income and age of children were found.

Janet McCarten, Clemson University

Mary Anne Taylor, Clemson University

Fred S. Switzer, Clemson University

Patricia Connor-Greene, Clemson University

Patrick H. Raymark, Clemson University

DeWayne Moore, Clemson University

Submitted by Mary Anne Taylor, TaylorM@Clemson.edu

48-12. Face-to-Face and Distance Mentoring: Effects on Stress, Self-Efficacy, and Absenteeism

This study empirically investigated the effects of communication mode on the processes and outcomes of a formal peer-mentoring program. Results suggest that distance mentoring may provide benefits comparable to that of face-to-face mentoring. Mentoring processes provided were associated with increases in postprogram self-efficacy, greater stress reduction, and decreases in absenteeism.

Patrick J. Rosopa, University of Central Florida

Kimberly A. Smith-Jentsch, University of Central Florida

Moshe Feldman, University of Central Florida

Submitted by Patrick J. Rosopa, prosopa@aol.com

48-13. Hours Spent in Work–Family Activities and WIF/FIW

We investigated factors that influence one's time allotment in both family- and work-related activities and their effects on WIF/FIW. Results show that hours spent in work activities, gender, gender-role stereotypic attitude, and one's proportional contribution to the total family income were significant predictors of time spent in family activities.

Jaewon Ko, University of Arizona
Barbara A. Gutek, University of Arizona
Russell S. Cropanzano, University of Arizona

Submitted by Jaewon Ko, jaeko@email.arizona.edu

48-14. Newcomers in Academia: Does Social Capital Matter?

Research in the area of careers and newcomer socialization has cast social capital in a central light. Based on a sample of pretenure faculty in a large university, this study examined the dispositional antecedents (i.e., self-monitoring and proactive personality) and socialization and productivity-related outcomes of social capital.

Aparna Joshi, University of Illinois at Urbana-Champaign
Hui Liao, Rutgers University
Dae Yong Jeong, University of Illinois at Urbana-Champaign
Kandice Kapinos, University of Illinois at Urbana-Champaign

Submitted by Aparna Joshi, aparnajo@uiuc.edu

48-15. What Influences Continuous Employee Development Decisions?

Changes in organizations creating a preference for adaptive pretrained workers also create a need for ongoing employee-directed career development. Based on prior theory and research, a model of continuous employee development is proposed to understand the factors and processes involved. Research propositions are given and organizational recommendations are discussed.

Christina M. Garofano, University of Central Florida
Eduardo Salas, University of Central Florida

Submitted by Christina M. Garofano, cgarofan@ist.ucf.edu

48-16. An Examination of the Consequences of Work–Family Conflict

Work, nonwork, and stress-related consequences of work–family conflict were examined in a sample of high

school teachers. The results indicated that work–family conflict was associated with higher levels of job and life stress, and that these variables were related to job-related attitudes, intentions to quit, and life satisfaction.

Patrice L. Esson, Virginia Tech
John J. Donovan, Virginia Tech

Submitted by Patrice L. Esson, pesson@vt.edu

48-17. Perceived Organizational Family Supportiveness and the Psychological Contract

This study examined how supervisor psychological contract breach, or unspecified broken promises, interacts with supervisor violation, or betrayal, to predict perceptions of organizational family supportiveness. We also examined how fulfillment of work–family obligations interacts with perceived organizational family supportiveness to predict performance. High organizational time demands did not predict performance.

Kate Morse, George Mason University
Lois E. Tetrick, George Mason University
Lindsey Firme, Personnel Decisions Research Institutes, Inc.

Submitted by Kate Morse, kmorse1@gmu.edu

48-18. Influence of Organizational Support on Work–Family Benefits and Organizational Performance

Perceived organizational support has been studied in North America but has been largely ignored in the European context. This paper examines the mediating role of perceived organizational support on work–family benefits and perceived organizational performance in Spain. The results confirm the mediator relationship.

Steven A.Y. Poelmans, IESE Business School
Khatera Sahibzada, Portland State University
Barbara Beham, IESE Business School

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

48-19. Factors Affecting Employee Knowledge of Work–Family Programs

Work–family benefits that are unknown to employees are a double loss: Neither employees nor organizations can reap the potential benefits. Using data from 2 studies, we posited and found that knowledge of work–family programs was highest among individuals for whom, a priori, such programs should be the most salient.

David J. Prottas, Baruch College, CUNY
 Cynthia A. Thompson, Baruch College, CUNY
 Richard E. Kopelman, Baruch College, CUNY
 Eileen Jahn, St. Joseph's College

Submitted by David J. Prottas,
 david_prottas@baruch.cuny.edu

48-20. Cross-Domain Effects Between Work and Family Domains: A Meta-Analysis

A meta-analytic path analysis was conducted looking at the effects of work and family stressors and supports on cross-domain satisfaction, with work-family conflict as a mediator. Results indicate both work and family stressors explain variance in satisfaction in the other domain. Work-family conflict appears to partially mediate this process.

Michael T. Ford, George Mason University
 Beth Kikta, George Mason University
 Krista L. Langkamer, George Mason University

Submitted by Michael T. Ford, mford3@gmu.edu

48-21. Organizational Versus Individual Responsibility for Career Management: Complements or Substitutes?

This paper explores the relationship between organizational career management and career self-management and addresses their impact on employee outcomes. The results of a study among employees and linemen are presented, which partly support our hypotheses. The interaction between organizational and individual career management in explaining employee outcomes is discussed.

Ans De Vos, Ghent University
 Dirk Buyens, Ghent University

Submitted by Dirk Buyens, dirk.buyens@vlerick.be

48-22. Flexible Scheduling Options Moderate Job Demands and Work-Family Conflict

Job demands, flexible work options and work-family conflict were examined. We found that job demands are positively related to work-family conflict, flexible work options are negatively related to work-family conflict, and that the negative relationship between job demands and work-family conflict is weaker with greater use of flexible work options.

Jamie Woolf, University of Wisconsin-Oshkosh
 Gary A. Adams, University of Wisconsin Oshkosh
 Submitted by Gary A. Adams, Adamsg@uwosh.edu

48-23. Seeking Reciprocity in Socialization Theory and Research: What Models Reveal

Many theories of socialization describe self-regulating mechanisms with negative feedback loops. If these mechanisms are accurate, actions by managers and employees should be negatively related to outcomes like role clarity and competency, which research shows they are not. A model was developed to reconcile the theories and the findings.

Jeffrey B. Vancouver, Ohio University
 Kevin B. Tamanini, Ohio University
 Ryan J. Yoder, Ohio University

Submitted by Jeffrey B. Vancouver, vancouve@ohio.edu

48-24. Leadership, Family-Supportive Organizational Perceptions and Work-Family Conflict

We examined relationships among leadership behavior, family supportive organizational perceptions (FSOP), and work-family conflict (WFC). In a sample of 228 married employees, we found that leadership behavior is related to subordinates' perceptions of FSOP. The effect of leadership behavior on WFC occurred indirectly through FSOP.

Gary A. Adams, University of Wisconsin-Oshkosh
 Jamie Woolf, University of Wisconsin-Oshkosh
 Carl A. Castro, Walter Reed Army Institute of Research
 Amy B. Adler, U.S. Army Medical Research Unit-Europe

Submitted by Gary A. Adams, Adamsg@uwosh.edu

48-25. Reactions to Assessment Center Dimension Versus Exercise Feedback

After participating in a managerial assessment center, business students received feedback based on exercises or dimensions. Participants who received exercise feedback reported less negative emotions and self-consciousness. Exercise feedback mitigated some negative feedback outcomes. Thus, both assessment center construct validity and feedback research point toward exercise superiority over dimensions.

Lynn K. Bartels, Southern Illinois University-Edwardsville
 Submitted by Lynn K. Bartels, LBartel@siue.edu

48-26. Work–Family Conflict: An Examination of Three Models

This study examines 3 models of work–family conflict using both meta-analytic and structural equation modeling techniques. Findings provide more support for the model put forth by Aryee, Fields, and Luk (1999), though there is room for improvement in model fit. Implications of these findings to the literature will be discussed.

Jesse S. Michel, Wayne State University
Alicia Marie Gramzow, Wayne State University
Jacqueline K. Mitchelson, Wayne State University
Lindsey Marie Young, Wayne State University
Boris B. Baltes, Wayne State University
James M. LeBreton, Wayne State University

Submitted by Jesse S. Michel, jmichel@wayne.edu

48-27. Promotional Bias and Use of the Family Medical Leave Act

This study was conducted to determine how use of the Family Medical Leave Act impacts career advancement. A 2×3 between-subject factorial design was used to examine the impact of gender and use of FMLA (i.e., never, 1-time, 2-times) on promotional decisions.

Kecia Lynne Bingham, University of Georgia
Kecia M. Thomas, University of Georgia

Submitted by Kecia Lynne Bingham, kbingham@uga.edu

**49. Community of Interests: Friday, 12:30–1:20
Pasadena (Lower Level)****Organizational Change/Change Management**

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

**50. Interactive Posters: Friday, 12:30–1:20
Los Feliz (Lobby Level)****Organizational Image and Attractiveness****50-1. Organizational Attraction After Negative Publicity: Effects of Advertising and Word of Mouth**

This recruitment study found that the effects of negative publicity on applicant attraction were not irreparable, as

both recruitment advertising and positive word-of-mouth significantly increased organizational image and attractiveness after exposure to negative publicity. In addition, word-of-mouth was perceived as a more credible information source than recruitment advertising.

Greet Van Hoyer, Ghent University
Filip Lievens, Ghent University

Submitted by Greet Van Hoyer, greet.vanhoye@ugent.be

50-2. Applicant Attraction: Why One Employer Size Doesn't Fit All

Marketing and social identity theories are used to potentially explain variation in applicant attraction to small and large employers. Consideration of a potential employer is explored as a proximal outcome. Understanding attraction to various size employers is important given the historic focus on large employers (Barber, in press).

Janice Molloy, Ohio State University
Judith W. Tansky, Ohio State University
Robert L. Heneman, Ohio State University

Submitted by Robert L. Heneman, heneman.1@osu.edu

50-3. Development and Validation of a Measure of Employer Image Consciousness

Previous research has identified honor and prestige as two important components of image as an employer that are related to organizational attraction. The present study contributes to the literature by developing and validating a measure to identify individual differences in employer image consciousness, comprised of the facets honor and prestige.

Erin E. Thornbury, Bowling Green State University
Ian S. Little, Bowling Green State University
Scott Highhouse, Bowling Green State University

Submitted by Erin E. Thornbury, erint@bgsnet.edu

50-4. Reactions to Plateaus: Examining Role Ambiguity and Distance From Goals

Most research examining the outcomes of career plateaus has revealed a negative relationship between plateauing and work reactions such as job satisfaction. The current study explores the possibility of less negative outcomes, revealing role ambiguity and distance from career goals as moderators of the plateauing-work reaction relationship.

Carrie S. McCleese, University of Georgia
Lillian T. Eby, University of Georgia

Submitted by Carrie S. McCleese, mcleese@uga.edu

51. Special Event: Friday, 1:00–1:50 Avalon (Level 3)

M. Scott Myers Award for Applied Research in the Workplace

PDRI's Adaptability Research Program

The need for adaptive workers has become increasingly important in today's organizations. PDRI's adaptability research program has addressed this need by developing a model of adaptive performance, developing and validating predictors of adaptive performance, designing training to facilitate learning of adaptive skills, and developing a model of team adaptive performance.

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

David W. Dorsey, Personnel Decisions Research
Institutes, *Presenter*

Rose A. Mueller-Hanson, Personnel Decisions Research
Institutes, *Presenter*

52. Roundtable: Friday, 1:00–2:50 San Gabriel B (Lobby Level)

HR Metrics-Measuring What Matters

The development and implementation of strategic human resource measures presents unique opportunities and challenges for I-O psychologists. Participants in this interactive session will gain clarity about key issues surrounding the implementation of HR metrics programs. Issues include selecting appropriate metrics, obtaining organizational support, and driving managerial decisions using metrics.

Wayne F. Cascio, University of Colorado, *Host*
Scott M. Brooks, Gantz Wiley Research, *Co-Host*
Laura Gniatczyk Byars, ArvinMeritor, Inc., *Co-Host*
Michele E. A. Jayne, Ford Motor Company, *Co-Host*
Mahesh V. Subramony, University of Wisconsin,
Oshkosh, *Co-Host*

Submitted by Mahesh V. Subramony,
subramon@uwosh.edu

53. Symposium: Friday, 1:00–2:50 San Gabriel C (Lobby Level)

Workplace Diversity: Exploring the Work Experiences of LGBT Employees

LGBT issues in the workplace are an important, yet unexplored, topic in the literature. This symposium consists of 4 presentations examining workplace stressors relevant to LGBT employees, including work-life conflict, employee attitudes, harassment, and stigma. We attempt to create greater understanding of and interest in LGBT employees' unique workplace experiences.

Kristen M. Watrous, Texas A&M University, *Chair*

Walter Reichman, Sirota Consulting, *Co-Chair*

Ann H. Huffman, Texas A&M University, Kristen M.

Watrous, Texas A&M University, *Understanding*

Employee Work-Life Conflict in a Diverse Workforce

Shawn Del Duco, Sirota Consulting, Joyce Chan, Sirota

Consulting, Justin Black, Sirota Consulting, Walter

Reichman, Sirota Consulting, *Sexual Orientation and*

Organizational Climate: A Tale of Two Companies

Tamara Bruce, Michigan State University, Ann Marie

Ryan, Michigan State University, *The Nature of*

Sexual Orientation Harassment in the Workplace

Eden B. King, Rice University, Michelle (Mikki) Hebl,

Rice University, *Antecedents, Consequences, and*

Manifestations of the Stigma of Homosexuality at

Work: Applying a Dual-Perspective, Multilevel Theory

Scott B. Button, C2 Technologies, Inc., *Discussant*

Submitted by Kristen M. Watrous,
kristen-watrous@tamu.edu

54. Symposium: Friday, 1:00–2:50 San Pedro (Lobby Level)

References and Recommendation Letters: Psychometric, Ethical, Legal, and Practical Issues

We will discuss the use of references and recommendation letters. Presentations will include data on the reliability, validity, and adverse impact of recommendations, advice on what should and should not be included in references, and discussions on the ethical and legal issues that can arise when serving as a reference.

Mike G. Aamodt, Radford University, *Chair*

Mike G. Aamodt, Radford University, Felice A.

Williams, DCI Consulting, *Reliability, Validity, and*

Adverse Impact of References and Letters of

Recommendation

Julie M. McCarthy, University of Toronto, David Zweig, University of Toronto-Scarborough, Richard D. Goffin, University of Western Ontario, *From the Referee's Perspective: The Impact of Personal Characteristics and Referee Reactions to Letters of Recommendation*

Mark S. Nagy, Xavier University, *Practical Suggestions in Providing and Asking for References and Letters of Recommendation*

Donald L. Zink, Personnel Management Decisions, Arthur Gutman, Florida Institute of Technology, *Legal Issues Involved With Asking for and Providing References*

Bobbie L. Raynes, New River Community College, *Ethical Issues Involving Employment and Academic References*

Submitted by Mike G. Aamodt, maamodt@radford.edu

55. Symposium: Friday, 1:00–2:50 Santa Barbara A (Lobby Level)

Work-Related Social Interactions and Mood: Tests of Affective Events Theory

Social interactions represent important work-related events that impact employee affective states. This symposium presents the results of 4 empirical studies that outline the important interplay between social interactions and mood at work. The studies all utilize experience sampling methodology to gather multiple repeated measures of these variables.

Remus Ilies, Michigan State University, *Chair*
Michael Johnson, Michigan State University, *Co-Chair*
Timothy A. Judge, University of Florida, Kevin Miliffe, University of Florida, Shelly Gable, UCLA, *Capitalizing on Positive Events at Work: The Impact of Positive Work Events on Mood and Job Attitudes*

Gregory A. Vinson, University of Minnesota, Hannah L. Jackson, University of Minnesota, Joyce E. Bono, University of Minnesota, John Muros, University of Minnesota, *Felt and Expressed Emotions at Work: Examining the Role of Interaction Partners*

Tatana M. Olson, United States Navy, Rustin D. Meyer, Purdue University, Reeshad S. Dalal, Purdue University, *Contributions of Different Types of Events to Mood at Work*

Remus Ilies, Michigan State University, Michael Johnson, Michigan State University, Timothy A. Judge, University of Florida, *Interpersonal Interactions at Work: Their Influence on Employee Well-Being and Organizational Outcomes*

Howard M. Weiss, Purdue University, *Discussant*

Submitted by Michael Johnson, john1781@msu.edu

56. Special Event: Friday, 1:00–2:50 Santa Barbara B (Lobby Level)

Frontiers Series: Workplace Discrimination

This panel discussion presents the newest Frontiers edition, *Discrimination at Work: The Psychological and Organizational Bases*. Panelists representing 5 chapters from the book will discuss research and theory on workplace discrimination from individual, group, organizational, and legal perspectives. The editors, Robert Dipboye and Adrienne Colella, will facilitate the discussion.

Robert D. Pritchard, University of Central Florida, *Chair*
Adrienne J. Colella, Texas A&M University, *Co-Chair*
Robert L. Dipboye, University of Central Florida, *Co-Chair*

Donna Chrobot-Mason, University of Colorado-Denver, *Panelist*

Michele J. Gelfand, University of Maryland, *Panelist*

Michelle (Mikki) Hebl, Rice University, *Panelist*

Lisa H. Nishii, Cornell University, *Panelist*

Ramona L. Paetzold, Texas A&M University, *Panelist*

Jana L. Raver, Queen's University, *Panelist*

Lynn M. Shore, University of California-Irvine, *Discussant*

Discussant

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

Submitted by Adrienne J. Colella, acolella@tamu.edu

57. Symposium: Friday, 1:00–2:50 Santa Barbara C (Lobby Level)

Feedback Interventions and Feedback Seeking: Implications for Self-Regulation

The feedback intervention and feedback-seeking literatures have tended to be distinctive, although there are emerging themes linking factors that influence reactions to feedback provided to factors that influence feedback sought. This symposium brings together research papers that begin to span these two perspectives on feedback and goal striving.

Jaclyn M. Nowakowski, Michigan State University, *Chair*
Steve W. J. Kozlowski, Michigan State University, *Co-Chair*

Aaron M. Schmidt, University of Akron, Richard P. DeShon, Michigan State University, Chad Michael Dolis, University of Akron, Adam P. Tolli, University of Akron, *Another Look at the Relationship Between Self-Efficacy and Performance: The Moderating Effects of Performance Ambiguity*

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, Guihyun Park, Michigan State University, *Effect of Velocity Feedback on Individual and Team Performance*

Jaclyn M. Nowakowski, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Effects of Feedback Content on Goal-Directed Behavior and Self-Regulation*

Christina Norris-Watts, APT, Inc, Paul E. Levy, University of Akron, *Motivational Context Effects on Feedback-Seeking Behavior*

Peter A. Heslin, Southern Methodist University, Don VandeWalle, Southern Methodist University, *Self-Regulation Derailed: Implicit Person Theories and Feedback Seeking*

Submitted by Jaclyn M. Nowakowski,
nowako18@msu.edu

58. Practitioner Forum: Friday, 1:00–2:50 San Bernardino (Lobby Level)

Internal HR Client Satisfaction Surveys: Best Practices and Opportunities

Internal Human Resource Client Satisfaction Surveys are conducted by companies to measure the effectiveness of HR services and support provided to leaders and employees. A panel of four global companies and one nonprofit benchmarking firm will discuss best practices in the design and development, implementation, benchmarking, and action planning.

Michele L. Ehler, The Dow Chemical Company, *Chair*
Sara P. Weiner, IBM, *Co-Chair*

Sara P. Weiner, IBM, *IBM's HR Client Satisfaction Survey: Design, Implementation, and Taking Action*

Michele L. Ehler, The Dow Chemical Company, *Human Resource Client Satisfaction Surveys: Challenges and Opportunities*

Frederick M. Siem, Boeing Company, Jody Toquam-Hatten, Boeing Company, *Design, Development, Delivery, and Deployment of HR Customer Satisfaction Surveys at Boeing*

David Futrell, Eli Lilly & Company, *Development and Implementation of a Global HR Effectiveness Survey*

Michele L. Ehler, The Dow Chemical Company, *How The Mayflower Group is Taking Action to Create Benchmarks for Human Resource Client Satisfaction Surveys*

Submitted by Michele L. Ehler, Mehler@dow.com

59. Symposium: Friday, 1:30–2:50 San Jose (Level 2)

Elucidating “This Thing Called Fit”: Toward a Multidimensional Approach

Person–environment fit is one of the most researched phenomena in I-O psychology. Current conceptualizations of fit as a multidimensional construct have facilitated the need for research to adopt a more complex and multifaceted approach. This symposium presents findings that provide further insights into the multidimensionality of fit and resultant outcomes.

Robert E. Ployhart, University of South Carolina, *Chair*
Crystal Michele Harold, George Mason University, *Co-Chair*

Jonathan C. Ziegert, University of Maryland, Karen Holcombe Ehrhart, San Diego State University, David M. Mayer, University of Maryland,

Do Perceptions Mirror Reality? Examining Conceptualizations and Measurements of Fit

Brian R. Dineen, University of Kentucky, Raymond A. Noe, Ohio State University, *Job Seeker Goal Orientation and the Relative Weighing of P–O and Demands–Abilities Fit Perceptions in Making Application Decisions*

Crystal Michele Harold, George Mason University, Lynn A. McFarland, Clemson University, *Investigating Person–Environment Fit: The Role of Instrumental and Symbolic Factors*

Michael Kennedy, University of North Texas, Joseph W. Huff, University of North Texas, *Exploring the Conceptual Framework of Subjective Fit Perceptions*

Benjamin Schneider, Personnel Research Associates, Inc., *Discussant*

Submitted by Crystal Michele Harold,
charold@gmu.edu

60. Practitioner Forum: Friday, 1:30–2:50 Sacramento (Level 2)

Developing Leaders Via Action Learning: A Primer for I-O Psychologists

Imported from Europe, Action Learning is gaining popularity in the US as a powerful leadership development vehicle. Curiously, the I-O community has been slow to embrace the technique. This session features pioneers, practitioners, and organizational users who will explain Action Learning and both strategies and tactics for using it effectively.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*

Arthur M. Freedman, American University, *Action Learning: What it is and Where it Fits in—Now and in the Future*

Michael J. Marquardt, George Washington University, *Illustrating the Unique Role of the Action Learning Coach*

H. Skipton Leonard, Personnel Decisions International, Cori Hill, Personnel Decisions International, *Integrating Action Learning into Larger Leadership Development Initiatives*

Frank Andracchi, Constellation Energy Group, *Discussant*

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

61. Symposium: Friday, 1:30–2:50 Emerald Bay (Level 3)

Personnel Selection With Multiple Predictors: Issues and Frontiers

Combining cognitive and noncognitive predictors when making selection decisions is a widespread practice. We introduce 4 strategies for maximizing the advantages of this approach: targeted recruiting to reduce adverse impact, synthetic validity with the Big Five, validity-enhancing weighting schemes, and robust relative importance indices. Practical recommendations for multiple-predictor staffing are provided.

Daniel A. Newman, University of Maryland, *Chair*
Calvin C. Hoffman, Alliant International University, *Co-Chair*

Julie S. Lyon, University of Maryland, Daniel A. Newman, University of Maryland, *Recruiting Solutions for Adverse Impact: Targeting Applicant Pool Characteristics*

James M. LeBreton, Wayne State University, Lindsey Marie Young, Wayne State University, Robert T. Ladd, University of Tennessee, *Effects of Specification Error on Estimates of Predictor Relative Importance*

Boris Rashkovsky, Alliant International University, Calvin C. Hoffman, Alliant International University, *Extending the Job Component Validity Model to Include Personality Predictors*

Cyrell Williams, Alliant International University, Daniel A. Newman, University of Maryland, *When NOT to Use Unit Weighting: A Meta-Analytic Approach*

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

Submitted by Daniel A. Newman, dan@psyc.umd.edu

62. Symposium: Friday, 1:30–2:50 Santa Anita A (Lobby Level)

Making the Right Impression: Impression Management in the Employment Interview

This symposium examines impression management (IM) use in the interview. The individual studies help increase our understanding of 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, Clemson University, *Chair*
Kelly Delaney-Klinger, Michigan State University, *Identification of a Desired Image in the Employment Interview Context*

Krista L. Langkamer, George Mason University, Lynn A. McFarland, Clemson University, *Personality and Situational Factors as Predictors of Impression Management Use*

Helga Peeters, Ghent University, Filip Lievens, Ghent University, *Interviewers' Susceptibility to Impression Management Tactics in Structured Interviews*

Patrick H. Raymark, Clemson University, Chad H. Van Iddekinge, HumRRO, Heather N. Odle-Dusseau, Clemson University, Jessica Bradley, Clemson University, Matthew Richard Millard, Clemson University, Lynn A. McFarland, Clemson University, *Do Interviewee Impression Management Tactics Bias Interviewer Judgments?*

K. Michele Kacmar, University of Alabama, *Discussant*

Submitted by Lynn A. McFarland, lmcfarl@clemson.edu

63. Practitioner Forum: Friday, 1:30–2:50 Santa Anita B (Lobby Level)

Hiring Safe Workers: Improving Job Safety Through Better Selection

There are over 4 million occupational injuries yearly in the United States, with associated costs of over \$100 billion. Practitioners and researchers representing several organizations will share experiences of implementing selection systems that identify individuals less likely to be involved in accidents and more likely to be safe and effective.

Ann M. Quigley, Transportation Security Administration, *Chair*

P. Richard Jeanneret, Jeanneret & Associates, Inc., *Co-Chair*

Joyce C. Hogan, Hogan Assessment Systems, *Personality Correlates of Occupational Accidents and Injuries*

Dennis Doverspike, University of Akron, Lindsey Tomaszewski, Avatar Management Services, *Predictors of Risk Aversive and Safety Behaviors for Professional Drivers*

Mark H. Strong, Jeanneret & Associates, Inc., *Using Bio-Data and Personality to Select Safe Employees*

Submitted by Mark H. Strong, mhstrong@jeanneret.com

64. Practitioner Forum: Friday, 1:30–2:50 Santa Anita C (Lobby Level)

Linkage Research in the Real World: Lessons From the Field

Under the best conditions, linking employee, customer, and financial metrics is challenging. However, as Lundby, Fenlason, and Magnan (2001) noted in a summary of the steps in linkage research, the effort is justified. Practitioners first review the steps in an ideal situation, then discuss real-world cases, challenges, and recommended solutions.

Kyle Lundby, Gantz Wiley Research, *Chair*

Kyle Lundby, Gantz Wiley Research, Kerry R.

Moechnig, Gantz Wiley Research, *Linkage*

Research in the Ideal World Versus the Real World

Terrance W. Gaylord, Payless ShoeSource, *Linkage*

Research at Payless: Challenges with Strategy and Field Support

Shon Magnan, GfK Custom Research, Inc., Michael

Conklin, GfK Custom Research, Inc., *Exploiting the Bayesian Revolution to Revolutionize Linking Research*

Jack W. Wiley, Gantz Wiley Research, Bruce H.

Campbell, Gantz Wiley Research, *Small n Linkage Research*

Submitted by Kyle Lundby, klundby@gantzwiley.com

65. Symposium: Friday, 1:30–2:50 Palos Verdes (Lobby Level)

Examining Invariance Using IRT: Applications and New Developments

This symposium focuses on the application and evaluation of a range of methods for examining item and person invariance in the context of organizational research. Each presentation illustrates a different approach, empirical findings, and how the technology can be used to advance the field of personnel testing and selection.

Oleksandr Chernyshenko, University of Canterbury, *Chair*

Paul J. Hanges, University of Maryland, Futoshi

Yumoto, University of Maryland, *Using LLTM*

Models to Assess Response Style and DTF in Cross-Cultural Research

Robert J. Harvey, Virginia Tech, Mark A. Wilson, North Carolina State University, Renee Hansen, Piedmont Natural Gas, *Detecting CPI Faking in a Police Sample: A Cautionary Note*

Steven S. Russell, PDRI, Michael J. Zickar, Bowling Green State University, Tony Dietrich, Bowling Green State University, Lauren Mock, Bowling Green State University, *A Comparison of Differential Test Functioning Techniques for Organizational Research*

Stephen Stark, University of South Florida, Oleksandr Chernyshenko, University of Canterbury, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Are CFA and IRT Equally Viable Methods for Detecting Biased Items? Toward a Unified Strategy for DIF Detection*

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

Submitted by Oleksandr Chernyshenko, sasha.chernyshenko@canterbury.ac.nz

66. Symposium: Friday, 1:30–2:50 San Fernando (Lobby Level)

Then and Now: The Science and Practice of Simulation-Based Training

Much research has gone into simulation-based training in the past 2 decades; however, many unresolved issues still linger. This symposium will act to describe simulation-based training: its advantages/disadvantages, design issues, practical applications, and implications for future simulators and simulations.

Janis A. Cannon-Bowers, University of Central Florida, *Chair*

Nic Bencaz, University of Central Florida, *Co-Chair*

Joan H. Johnston, Naval Air Warfare Center, Phillip M. Mangos, NAVAIR Orlando Training Systems Division, *Current and Future Trends in Simulation-Based Training*

Moshe Feldman, University of Central Florida, Florian G. Jentsch, University of Central Florida, Neal Finkelstein, U.S. Army Research, Development, and Engineering Command, *“Back to the Future”: Physical Scale Models for Simulation-Based Training*

Kimberly A. Smith-Jentsch, University of Central Florida, Janis A. Cannon-Bowers, University of Central Florida, Carlos Schmidt, NAVAIR Orlando/UCF, Alicia Sanchez, Institute for Simulation and Training, *Computer-Based Simulation to Support the Transition from Welfare-to-Work*

Submitted by Nic Bencaz, nicbencaz23@hotmail.com

67. Symposium: Friday, 1:30–2:50 San Gabriel A (Lobby Level)

Best Practices in Making Virtual Teams That Work

As dispersed teams find an increasingly important role in organizations, communication via technology raises the complexity of team member interaction. In response to research findings that detect problems with virtual team efficiency, the present symposium addresses several key issues as well as training strategies that may enhance virtual team effectiveness.

Stephen J. Zaccaro, George Mason University, *Chair*
Zachary N. J. Horn, George Mason University, *Co-Chair*
Bryan Wiggins, George Mason University, *Co-Chair*
Bryan Wiggins, George Mason University, Zachary N. J. Horn, George Mason University, *Explaining the Effects of Task Complexity in Computer-Mediated Communication Dynamics: A Meta-Analysis*

Kara L. Orvis, Consortium of Universities/U.S. Army Research Institute, *The Influence of Leadership and Member Diversity on Trust and Cohesion in Collocated and Dispersed Teams*

Bryan Wiggins, George Mason University, Catherine D. Cramton, George Mason University, *Communication Training: Its Impact on Dispersed Team Members' Attributions and Performance*

Andrea L. Rittman Lassiter, Minnesota State University, *Applying Team Training Strategies to Dispersed Environments*

Eduardo Salas, University of Central Florida, *Discussant*

Submitted by Zachary N. J. Horn, zhorn@gmu.edu

68. Practitioner Forum: Friday, 1:30–2:50 Beaudry A (Lobby Level)

The Art and Science of Creating an Exit Survey

Exit surveys and interviews are useful tools for identifying why talent is leaving and what might have kept them. There are many different approaches an organization can take to design and manage an exit survey process. This forum presents 3 case studies from organizations which adopted 3 very different approaches.

Stephen A. Dwight, Bristol-Myers Squibb, *Chair*
Jay R. Biles, Wachovia Human Resources, Richard Harding, Kenexa Technologies, Inc., *Design and Implementation of an Integrated Exit Interview Process at Wachovia*

Linda S. Leonard, Bristol-Myers Squibb Company,

Stephen A. Dwight, Bristol-Myers Squibb, *Leaving So Soon? Evolution of the Bristol-Myers Squibb Exit Survey Process*

Linda S. Carr, Sun Microsystems, *Using Six Sigma to Develop and Implement a Global Exit Survey*

Submitted by Stephen A. Dwight,
stephen.dwight@bms.com

69. Practitioner Forum: Friday, 1:30–2:50 Beaudry B (Lobby Level)

I-O or I, Robot? The Intersection of Science and Technology

Advances in technology have revolutionized the practice of I-O psychology and the implementation of our interventions. This forum will examine 4 practice areas (selection, performance appraisal, 360 feedback, and training) to discuss how technology had added value. In addition, panelists will discuss the implications of leaving decisions to the programmers.

Erica I. Desrosiers, PepsiCo, *Chair*

Dale S. Rose, 3D Group, *360-Degree Feedback Design Features: "Can Do" Versus "Should Do"*

Nick C. Leonard, United Airlines, *Learning Management Systems and Automation: Removing the "Human" from HR*

Erica I. Desrosiers, PepsiCo, Leanne Buehler, DeCotiis Erhard, *Automating Performance Appraisal: The Balance of Technology and Good Practice*

Joel Quintela, Performance Assessment Network (pan), *Assessment and Selection Technology: The Web is the Future*

William H. Macey, Personnel Research Associates, *Discussant*

Submitted by Erica I. Desrosiers,
erica.desrosiers@pepsi.com

70. Poster Session: Friday, 1:30–2:20 Pasadena (Lower Level)

Motivation, Decision Making

70-1. Effects of Cognitive Appraisal on Justice Judgments: US–Asia Comparison

This study examined what cognitive appraisals are more likely to be used by Asians compared to U.S. Americans in making justice judgments and why. Based on 544 completed surveys, results provide some support for country as a moderator for the relationship between cognitive appraisals and justice perceptions.

Tae-Yeol Kim, City University of Hong Kong
 Jeffrey R. Edwards, University of North Carolina

Submitted by Tae-Yeol Kim, bestkty@cityu.edu.hk

70-2. The Anchoring Effect in Performance Appraisals

A correlational study suggested that there is an anchoring effect of one's appraisal from a superior on the subsequent appraisals of one's subordinates. In a follow-up experiment, those who received hypothetical excellent feedback subsequently evaluated an employee significantly higher than did their colleagues who received hypothetical negative feedback.

Gary P. Latham, University of Toronto
 Marie-Helene Budworth, University of Toronto

Submitted by Marie-Helene Budworth,
 Budworth@rotman.utoronto.ca

70-3. Measuring General Self-Efficacy: A Comparison of Three Measures Using IRT

The psychometric properties of measures of general self-efficacy (GSE) have been continually criticized. This study examines the psychometric properties of three GSE measures using item response theory. Contrary to the criticisms, all three measures of GSE demonstrate acceptable psychometric properties. Implications for GSE research are discussed.

Charles A. Scherbaum, Baruch College, CUNY
 Yochi Cohen-Charash, Baruch College, CUNY
 Michael J. Kern, Baruch College, CUNY

Submitted by Charles A. Scherbaum,
 charles_scherbaum@baruch.cuny.edu

70-4. Considering Alternatives in Managerial Explanation Tasks

Attempts to reduce biases in explanation tasks often encourage individuals to sequentially consider alternatives, but individuals may fall victim to primacy effects. We present results from a laboratory study that addresses this issue through the logic of scenario planning.

Robert C. Litchfield, Washington & Jefferson College
 Jinyan Fan, Hofstra University

Submitted by Robert C. Litchfield, rlitchfield@washjeff.edu

70-5. Attribute Diagnosticity, Choice Set Complexity, and the Decoy Effect

We investigate how attribute diagnosticity and choice set complexity influence the decoy effect. Results suggest that (a) decision makers prefer the option targeted according to the diagnosticity explanation and (b) set complexity can enhance or obscure the decoy effect depending on which dimension of set complexity is extended.

Silvia Bonaccio, Purdue University
 Charlie L. Reeve, University of North Carolina-Charlotte

Submitted by Silvia Bonaccio, silvia@psych.purdue.edu

70-6. Pay Compression and Pay Dispersion: An Application of Equity Theory

Equity theory explained how pay compression, pay with few differences among employees, pay dispersion, and pay with large differences affected employees. Compression had negative effects; dispersion had mixed effects. With high pay and/or the ability to move up the pay scale, compression had little effect and dispersion had positive effects.

James E. Martin, Wayne State University
 April M. Boyce, Wayne State University

Submitted by April M. Boyce, April.Boyce@wayne.edu

70-7. Whistleblowing in Organizations: Can We Predict Actions From Intentions?

We employed meta-analysis to examine the predictors and correlates of whistleblowing on organizational wrongdoing. Whistleblowing data is often gathered from individuals who have not actually blown the whistle but intend to do so. We assessed the feasibility of drawing conclusions about the whistleblowing process using intentions rather than actions.

Jessica R. Mesmer-Magnus, Florida International University
 Chockalingam Viswesvaran, Florida International University

Submitted by Jessica R. Mesmer-Magnus,
 jessica.mesmer@fiu.edu

70-8. Retesting the Shape-of-Voice Value Function

This 9-country study focuses on the value of employee voice in workplace decision making. Findings demon-

strate that the value of voice relates to a neutral reference point. Initial voice increments away from this reference point have a strong impact on fairness, while later increments produce more marginal effects.

Jaewon Ko, University of Arizona
Layne Paddock, University of Arizona
Kees Van den Bos, Utrecht University
Gary J. Greguras, Singapore Management University
Kidok Nam, Korea Military Academy
Assaad El Akremi, ISG Tunis & LIRHE Toulouse
Julie Camerman, Universite Catholique de Louvain
Carolina Moliner, University Miguel Hernandez
Antonio Mladinic, Pontifical Catholic University of Chile
Kjell Tornblom, University of Skovde
Jessica Bagger, University of Arizona
Russell S. Cropanzano, University of Arizona

Submitted by Jaewon Ko, jaeko@email.arizona.edu

70-9. The Effects of Interdependence and Fairness on Justice Climate Emergence

This study explores the influences of team interdependence and fair treatment on referent choice and justice climate strength. The results showed that interdependent teams were more likely to make intergroup justice comparisons and that group identification partially mediated this relationship. Interdependent teams were also found to have stronger justice climates.

Quinetta M. Roberson, Cornell University

Submitted by Quinetta M. Roberson, qmr3@cornell.edu

70-10. Dampening the Impact of Justice Outcomes and Procedures on Self-Esteem

Research has shown that interactions between procedural fairness and outcome favorability affect self-esteem. This study explored whether explanations and self-concept clarity dampen the potentially negative effects of fairness perceptions on state self-esteem. Evidence was found that self-concept clarity dampened, while explanations augmented the effects of justice perceptions on state self-esteem.

Beth A. Grefe, University of Akron
Venette Koumbis, University of Akron
Paul E. Levy, University of Akron

Submitted by Beth A. Grefe, bag11@uakron.edu

70-11. Test of a Process Model of Emotional Conflict in Groups

A causal model of antecedents and consequences of emotional conflict in groups was tested. Results supported the hypothesized effect of group personality tendency as an antecedent of emotional conflict and reductions in contextual performance as a consequence of emotional conflict. Implications of the findings for group effectiveness research are discussed.

Otmar E. Varela, Nicholls State University
Michael J. Burke, Tulane University

Submitted by Otmar E. Varela, otmar.varela@nicholls.edu

70-12. The Role of Action-State Orientation in Goal-Setting Processes

The present study examined how Kuhl's (1986) construct of action-state orientation (ASO) impacts processes related to goal setting and dynamic self-regulation in individuals completing a cognitive task. The results indicated that ASO moderated both the relationship between goals and performance and the relationship between goal attainment and goal revision.

John J. Donovan, Virginia Tech
Kristina A. Meacham, Virginia Tech
Trevor G. Byrd, Virginia Tech

Submitted by John J. Donovan, donovan@vt.edu

70-13. Justice Perceptions, Adjustment, and Turnover of United States-Based Expatriates

Distributive, procedural, and interpersonal justice moderated relationships between general adjustment and expatriates' turnover intentions. Exploratory mediational analyses suggested satisfaction partially mediates relationships between distributive, procedural, and interpersonal justice variables and turnover intentions. Satisfaction also partially mediated relationships between adjustment (work and interaction) and turnover intentions.

Brian Siers, Central Michigan University

Submitted by Brian Siers, photograph@rocketmail.com

70-14. Trust as a Mediator Between Justice and Commitment in Acquisitions

We examined the relationships among distributive, procedural, interpersonal, and informational fairness, trust, instrumental evaluations, and organizational commitment

in 22 European mergers and acquisitions. Our results show that trust is a strong mediator of the relationship between organizational justice and organizational commitment.

Ruth Klendauer, University of Lueneburg
Juergen Deller, University of Applied Sciences, Lueneburg
Submitted by Ruth Klendauer, klendauer@aol.com

70-15. Beneficial and Detrimental Effects of Goal Attainment and Goal Disengagement

This study's findings show that work goal efficacy and controllability influence the relationship between goal attainment/goal disengagement on the one hand and nurses' job satisfaction, work stress, and emotional exhaustion on the other. Goal attainment and goal disengagement had either beneficial or detrimental effects on well-being depending on goal appraisals.

Georgia Pomaki, University of British Columbia
Stan Maes, Leiden University
Submitted by Georgia Pomaki, gpomaki@psych.ubc.ca

70-16. Reconceptualizing Creativity Through an Exploration/Exploitation Framework

We argue for two distinct types of creativity. We find that exploratory creativity is more strongly related to internal sources of motivation (intrinsic motivation, self-efficacy), whereas exploitative creativity is more strongly related to an external source of motivation (supportive supervision). Mixed results were found for extrinsic rewards.

Neta Moye, Vanderbilt University
Lucy L. Gilson, University of Connecticut
Jill E. Perry-Smith, Emory University
Submitted by Neta Moye, neta.moye@owen.vanderbilt.edu

70-17. The Impact of Goal Orientations on Challenge Seeking

This study was conducted to determine to what extent goal orientations could predict choice of difficulty level under conditions that focused on testing or learning. In general, both mastery and performance-approach orientations were positively associated with challenge seeking, whereas a performance-avoidance orientation was negatively associated with choice of difficulty.

Carolyn M. Jagacinski, Purdue University
Shamala Kumar, Purdue University
Irin Kokkinou, Purdue University
Submitted by Carolyn M. Jagacinski, jag@psych.purdue.edu

70-18. Self-Deception, Intrinsic and Extrinsic Self-Regulatory Dispositions, and Learning Performance

In a higher order structural model ($n = 429$), self-deception was positively related to intrinsic self-regulatory disposition ($\beta = .48$) and negatively related to extrinsic self-regulatory disposition ($\beta = -.24$). Self-deception ($\beta = -.27$), extrinsic ($\beta = -.18$), and intrinsic ($\beta = .13$) self-regulatory dispositions predicted learning performance.

Robert R. Hirschfeld, University of Georgia
Chris H. Thomas, University of Georgia
D. Brian McNatt, University of Georgia
Submitted by Chris H. Thomas, chthomas@uga.edu

70-19. Confirmed Expectations, Fairness, and Emotional Reactions: Testing the Egoism Hypothesis

We determined which was more appropriate for predicting reactions to exceeded, confirmed, and disappointed expectations, the matching or egoism hypothesis. Results from 329 participants supported the egoism hypothesis. Participants rated general fairness, positive affect, and distributive justice higher, and negative affect lower when they scored higher than expected on exams.

Tasha L. Eurich, Colorado State University
Brandy M. Eldridge, Colorado State University
Zinta S. Byrne, Colorado State University
Submitted by Tasha L. Eurich, teurich@lamar.colostate.edu

70-20. Manipulating Self-Efficacy Through Enacted Mastery: More Negative Effects on Motivation

Study continues a line of research examining a discontinuous model between self-efficacy and resource allocation. Self-efficacy was manipulated via enacted mastery. Enacted mastery was negatively related to resources allocated and interacted with a difficulty manipulation of self-efficacy such that the sign of the relationship depended on level of difficulty.

Kristen M. More, Ohio University
Ryan J. Yoder, Ohio University
Jeffrey B. Vancouver, Ohio University
Submitted by Jeffrey B. Vancouver, vancouve@ohio.edu

70-21. Hope and Task Performance: A Test of Process Model

This study represents the first attempt to explain the process by which hope transmits its effects on individual performance and suggests that hope as a motivational construct should be given more weight in organizational settings. Using an experimental design, we examine the relationships between hope, goal orientation, and task performance.

Suzanne J. Peterson, Miami University
Megan W. Gerhardt, Miami University
Joseph Rode, Miami University

Submitted by Suzanne J. Peterson, peterssj@muohio.edu

70-22. Importance of Demographic Predictors in a Retirement Planning Decision Task

The relative importance of various demographic predictors related to retirement planning was examined, as well as the relationship between psychological variables and the decisions. Results suggest that younger and older adults use information differently when making investment decisions. Implications for workers, future research, and application are discussed.

Guyla D. Davis, Bowling Green State University
Yiwei Chen, Bowling Green State University

Submitted by Mo Wang, wangmo@bgnet.bgsu.edu

70-23. Self- and Peer-Rater Agreement of Counterproductive Performance

This study investigated agreement between self- and peer-ratings of counterproductive performance ($n=283$). The degree of variance in self- and peer reports of counterproductive performance depends on the correlation between rater and ratee conscientiousness, values toward integrity, and actual counterproductive behavior. Implications of these findings for research and practice are discussed.

Sara L. Mann, University of Toronto
Marie-Helene Budworth, University of Toronto

Submitted by Sara L. Mann, smann@rotman.utoronto.ca

70-24. The Impact of Goal Conflict Strategies on Performance and Stress

This study examines how different strategies for dealing with goal conflict, namely integration and prioritization, impact performance and stress. Time pressure and

action-state orientation were explored as potential moderators. Results indicated that the strategy used had a significant impact on participants' stress level. Action-state orientation emerged as a moderator.

Mano Ramakrishnan, University of Akron/O.E. Strategies
Beth A. Grefe, University of Akron
Robert G. Lord, University of Akron

Submitted by Mano Ramakrishnan,
mr_akron@yahoo.com

70-25. Exploring the Differences Between Promotion- and Prevention-Focused Employees

Regulatory focus theory was applied in a work setting. Promotion focus was found to predict positive work attitudes, intentions, and self-reported behaviors, while prevention focus predicted weaker intentions and difficulties in maintaining task focus. The unique contribution of regulatory focus theory to work motivation research and its potential applications are discussed.

Ernest S. Park, North Dakota State University
Verlin B. Hinsz, North Dakota State University
Gary S. Nickell, Minnesota State University-Moorhead

Submitted by Verlin B. Hinsz, Verlin.Hinsz@ndsu.nodak.edu

70-26. The Relationship of Motivational Traits With Counterproductive Work Behaviors

Relationships between motivational traits and counterproductive work behaviors (CWB) were examined. Results showed that achievement-oriented approach motivation was negatively related to CWB and avoidance motivation was positively related to CWB. In addition, a more general measure of approach motivation (Behavioral Activation System) was positively related to CWB.

James M. Diefendorff, University of Colorado-Denver
Kajal R. Mehta, Booz Allen Hamilton, Inc.

Submitted by James M. Diefendorff,
james.diefendorff@cudenver.edu

70-27. Motivation Systems, Affective Dispositions, and Information Processing: A Mediated Model

We developed and tested a framework that describes existing relationships among motivation systems, personality, affect, and information accessibility. Results of this study indicate that the effects of physiologically

based motivation systems on information processing are mediated by affective dispositions, which are comprised of personality traits and trait affect.

Christopher C. Rosen, University of Akron
 Chu-Hsiang Chang, University of Akron
 Russell E. Johnson, University of Akron
 Laura Begue, Kent State University

Submitted by Christopher C. Rosen,
 ccr3uakron@hotmail.com

70-28. Emotion in the Negotiation Process: A Model

The present paper describes the formation of a new model of emotions in the negotiation process. This model discusses the impact of emotions at multiple stages in the negotiation process, including the decision to negotiate, the negotiations themselves, and the outcome of the negotiations.

Shannon Webb, PSI
 Elizabeth M. Lentz, University of South Florida
 Submitted by Shannon Webb, webbs@mail.usf.edu

70-29. Within-Person Self-Efficacy and Performance: Further Evidence for a Positive Relationship

The present study revisited the current debate on the relationship between self-efficacy, goals, and performance using a novel puzzle-performance task. The results indicate that self-efficacy and goals are positively related to subsequent performance at the within-person level of analysis when using a performance task where knowledge transfer is possible.

Yvette Quintela, Virginia Tech
 Leifur Geir Hafsteinsson, Reykjavik University
 B. Tyson Breland, Marriott International
 Submitted by Yvette Quintela, yquintel@vt.edu

70-30. Fairness Perceptions of Developers and Survivors of Restructuring

The effectiveness of organizational interventions is typically evaluated using changes in mean levels. However, Golembiewski, Billingsley, and Yeager (1976) proposed the existence of 3 types of change: alpha, beta, and gamma. This paper applies the tripartite conceptualization of change to the evaluation of fairness in the context of workplace restructuring.

Kelly Sorensen, University of Georgia
 Thomas Ng, University of Georgia

Submitted by Kelly Sorensen, kelsoren@arches.uga.edu

71. Community of Interests: Friday, 1:30–2:20 Pasadena (Lower Level)

Graduate Education

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

72. Interactive Posters: Friday, 1:30–2:20 Los Feliz (Lobby Level)

Internet-Based Measurement

72-1. Equivalence of Online and Traditional Five-Factor Model Measure

This study evaluates the measurement invariance of Web-based and traditional paper-and-pencil forms of a FFM personality measure. In general, results from both CFA and IRT analyses indicated that the measure is invariant at the scale level. IRT analyses reveal a number of individual items that function differentially across testing modality.

D. Matthew Trippe, Virginia Tech

Submitted by D. Matthew Trippe, dtrippe@vt.edu

72-2. Administering Online Testing: A Benchmarking Study

The purpose of this study was to determine how companies implement and administer online testing. Representatives from 80 organizations provided information regarding their testing procedures, including planning, administration, communication, and security. The results of this study provide a review of how companies implement online testing into their hiring systems.

Sarah S. Fallaw, Qwiz, Inc.
 Corey S. Munoz, University of Georgia
 Craig R. Dawson, Qwiz, Inc.

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

72-3. An Investigation of Applicant Reactions to Internet-Based Selection Procedures

This study examined the potential for disparate impact resulting from Web-based selection systems and suggested that sole reliance on the Internet to deliver the entire selection process could result in decreased minority applicant representation. Evidence of the benefits of computer training was also examined and found.

Lilly Lin, Bowling Green State University
Milton Hakel, Bowling Green State University

Submitted by Lilly Lin, lflin@bgnnet.bgsu.edu

72-4. Withholding Participation in Web-Based Surveys: Attitudes, Nonresponse, and Data Representativeness

Results from a field study of military and civilian workers revealed that a substantial proportion of those examined offline did not feel comfortable taking Web-based employee surveys. Although these aversions to Web-based surveys predicted nonresponse, they did not taint the representativeness of the data that was ultimately collected online.

Lori Foster Thompson, North Carolina State University
Eric A. Surface, Surface, Ward & Associates

Submitted by Lori Foster Thompson, lfthompson@ncsu.edu

73. Practitioner Forum: Friday, 2:00–2:50 San Francisco (Level 2)

Legal and Data Security Issues Affecting Internet-Based Selection Methods

The Internet has fueled tremendous growth in the use of psychometric assessment tools to select job candidates. These tools and the data they create are coming under increasing public scrutiny. This session explores legal and data security issues affecting use of Internet-based selection tools in the US and abroad.

Steven T. Hunt, Unicru, Inc., *Chair*
Michael M. Harris, University of Missouri-St. Louis,
Co-Chair

Steven T. Hunt, Unicru, Inc., Jerry Adamowicz, Unicru Inc., David J. Scarborough, Unicru, Inc., *Research Opportunities and Data Security Challenges Associated with Closed Loop Validation of Online Staffing Assessments Using Streaming Post-Hire Performance Criteria*

Dave Bartram, SHL Group PLC, *Legal Issues Affecting Internet Recruitment in Europe: The Impact of Data Protection Legislation*

Michael M. Harris, University of Missouri-St. Louis,
Nathan J. Mondragon, Taleo, *Disparate Impact and Internet Recruitment and Assessment Systems*
Charles A. Handler, rocket-hire.com, *Establishing Job Relevance of Selection Tools in an Open Internet Testing Environment*

Submitted by Steven T. Hunt, shunt@unicru.com

74. Practitioner Forum: Friday, 2:00–2:50 Avalon (Level 3)

Using Technology to Drive Selection Efficiency and Effectiveness

Increasingly, organizations use technology to accomplish industrial psychology objectives (e.g., testing, interviewing, training) once completed by manual methods. Catalysts for technology implementations include downsizing, outsourcing, and globalization. Practitioners from 3 companies share their insights about using technology to increase both organizational efficiency and effectiveness.

Ken Lahti, ePredix, *Chair*
Angela M. Sternburgh, Bank of America, *Utilizing Technology to Increase the Effectiveness of Interviewing Practices After Outsourcing*
Michael Vacchiano, Luxottica Retail, *Increasing Hiring Efficiency by Using Telephone-Based Assessment*
Jana Fallon, American Express, *Using Technology to Enhance the Efficiency of Selection Practices Across the Globe*

Tara J. Dresen, ePredix, Inc, *Discussant*

Submitted by Ken Lahti, ken.lahti@epredix.com

Coffee Break Friday, 3:00–3:30 Multiple Locations

75. Symposium: Friday, 3:30–5:20 San Jose (Level 2)

Leader Development Theory and Research in the United States Army

The U.S. Army is facing a number of complex challenges that require different approaches to leader development. In particular, these challenges require accelerated leader development across all organizational levels. This symposium will report on several projects designed to influence both research and practice related to Army leader development.

David V. Day, Pennsylvania State University, *Chair*

Stanley M. Halpin, U.S. Army Research Institute, *Co-Chair*
 David V. Day, Pennsylvania State University, Michelle
 M. Harrison, Pennsylvania State University, *An
 Integrative Theory of Army Leader Development*
 Jon J. Fallesen, Center for Army Leadership, Rebecca J.
 Reichard, U.S. Army Research Institute, *Leadership
 Competencies: Building a Foundation for Army
 Leader Development*
 Daniel J. Watola, Michigan State University, Steve W. J.
 Kozlowski, Michigan State University, *Leader
 Competencies for Developing Adaptive Teams*
 C. Shawn Burke, University of Central Florida, Gerald F.
 Goodwin, U.S. Army Research Institute, Eduardo
 Salas, University of Central Florida, Stanley M. Halpin,
 U.S. Army Research Institute, *Army Leaders in Teams:
 Knowns, Unknowns, and a Map for the Future*
 Stephen J. Zaccaro, George Mason University, Zachary
 N. J. Horn, George Mason University, Meredith L.
 Cracraft, George Mason University, Gabrielle M.
 Wood, George Mason University, Krista L.
 Langkamer, George Mason University, Justin
 Lebiecki, George Mason University, Beth Kikta,
 George Mason University, *Characteristics of
 Developmental Work Experiences and Their
 Connections to Leader Adaptability Attributes*
 Robert G. Lord, University of Akron, *Discussant*
 Submitted by David V. Day, dvd1@psu.edu

76. Symposium: Friday, 3:30–5:20 San Francisco (Level 2)

The Views of Lawyers and Judges on I-O Expert Testimony

I-O psychologists are playing more visible roles in employment discrimination litigation. Standards have been adopted by the courts to determine what testimony will be permitted. Judges and lawyers apply these standards, resulting in scrutiny of I-O testimony. This symposium will present the views of judges and lawyers regarding such testimony.

Frank J. Landy, SHL, *Chair*
 George C. Thornton, Colorado State University,
*Industrial and Organizational Psychologists as
 Expert Witnesses: Impacting Employment
 Discrimination Litigation Post Daubert*
 Frank J. Landy, SHL, *Observations of Federal Judges
 on I-O Psychologists as Expert Witnesses*
 David Copus, Ogletree Deakins, *Expert Testimony by
 Psychologists in Employment Cases: The Curious
 History of Stereotyping*
 Paul W. Grimm, U.S. Courts, *The Judicial View of
 Expert Testimony*
 Barbara A. Gutek, University of Arizona, *Discussant*
 Submitted by Frank J. Landy, Frank.Landy@shlgroup.com

77. Symposium: Friday, 3:30–4:50 Sacramento (Level 2)

Predicting Diversity-Related Outcomes: Examining the Roles of Justice

Although closely related, little research has integrated our knowledge of workplace diversity with that of organizational justice/fairness. This symposium presents 4 papers exploring the relationship between various conceptions of justice and a set of outcomes related to organizational diversity (discrimination claim filing, attitudes toward affirmative action, and reward allocation decisions).

Lori Anderson Snyder, University of Oklahoma, *Chair*
 Mark J. Schmit, SHL USA, Inc., Barry M. Goldman,
 University of Arizona, Jerel E. Slaughter, University
 of Arizona, Jack W. Wiley, Gantz Wiley Research,
 Scott M. Brooks, Gantz Wiley Research,
*Relationship of Organizational Fairness and Intent
 to File Discrimination Charges*
 Edward George Bitzer, Colorado State University, Lori
 Anderson Snyder, University of Oklahoma, George C.
 Thornton, Colorado State University, *Discrimination
 Claim Filing: The Roles of Procedural Injustice and
 Supervisor/Administration Support of Diversity*
 Aparna Joshi, University of Illinois at Urbana-
 Champaign, Deborah E. Rupp, University of Illinois
 at Urbana-Champaign, R. Stephen Smith, George
 Washington University, *The Effects of Demographic
 and Justice Orientation Dissimilarity on Reward
 Allocation Behavior*
 Sarah DeArmond, Colorado State University, *Does
 Treatment by Supervisors Affect Attitudes Toward
 Diversity Enhancement Activities?*
 Barry M. Goldman, University of Arizona, *Discussant*
 Submitted by Lori Anderson Snyder,
lsnyder@psychology.ou.edu

78. Symposium: Friday, 3:30–5:20 Avalon (Level 3)

New Directions in Research on Structured Interview Validity

This symposium will provide new evidence concerning the construct- and criterion-related validity of structured selection interviews. Presenters will discuss research results based on primary and meta-analytic studies, conducted in experimental and applied settings, using data from American and European samples. Two discussants will highlight the theoretical and applied implications.

Ute-Christine Klehe, University of Zurich, *Chair*
 Chad H. Van Iddekinge, HumRRO, *Co-Chair*

Allen I. Huffcutt, Bradley University, Piers Steel,
University of Calgary, *Assessing the Stability of
Employment Interview Meta-Analytic Research*

Chad H. Van Iddekinge, HumRRO, Philip L. Roth,
Clemson University, Christopher E. Sager,
HumRRO, Tonia S. Heffner, U.S. Army Research
Institute, *A Construct-Oriented Investigation of a
Structured Employment Interview*

Klaus Melchers, University of Zurich, Ute-Christine
Klehe, University of Zurich, Gerald Richter, Chiron
Vaccines, Martin Kleinmann, University of Zurich,
Cornelius Koenig, University of Zurich,
*Identification of Evaluation Criteria and Interview
Performance and Construct Validity*

Cornelius Koenig, University of Zurich, Ute-Christine
Klehe, University of Zurich, Gerald Richter, Chiron
Vaccines, Martin Kleinmann, University of Zurich,
Klaus Melchers, University of Zurich, *Transparency
in Structured Interviews: Consequences for
Construct- and Criterion-Related Validity*

Robert L. Dipboye, University of Central Florida, *Discussant*
Jerard F. Kehoe, Selection & Assessment Consulting,
Discussant

Submitted by Chad H. Van Iddekinge,
cvaniddekinge@humrro.org

79. Practitioner Forum: Friday, 3:30–4:50 Emerald Bay (Level 3)

HR Technology Applications— Now and Tomorrow

Practitioners representing diverse perspectives will present case studies and research illustrating how rapid advances in technology and the changing world of work have spurred innovations in the application of HR systems, along with key challenges that I-O practitioners face now and will face in future research and practice.

John A. Weiner, Psychological Services, Inc., *Chair*
Julie Anne Caplinger, Jeanneret & Associates, Inc., Mark
H. Strong, Jeanneret & Associates, Inc., *Technological
Solutions for Role-Based Human Resource Systems*

Lisa A. Malley, DDI, R. Jason Weiss, DDI, *Web-
Delivered Assessment—An Innovative
Enhancement for Traditional Assessment Centers*

Jamie Madigan, San Diego Gas & Electric, David C.
Morris, San Diego Gas & Electric, Steven D.
Ashworth, San Diego Gas & Electric, *Developing
an Offline Testing System That Still Benefits from
Information Technology*

David N. Dickter, PSI, *Technology as an Aid to Self-
Service in Selection*

Submitted by John A. Weiner, john@psionline.com

80. Symposium: Friday, 3:30–5:20 Santa Anita A (Lobby Level)

The Anatomy of Revenge: Recent Theoretical and Empirical Advances

Although the ubiquity of revenge in the workplace is well documented, its antecedents, moderators, and consequences have received little attention. This symposium will address recent theoretical and empirical advances in the study of revenge, ranging from revenge triggers, individual and organizational consequences of revenge, and numerous situational moderators.

Michele J. Gelfand, University of Maryland, *Chair*
Gary Shteynberg, University of Maryland, *Co-Chair*
David A. Jones, University of Vermont, *Workplace*

Revenge: A Calculated Response to Mistreatment

Stefan Thau, University of Groningen, Karl Aquino,
University of Delaware, Rafael Wittek, University
of Groningen, *The Interplay of Formal and*

Informal Power on Workplace Revenge

Michelle K. Duffy, University of Kentucky, Jason D
Shaw, University of Kentucky, John Schaubroeck,
Drexel University, *Envy, Self-Esteem, and Work-
place Outcomes: Getting Sick or Getting Even?*

Gary Shteynberg, University of Maryland, Michele J.
Gelfand, University of Maryland, *The Anatomy of
Workplace Revenge: The Role of Cultured Self-
Construals*

Theresa M. Glomb, University of Minnesota, *Predicting
Workplace Aggression: Reciprocal Aggression,
Organizational and Individual Antecedents*

Deborah E. Rupp, University of Illinois at Urbana-
Champaign, *Discussant*

Submitted by Gary Shteynberg,
gshteynberg@psyc.umd.edu

81. Practitioner Forum: Friday, 3:30–4:50 Santa Anita B (Lobby Level)

Linkage Research: Communication Strategies for Obtaining Management Buy-In and Action

Finding stable, interesting relationships between employee opinions, customer satisfaction, and business performance is hard enough. Then what? Usefulness as an intervention demands linkage research be compelling to management. Presenters from academic, corporate, and consulting positions will share examples of strategies used to obtain management buy-in and promote action.

Scott M. Brooks, Gantz Wiley Research, *Chair*

Scott M. Brooks, Gantz Wiley Research, *Linkage*

“Illustrations”: A Little Analysis, A Lot of Impact

Daniel V. Lezotte, Illinois Institute of Technology, Mark Frankel, Bridgestone/Firestone, Inc., *Turning Linkage Research Results Into Action: A Case Study*
 Michael J. Howard, Harrah's Entertainment, Virginia Bryant Whelan, Harrah's Entertainment, John P. Hausknecht, DePaul University, *Driving Organizational Improvement Through Linkage Research*
 Joe Colihan, IBM, *A Leap of Faith: Using Linkage Research as a Foundation for Delivering Climate Assessments*

Submitted by Scott M. Brooks, Sbrooks@gantzwiley.com

82. Symposium: Friday, 3:30–4:50 Santa Anita C (Lobby Level)

Recent Developments in the Detection of Mediator and Moderator Variables

Controversies surrounding the detection of mediator variables and moderator variables are considered. We cover tests of moderation using (a) a contrast-based procedure, and (b) latent growth modeling techniques. In addition, we cover mediation tests (a) using hierarchical multiple regression and (b) based upon data from non-experimental research.

John R. Hollenbeck, Michigan State University, *Chair*
 Eugene F. Stone-Romero, University of Central Florida, Patrick J. Rosopa, University of Central Florida, *Problems With a Contrast-Based Procedure for Testing Ordinal Interactions*

Charles E. Lance, University of Georgia, *Exogenous Effects on Latent Change Variables Are Moderators in Disguise*

Lawrence R. James, Georgia Tech, *Use of Separate Tests for Complete and Partial Mediation*

Eugene F. Stone-Romero, University of Central Florida, Patrick J. Rosopa, University of Central Florida, *Problems With Tests of Mediation Using Data From Nonexperimental Research*

Nambury S. Raju, Illinois Institute of Technology, *Discussant*

Submitted by Eugene F. Stone-Romero, roughrock@bellsouth.net

83. Symposium: Friday, 3:30–4:50 Palos Verdes (Lobby Level)

Innovations in Computerized Assessment: Research on Practical Issues

This symposium presents empirical research to address practical issues utilizing innovative computerized

assessment. Concerns and implementation issues with assessment administration modes (Web vs. phone), measurement equivalence across proctored versus unproctored testing, experience sampling using hand-held computer, and scoring simulations of a new item type in a computerized testing are addressed.

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Chair*

William Shepherd, PsyMax Solutions, Chet Robie, Wilfrid Laurier University, *Equivalence of Tests Administered on Computer Versus Interactive Voice Response (IVR)*

Ben-Roy Do, University of Illinois at Urbana-Champaign, William Shepherd, PsyMax Solutions, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Measurement Equivalence Across Proctored Versus Unproctored Testing With Job Incumbents*

Daniel J. Beal, Rice University, Howard M. Weiss, Purdue University, *Using the Purdue Momentary Assessment Tool in Organizational Research*

Krista D. Mattern, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Issues With Innovative Assessment: Scoring Simulations*

Julie B. Olson-Buchanan, California State University-Fresno, *Discussant*

Submitted by Ben-Roy Do, benroydo@uiuc.edu

84. Symposium: Friday, 3:30–5:20 San Fernando (Lobby Level)

Cognitive, Affective, and Social Influences on Work Withdrawal

This symposium will take a broad view in examining the psychological processes underlying employee withdrawal from work. Addressing absenteeism, tardiness, and turnover, 5 presentations based on empirical studies will outline several cognitive, affective, and social processes that influence withdrawal behaviors. Methodological issues affecting withdrawal research will also be discussed.

Frederick P. Morgeson, Michigan State University, *Chair*

Michael Johnson, Michigan State University, *Co-Chair*
 Michael Johnson, Michigan State University, Adam

Stetzer, Nucleus Technologies, Deborah Ladd,

Nucleus Solutions, Frederick P. Morgeson, Michigan State University, *Blame It on the Family: Effects of an Organizational Intervention on Casual and FMLA Absence*

Carl P. Maertz, Jr., Saint Louis University, Rodger W. Griffeth, University of New Orleans, Nathanael S. Campbell, Mississippi State University, *The Interactive Effects of POS and PSS on Turnover Behavior*

David E. Ostberg, Unicru, Inc., Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, *The Effects of Personality and Biodata on Job Tenure and Performance of Hourly Retail Sports Customer Service Representatives*

Orly Shapira-Lapinsky, University of Haifa, Zehava Rosenblatt, University of Haifa, *Organizational Ethics as Predictors of Work Absence and Lateness: Gender Differences*

Wendy Darr, Concordia University, Gary W. Johns, Concordia University, *Stress and Absenteeism: A Meta-Analytic Research Synthesis*

Joseph J. Martocchio, University of Illinois at Urbana-Champaign, *Discussant*

Submitted by Michael Johnson, john1781@msu.edu

85. Symposium: Friday, 3:30–5:20 San Gabriel A (Lobby Level)

Credibility Assessment: New Approaches to an Old Problem

Assessing credibility and deception in organizations continues to be a difficult problem. The papers in this symposium focus on how verbal statements can reveal something about credibility and how individual differences in verbal deception processes and features of communication media and interactions influence our ability to detect deceit.

Mary Shane Connelly, University of Oklahoma, *Chair*
Andrew Ryan, DoD-PI, *Co-Chair*

Mary Shane Connelly, University of Oklahoma, Matthew T. Allen, University of Oklahoma, Vykinta Kligyte, University of Oklahoma, Gregory A. Ruark, University of Oklahoma, Ethan P. Waples, University of Oklahoma, Michael D. Mumford, University of Oklahoma, *Examining a Process Model of Verbal Deception Using a Think Aloud Protocol*

Ethan P. Waples, University of Oklahoma, Vykinta Kligyte, 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, *Verbal Analysis and Credibility Assessment: Transcribed Versus Videotaped Statements*

Judee Burgoon, University of Arizona, Karl Wiers, University of Arizona, Christopher Diller, University of Arizona, Joel Helquist, University of Arizona,

Tiantian Qin, University of Arizona, John Peter Blair, University of Texas at San Antonio, Doug Twitchell, University of Arizona, *Detecting Deception Via Text and Nonverbal Analysis*

Judee Burgoon, University of Arizona, Fang Chen, University of Manitoba, *Testing the Interactivity Principle: Effects of Mediation, Proximity, and Synchronicity on Communication, Credibility, and Decision Quality in Deceptive Computer-Mediated Interactions*

Michael D. Mumford, University of Oklahoma, *Discussant*

Submitted by Mary Shane Connelly, sconnelly@ou.edu

86. Roundtable: Friday, 3:30–4:20 San Gabriel B (Lobby Level)

Making Mergers and Acquisitions Work: A Twenty-Year Perspective

Mergers and acquisitions (M&A) are frequently occurring events in business today. This roundtable will review the various ways in which I-O psychologists have contributed to M&A management over the past 20 years and engage audience members in determining how M&A can be better managed in the next 20 years.

Mitchell L. Marks, JoiningForces.org, *Host*
Philip H. Mirvis, Self-employed, *Co-Host*

Submitted by Mitchell L. Marks, mitchlm@aol.com

87. Master Tutorial: Friday, 3:30–5:20 San Gabriel C (Lobby Level)

*Two CE Credits Available for Attending!
Register at the Session*

Coaching Leaders Around Critical Choices

Leaders today face a number of critical choices with significant implications for profitability, ethics, employee well-being, and even long-term organizational success. This session outlines distinctive ways that executive coaches can apply psychological theory and research to help leaders make better decisions as they face increasingly complex and ambiguous situations.

David B. Peterson, Personnel Decisions International, *Presenter*

Marc B. Sokol, Personnel Decisions International, *Presenter*

Submitted by David B. Peterson,
david.peterson@personneldecisions.com

88. Practitioner Forum: Friday, 3:30–4:50 San Pedro (Lobby Level)

Wal-Mart, Costco, and UPS: I-O Psychology and Class-Certification Lawsuits

Wal-Mart, Costco, and UPS are companies that have recently been involved in class action discrimination cases. We review issues in this regard where I-O psychologists may be called upon to render an opinion, including statistics, compensation discrimination, stereotyping, and subjective decision making. Implications for practitioners are addressed as well.

Michael M. Harris, University of Missouri-St. Louis, *Chair*
Lisa Grant Harpe, Peopleclick, *Statistical Support for Class Certification*

Wayne F. Cascio, University of Colorado, *Analyzing Compensation Practices for Class Certification*

Kevin R. Murphy, Pennsylvania State University, *Subjective Decision Making*

Michael M. Harris, University of Missouri-St. Louis, *Stereotyping and Class Certification*

Submitted by Michael M. Harris, mharris@umsl.edu

89. Education Forum: Friday, 3:30–5:20 Santa Barbara A (Lobby Level)

The Evolution of Applying Technology to Teaching: Chalkboard to PowerPoint©

Technology has been widely embraced in both the business and educational domains. In this panel, we will present how as educators we have used that technology, how technology has aided us in our teaching mission, and how we have evaluated that technology.

Janet L. Kottke, California State University-San Bernardino, *Chair*

Nancy J. Stone, Creighton University, *Co-Chair*

R. Jason Weiss, DDI, *Technology for Teaching I-O: A Guide for the Perplexed*

Scott Shadrick, U.S. Army Research Institute, *Technology Integration in Training and Education*

Nancy J. Stone, Creighton University, *Evolving Technology in an Undergraduate Industrial Psychology Course*

Janet L. Kottke, California State University-San Bernardino, Kenneth S. Shultz, California State University-San Bernardino, *Teaching with Technology: True Score Variance? Method Variance? Error Variance?*

Rosemary Hays-Thomas, University of West Florida, *Discussant*

Submitted by Janet L. Kottke, jkottke@csusb.edu

90. Symposium: Friday, 3:30–5:20 Santa Barbara B (Lobby Level)

Understanding Organizational Support and its Influence on Work–Family Outcomes

Research shows that perceptions of organizational support are linked to reduced work–family conflict. This symposium expands our understanding by examining specific forms of organizational support, interrelationships among various forms of organizational support, predictors of organizational support perceptions, and the combined influence of multiple organizational supports on work–family conflict.

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

Lisa Germano, Old Dominion University, *Co-Chair*

David Stewart, University of Tulsa, Wendy J. Casper,

University of Texas at Arlington, Amy B. Henley,

University of Texas at Arlington, *The Effects of*

Work Flexibility and Work–Family Conflict on

Perceptions of Organizational Support

Jeanette N. Cleveland, Pennsylvania State University,

Bryanne L. Cordeiro, Pennsylvania State University,

Glenda M. Fisk, Pennsylvania State University,

Rebecca H. Mulvaney, Caliber Associates/Pennsylvania

State University, Erica Chando, West Chester

University, *The Influence of Person, Spouse, and*

Organizational Factors on Ratings of Role Conflict,

WFC, FWC, and Time-Energy Imbalance

Tammy D. Allen, University of South Florida, Jeffrey

H. Greenhaus, Drexel University, Sharon Foley,

Drexel University, *Family-Supportive Work*

Environments: Further Investigation of

Mechanisms and Benefits

Debra A. Major, Old Dominion University, Thomas D.

Fletcher, Old Dominion University, Donald D.

Davis, Old Dominion University, Lisa Germano,

Old Dominion University, *The Influence of Culture*

and Workplace Relationships on Work–Family

Conflict: A Multilevel Model of Mediated Effects

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

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

91. Practitioner Forum: Friday, 3:30–4:50 Santa Barbara C (Lobby Level)

Strategies for Developing, Engaging, and Retaining a High-Performing Workforce

Organizations interested in developing, engaging, and retaining their employees can greatly benefit from effective organization development strategies. We present research addressing practical issues involving leadership development, cultural change, and retention of key tal-

ent. Unique and innovative approaches are linked to the competitive advantage achieved in applied settings.

Ren Nygren, Development Dimensions International,
Chair

Alan G. Frost, Darden Restaurants, Karen R. West, RHR International, *The War for Talent Part II: Developing Internal Leaders at Darden Restaurants, Inc.*

Michael R. Dolen, The Home Depot, Leslie W. Joyce, The Home Depot, *Agents of Change: The Unique Characteristics and Talents of Individuals Most Capable of Driving Organizational and Cultural Change*

Chris L. Lovato, The Home Depot, Tina M. Everest, The Home Depot, *Targeted Talent Retention Utilizing a Broad Approach*

Submitted by Ren Nygren, ren.nygren@ddiworld.com

92. Theoretical Advancement: Friday, 3:30–5:20 San Bernardino (Lobby Level)

Telework as an Option for Employees With Disabilities

Telework is one solution that can help individuals with disabilities enter the workforce. However, the telework research has been criticized for not being supported by adequate theory. This panel will describe the current state of the theoretical basis of the telework research and provide the theoretical development of the research.

Nathan D. Ainspan, Department of Labor, *Chair*

Douglas L. Kruse, Rutgers University, *Co-Chair*

Susan M. Bruyere, Cornell University, Nathan D.

Ainspan, Department of Labor, Julie Rennecker, Case-Western Reserve University, Maureen Scully, Simmons College, Stephanie L. Woerner, Massachusetts Institute of Technology, *Telework as an Option for Employees with Disabilities*

Douglas L. Kruse, Rutgers University, *Discussant*

Jane Anderson, Midwest Institute for Telecommuting Education, *Discussant*

Submitted by Nathan D. Ainspan, Nate@Ainspan.com

93. Special Event: Friday, 3:30–4:20 Beaudry A (Lobby Level)

International Connections: International Affairs Subcommittee Open Meeting

All international members, affiliates, guests, and other who are interested in SIOP's international activities are

encouraged to attend this open meeting. Topics to be discussed include the newly launched International Directory, exploring ways to better connect international members and communities to SIOP, and capturing the wants and needs of SIOP members related to SIOP's international affairs.

Sharon Arad, IBM, *Chair*

94. Poster Session: Friday, 3:30–4:20 Pasadena (Lower Level)

Personnel Selection I

94-1. S. Rains Wallace Dissertation Award:

Applicant Reactions to Selection Procedures: An Updated Model and Meta-Analysis

Interest has grown in examining selection from the applicant's perspective. An updated conceptual model of applicant reactions to selection is presented and tested using meta-analysis to provide empirical answers to questions about the theoretical and practical value of studying selection from the applicants' perspective.

John P. Hausknecht, DePaul University

94-2. Issues in Repeated Testing: Test Attitudes and Applicant Reactions

Score gains are commonly found when candidates are retested. We replicated this effect and tested the hypotheses that anxiety, motivation, and self-efficacy predict score gains, and the opportunity to retest produces positive reactions. Test anxiety was negatively associated with score gains, and retesting did not enhance applicant reactions.

John P. Hausknecht, DePaul University

Jane A. Halpert, DePaul University

Bridgette Harder, DePaul University

Goran Kuljanin, DePaul University

Meghan Moriarty, DePaul University

Submitted by John P. Hausknecht, jhauskne@depaul.edu

94-3. The Importance of Test Administration Characteristics in Forming Applicant Reactions

Researchers examined 6 procedural justice characteristics related to how tests are administered and their roles in important outcomes. Applicants in 9 locations provid-

ed reactions before and after testing. Results show that these 6 characteristics are related to perceptions of fairness and that these perceptions are related to the outcomes examined.

Harold J. Madigan, Sempra Energy Utilities

Submitted by Harold J. Madigan,
jmadigan@semprautilities.com

94-4. Validity Evidence for a Computer-Administered Interest Inventory for the Navy

This research centered on the testing of an interest measure, called Jobs and Occupational Interest in the Navy (JOIN). Measures of person–job fit were established and analyzed with additional measures (e.g., AFQT, satisfaction with job classification, etc.) to provide evidence of construct and criterion-related validity.

Paul G. Michael, Alliant International University
Hubert T. Chen, Navy Personnel Research, Studies, & Technology

Jessica B. Janega, Navy Personnel Research, Studies, & Technology

William L. Farmer, Navy Personnel Command

Edward D. Eller, Navy Personnel Research, Studies, & Technology

Aditi Nayak, Aspirant Technologies Pte Ltd

Submitted by Paul G. Michael, pmichael2@alliant.edu

94-5. Assessment Center Participants as Evaluators

This case study outlines an innovative use of the assessment center as a selection tool. Participants evaluated themselves and one another. The approach led to more useful feedback and greater buy-in to the candidate selection. This approach is recommended for assessment centers for selection and for development.

Donald S. Grayson, Alliant International University
Gary R. Entwistle, Group 7 West

Submitted by Paul G. Michael, pmichael2@alliant.edu

94-6. Measuring Job Knowledge: Its Impact in the Ability–Performance Relationship

We compared 2 job knowledge tests for predicting performance to assess the impact of each in the cognitive ability–performance relationship. One test measured task content knowledge, the other, overall task understanding. Results demonstrated that understanding pre-

dicts better than content knowledge and completely mediates cognitive ability effects on performance.

Mark V. Palumbo, Wright State University

Corey E. Miller, Wright State University

Valerie L. Shalin, Wright State University

Debra Steele-Johnson, Wright State University

Lynn-Michelle N. Sassoon, Wright State University

Submitted by Mark V. Palumbo, palumbo.2@wright.edu

94-7. Panel Ratings of Tape-Recorded Interview Responses: Interrater Reliability? Racial Differences?

The authors examined whether an interview that minimized rater–interviewee contact would increase interrater reliability and reduce racial effects on interview ratings. High interrater reliabilities of interview ratings were obtained, with a mean intraclass correlation of .98. There were minimal Black–White and Hispanic–White mean racial differences in interview ratings.

Patrick F. McKay, University of Wisconsin-Milwaukee

John R. Curtis, Applied Psychological Techniques

David J. Snyder, Applied Psychological Techniques

Robert C. Satterwhite, Applied Psychological Techniques

Submitted by Patrick F. McKay, pmckay@uwm.edu

94-8. Impact of Integrity Test Response Format on Respondent Reactions

The current study attempted to integrate psychometric and justice literatures to obtain a better understanding of perceptions of test fairness. Participants received 1 of 2 forms of an integrity test. Tests with a 5-point response scale were perceived as more fair and face valid than those with a dichotomous scale.

Jaclyn M. Polson, Xavier University

Morell E. Mullins, Xavier University

Submitted by Morell E. Mullins, mullins@xavier.edu

94-9. Effect of Competency Demands on Impression Management Use and Effectiveness

This study examines candidate impression management (IM) use across 2 assessment exercises that differ in competency demands. Results indicate that IM use was greater in the exercise assessing interpersonal competencies than an exercise assessing technical competen-

cies. However, effects of IM use on assessor ratings were not limited to interpersonal dimensions.

Lynn A. McFarland, Clemson University
 Gunna (Janet) Yun, George Mason University
 Crystal Michele Harold, George Mason University
 Luciano Viera, George Mason University
 Lorie G. Moore, Human Resources Department,
 Arlington, VA

Submitted by Lynn A. McFarland, lmcfarl@clemson.edu

tle practical difference in the different methods tested. However, stepwise regression weighting of items did yield slightly higher cross-validities.

Jeffrey M. Cucina, George Washington University
 Henry F. Thibodeaux, U.S. Office of Personnel
 Management
 Charles N. MacLane, U.S. Office of Personnel
 Management

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

94-10. An Evaluation of Construct Validity: What is this EI Thing?

Presents a meta-analytic review of emotional intelligence (EI) based on 2 proposed models of the construct. Mixed model measures overlap extensively with each other (.71) whereas mixed and ability measures are relatively distinct (.14). Differing relationships were found between the 2 models in comparison to cognitive ability and personality.

David L. Van Rooy, Burger King Corporation
 Chockalingam Viswesvaran, Florida International
 University

Paul E. Pluta, Florida International University

Submitted by David L. Van Rooy, dvanro01@fiu.edu

94-13. Honesty Test Score and Test Validity: Predictors of Applicant Reactions

We examined the interaction between honesty test score and test validity as predictors of withdrawal from the application process and fairness perceptions of the firm and test. Results suggest that honesty testing may deter those who believed they scored low on the inventories from continuing the application process.

Sara Andrews, Spherion
 Mary Anne Taylor, Clemson University
 Michael Horvath, Clemson University
 Thomas W. Britt, Clemson University

Submitted by Mary Anne Taylor,
 TaylorM@Clemson.edu

94-11. Person–Organization Fit: The Role of Symbolic Factors

The present study applied the instrumental–symbolic marketing framework to explore factors that influence individuals' P–O fit perceptions. Results revealed symbolic attributes contributed incremental variance in the prediction of P–O fit perceptions beyond instrumental attributes. Further, P–O fit perceptions in turn mediated the relationship between instrumental–symbolic factors and organizational attraction.

Crystal Michele Harold, George Mason University
 Lynn A. McFarland, Clemson University

Submitted by Crystal Michele Harold, charold@gmu.edu

94-14. Impact of Response Distortion on Cognitive and Personality Test Retake

Retail managers ($N = 459$) chose to retake a cognitive and personality test. Some managers engaged in a new kind of extreme response distortion that led to score increases a full *SD* higher than the group not engaging in that strategy. Implications for retake policies in organizations are discussed.

Kathleen A. Tuzinski, Personnel Decisions International
 Roxanne M. Lacro, Personnel Decisions International
 Paul R. Sackett, University of Minnesota

Submitted by Kathleen A. Tuzinski,
 kathleen.tuzinski@personneldecisions.com

94-12. A Comparison of Different Empirical Keying Methods for Biodata Inventories

The cross-validities of several empirical keying methods for a biodata inventory were compared using an instrument designed to predict job performance in a variety of occupations. Results suggest that there is lit-

94-15. Application Patterns When Applicants Know the Odds

Unlike previous research that found small differences between test manual standard deviations and applicant pool standard deviations, this study reveals a 23% disparity for LSAT scores of law school applicants. This

study also illustrates robust applicant self-selection behavior across different law school ranks.

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

David M. Klieger, University of Illinois at Urbana-Champaign

Submitted by Nathan R. Kuncel, nkuncel@uiuc.edu

94-16. A Construct Validity Comparison of Alternative Structure Interview Scoring Methodologies

This study examined the effects of 3 structured interview scoring methodologies (within question-across dimension, within dimension-across question, and across question-across dimension) on the construct validity of acquired ratings. Ratings were assessed for the presence of construct validity within the measure and across independent measures assessing the same and different dimensions.

Ryan Shaemus O'Leary, PDRI

Katherine A. Jackson, Auburn University-Montgomery

John G. Veres, Auburn University-Montgomery

Jeffrey D. Facticeau, Hogan Assessment Systems

Submitted by Ryan Shaemus O'Leary, roleary@mind-spring.com

94-17. Optimism and Pessimism: Predictors of Success in the Workplace?

Because jobs involve encounters with change, obstacles, and difficulties, we investigated the effects of optimism and pessimism on predicting job performance. Both correlated with performance. Pessimism, however, remained a significant predictor after controlling for variance accounted for by existing selection measures. We conclude with implications for selection and future research.

Therese H. Macan, University of Missouri at St Louis

Laura L. Heft, Fontbonne University

Lisa Roberts, University of Missouri at St. Louis

Submitted by Therese H. Macan,
Therese.Macan@UMSL.edu

94-18. Differential Person Functioning Related to Biodata Item Attributes

Differential person functioning (DPF) is a technique for detecting differential responding on biodata inventories as a function of item attributes. We used Mael's (1991) tax-

onomy of biodata attributes and a sample of employees to demonstrate DPF. We found DPF on every dimension with the greatest frequency for the historic/future dimension.

Charles A. Scherbaum, Baruch College, CUNY

Ken Yusko, Arlington County Government

Harold W. Goldstein, Baruch College, CUNY

Michael J. Kern, Baruch College

Submitted by Charles A. Scherbaum,
charles_scherbaum@baruch.cuny.edu

94-19. On the Development of Measures of the O*NET Work Styles

A measure of the O*NET work styles was developed by conducting construct validity studies in several large and diverse samples. Overall results support the hypothesized structure and indicate several of the scales demonstrate criterion-related validity. Our discussion provides recommendations for using the scales in future research and practice.

Jeff A. Weekley, Kenexa

Robert E. Ployhart, University of South Carolina

Amy Cooper Hakim, Office Depot

Submitted by Jeff A. Weekley,
jeff.weekley@kenexa.com

94-20. Retaking Promotion Exams: Effects on Test Performance

The effects of repeat test taking on promotion exam performance were examined across 4 exam administrations in a law enforcement agency. Hierarchical Linear Modeling was used to investigate intra- and interindividual performance differences. Repeated testing attempts increased performance, while performance changes varied across individuals. White candidates experienced greater performance increment.

Hock-Peng Sin, Pennsylvania State University

Lori A. Ferzandi, Pennsylvania State University

Jodi L. Buffington, Pennsylvania State University

James L. Farr, Pennsylvania State University

Jeanette N. Cleveland, Pennsylvania State University

Anita Tam, Pennsylvania State University

Submitted by Hock-Peng Sin, hpsin@psu.edu

94-21. Another Trouble With Social Desirability Scales: g-Fueled Race Differences

Large scale evidence ($N = 19,401$) is presented that (a) there are race differences on social desirability scales, and (b) among applicants, scores on these scales are related to cognitive ability.

Stephan Dilchert, University of Minnesota
Deniz S. Ones, University of Minnesota

Submitted by Stephan Dilchert, dilc0002@umn.edu

94-22. CAT Item Exposure Control for the Wagner Assessment Test (WAT)

The performance of the Wagner Assessment Test (a critical-thinking inventory modeled after the Watson-Glaser) when administered using computer-adaptive testing (CAT) was examined using the original 103-item pool and an expanded 263-item pool. Results indicated that the b-blocking a-stratified (BAS) item-selection method produced much better item-exposure rates than maximum-information item selection.

Teresa A. Wagner, University of South Alabama
Robert J. Harvey, Virginia Tech

Submitted by Robert J. Harvey, rj@pstc.com

94-23. Stereotype Threat and the Race Gap on Raven's APM

We address recent criticisms aimed at stereotype threat research as well as methodological weaknesses of previous studies examining race differences on Raven's Advanced Progressive Matrices. Using an improved methodology and statistical approach, we obtained results that supported the stereotype threat interpretation of race differences in cognitive ability test scores.

Ryan P. Brown, University of Oklahoma
Eric A. Day, University of Oklahoma

Submitted by Eric A. Day, eday@ou.edu

94-24. A Review of Recent Developments in Integrity Test Research

We review developments in integrity testing research since the Sackett and Wanek (1996) review. We summarize and discuss developments in a variety of areas, including (a) new types of tests, (b) criterion-related validity, (c) construct understanding, (d) legal developments, and (e) faking and coaching.

Christopher M. Berry, University of Minnesota
Shelly A. Wiemann, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Paul R. Sackett, psackett@tc.umn.edu

94-25. Overqualification: A Review of the Construct and a Proposed Measure

Perceptions of overqualification are common among today's employees, but little research on this experience has been conducted. We review the features and correlates of overqualification, place the construct within the person-job fit framework, describe our measure of perceived overqualification, and provide suggestions for future research in this area.

Douglas C. Maynard, SUNY New Paltz
Todd Allen Joseph, University of South Florida
Iain E. Barbato, SUNY New Paltz

Submitted by Douglas C. Maynard,
maynardd@newpaltz.edu

94-26. Meta-Analysis of Work Sample Criterion-Related Validity: Revisiting Anomalous Findings

Schmidt and Hunter (1998) cite average work sample criterion-related validity ($\rho = .54$) from a 1974 review (which does not report mean validity). We meta-analyzed articles in the review to test their .54 value and examine moderators. Our estimate ($\rho = .40$), corrected for sampling error and criterion unreliability, is noticeably lower than theirs.

Chaitra M. Hardison, University of Minnesota
Dong Jin Kim, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Chaitra M. Hardison, hard0211@umn.edu

94-27. Criterion Validity of Cognitive Ability Tests and Assessment Centers

This study examined the extent to which assessment center (AC) ratings provided incremental predictive validity of training success over and above cognitive ability scores in a sample of German police officers. Results indicated that AC ratings were an important predictor of success, even after accounting for cognitive ability.

Diana E. Krause, Colorado State University
Martin Kersting, Aachen RWTH Technical University

Eric D. Heggstad, Colorado State University
George C. Thornton, Colorado State University

Submitted by Diana E. Krause,
dkrause@lamar.colostate.edu

94-28. Faking and Coaching SJTs: A Critical Review of the Literature

Although several recent field and lab studies have explored the susceptibility of situational judgment tests (SJTs) to faking and coaching, results across studies have varied widely, making integration of the literature difficult. This paper critically discusses the literature on the fakability and coachability of SJTs.

Amy C. Hooper, University of Minnesota
Michael J. Cullen, University of Minnesota
Paul R. Sackett, University of Minnesota

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

94-29. The Effects of Rejected Job Offers on Banding-Based Selection

Previous research regarding the relative utility and adverse impact of banding (as compared to strict top-down selection) assumed all job offers were accepted. We found that when some job offers are rejected the benefits associated with banding are not as great as previously believed.

Reagan D. Brown, Western Kentucky University
Joshua Daniel, Western Kentucky University

Submitted by Reagan D. Brown,
Reagan.brown@wku.edu

94-30. To Label or Not to Label (Discrimination): Does It Matter?

Definitions of discrimination differ over whether people experiencing behavior consistent with discrimination must additionally self-label these experiences as "discrimination." Using employee appraisals, attitudes, and behavior as outcomes, we confirmed that the experience of workplace discrimination was highly detrimental. Labeling, however, had little incremental effect. Implications and exceptions are discussed.

Carra S. Sims, University of Illinois at Urbana-Champaign
Reeshad S. Dalal, Purdue University
Scott Bedwell, IPAT/University of Illinois at Urbana-Champaign

Michael R. Bashshur, University of Illinois at Urbana-Champaign

Krista D. Mattern, University of Illinois at Urbana-Champaign

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

95. Community of Interests: Friday, 3:30–4:20 Pasadena (Lower Level)

Multilevel Modeling

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

96. Interactive Posters: Friday, 3:30–4:20 Los Feliz (Lobby Level)

Correlates of Leader Trust and Morality

96-1. Relations Between Leadership Styles and Subordinates' Perceptions of Leaders' Trustworthiness

The study examined the relations between transformational and transactional leadership styles and antecedents of trust. Ability and integrity were significant predictors of trust in the leader. Furthermore, transformational and transactional leadership styles exhibited differential patterns of relations with ability, benevolence, and integrity. Finally, some mediation effects were found.

Kathleen Boies, Concordia University
Rosemary Corbett, University of Western Ontario

Submitted by Kathleen Boies, kboies@jmsb.concordia.ca

96-2. Power Motives and Core Self-Evaluation as Correlates of Managerial Morality

This study showed that managerial morality is defined as a higher order construct explained by the concepts of honesty, integrity, and justice. It was found that power motive mediates the relationship between core self-evaluation and morality. Power motive was proposed as an ill-fated strategy to enhance one's self-concept.

Aline Delgado Masuda, University at Albany, SUNY

Submitted by Aline Delgado Masuda,
am9303@albany.edu

96-3. Leaders Behaving Badly: The Relationship Between Narcissism and Unethical Leadership

This study used CPI-narcissism scale scores to predict unethical leadership behavior. Specifically, scores on the narcissism scale correlated positively with behaviors associated with unethical leadership, including 1-way communication, control of power, insensitivity to others, manipulative communication, and pseudotransformational behavior.

Katie Helland, University of Tennessee-Knoxville
Carrie A. Blair, University of Tennessee-Knoxville

Submitted by Katie Helland, khelland@utk.edu

96-4. Job Stress in China and the US: The Demographic Effects

This study examined the function of gender, age, and tenure on employees' job stress perceptions in both China and the United States. Significant differences were found between employees from these countries on the function of the demographic variables.

Cong Liu, Illinois State University
Lin Shi, Beijing Normal University
Paul E. Spector, University of South Florida

Submitted by Cong Liu, cliu@ilstu.edu

97. Special Event: Friday, 4:00–4:50 Beaudry B (Lobby Level)

LGBT Meeting

We will discuss past goals of our committee, issues facing our group, and work we are currently doing to meet these goals. In addition, a panel of LGBT members will discuss a few controversial issues in LGBT research and practice. All interested SIOP members are encouraged to attend and participate!

Scott B. Button, C2 Technologies, Inc., *Co-Chair*
Michelle (Mikki) Hebl, Rice University, *Co-Chair*

98. Roundtable: Friday, 4:30–5:20 San Gabriel B (Lobby Level)

Technological Advancements in Selection: A Look at Video-Based Testing

With organizations searching for innovative ways to satisfy selection objectives beyond the use of traditional assessment options, exploration into the development and

implementation of innovative cutting-edge technology also increases. CBP experts will share information regarding CBP's new video-based test and facilitate a discussion regarding other technological advancements in selection.

Delisa D. Walker, Bureau of Customs and Border Protection, *Host*
Rebecca Goldenberg, Bureau of Customs and Border Protection, *Co-Host*

Submitted by Rebecca Goldenberg,
Rebecca.Goldenberg@dhs.gov

99. Special Event: Friday, 4:30–5:30 Beaudry A (Lobby Level)

International Members Reception

Open to all international members, those who conduct research on international issues, and who support international-related issues and members.

Sharon Arad, IBM, *Host*

100. Poster Session: Friday, 4:30–5:20 Pasadena (Lower Level)

Occupational Health Psychology/Stress

100-1. Can Safety Climate Predict Company Accident Rates?

The current study summarizes existing data, using meta-analysis, to indicate the extent to which safety climate is predictive of occupational accidents. Safety climate (measured at team level) emerged as a valid and generalizable predictor but not when measured at organizational level. Practical implications of the results are discussed.

Sharon Clarke, University of Manchester Institute of Science and Technology

Submitted by Sharon Clarke, sharon.clarke@umist.ac.uk

100-2. Safety Climate, Employee Safety Control, and Self-Reported Injury

This study examines 4 dimensions of safety climate: management commitment to safety, return-to-work policies, post-injury administration, and safety training. A mediating model is then proposed to link safety climate with self-reported injury through employee safety control. Results provide supports for these proposed relationships.

Yueng-Hsiang E. Huang, Liberty Mutual Research
Institute for Safety
Michael Ho, Johns Hopkins University School of Public
Health
Gordon S. Smith, Liberty Mutual Research Institute for
Safety
Peter Y. Chen, Colorado State University
Submitted by Yueng-Hsiang E. Huang,
yueng-hsiang.huang@Libertymutual.com

100-3. Factors Affecting the Organizational Responses of Employers to Injured Workers

This study systemically explored factors that might influence the organizational responses of employers to injured workers. Cross-sectional survey data were collected from 2,943 injured workers. Age, gender, job dissatisfaction before injury, prior difficulty performing job tasks, injury severity, back injury, and lost time were associated with negative organizational responses.

Yueng-Hsiang E. Huang, Liberty Mutual Research
Institute for Safety
Glenn S. Pransky, Liberty Mutual Research Institute for
Safety
William S. Shaw, Liberty Mutual Research Institute for
Safety
Katy L. Benjamin, University of Massachusetts
Medical School
Submitted by Yueng-Hsiang E. Huang, yueng-
hsiang.huang@Libertymutual.com

100-4. Personality Predictors of Aggressive Driving Behavior

Using self-report data from 364 participants, we examined the relationships between personality variables and aggressive driving behavior. Results indicated that trait driving anger, extraversion, neuroticism, agreeableness, openness to experience, and narcissism were significant predictors of aggressive driving. All hypothesized predictors explained 39% of the variance in aggressive driving.

Bryan D. Edwards, Tulane University
Travis Tubre, University of Wisconsin-River Falls
Becky Hoffner, University of Wisconsin-River Falls
Michael J. Zyphur, Tulane University
Christopher R. Warren, Tulane University
Submitted by Bryan D. Edwards,
bryaedwards@yahoo.com

100-5. A Review of Interpersonally Directed Organizational Deviance

We examined interpersonally directed behavior that violates social norms but is not severe enough to violate laws. The label given to this construct is Interpersonally Directed Organizational Deviance (IDOD). Meta-analyses between IDOD and occupational-health related outcomes showed a significant correlation in each case.

Brad A. Lenz, University of Wisconsin-Milwaukee
Gary A. Adams, University of Wisconsin-Oshkosh
Mahesh V. Subramony, University of Wisconsin-Oshkosh
Simon Moon, University of Wisconsin-Oshkosh
Submitted by Brad A. Lenz, bradlenz@uwm.edu

100-6. "No More Meetings!" Meeting Time Demands and Employee Well-Being?

Using an interruptions framework, this paper tests a model of the relationship of meeting time demands with job attitudes and well-being (JAWB). Task interdependence, meeting experience quality, and accomplishment striving moderated the relationship between meeting time demands and JAWB. Meeting experience quality had a strong, direct relationship with JAWB.

Steven G. Rogelberg, University of North Carolina-Charlotte
Desmond J. Leach, University of Sheffield
Peter B. Warr, University of Sheffield
Jennifer L. Burnfield, Bowling Green State University
Submitted by Steven G. Rogelberg,
sgrogeb@email.uncc.edu

100-7. Conflict and Strain: Young Worker's Proactive Personality as a Moderator

Young workers experiencing interpersonal conflict at work have been known to report decreased well-being, job satisfaction, and school performance. This study found evidence that these relationships may be moderated by the student's proactive personality. It appears that those high on this trait may fare worse on these outcomes.

Steve Harvey, Bishop's University
Caroline Blouin, Bishop's University
Dale Stout, Bishop's University
Submitted by Steve Harvey, sharvey@ubishops.ca

100-8. Job Insecurity and Well-Being in the Context of Employment

Both latent and manifest benefits of employment (Fryer, 1986; Jahoda, 1979) mediated the relationship between subjective job insecurity and psychological well-being. Latent benefits were stronger predictors than the manifest benefit of pay. Subjective job insecurity itself was predicted by objective job insecurity, breach of the psychological contract, and neuroticism.

Kelley J. Slack, University of Houston

Submitted by Kelley J. Slack, kslack3@uh.edu

100-9. Job Insecurity and Commitment: Perceived Organizational Support as a Mediator

Relations among job insecurity, perceived organizational support (POS), commitment, and citizenship behavior were examined for reemployed clients of an outplacement firm. Job insecurity was related to POS and continuance commitment. POS fully mediated the relationship between job insecurity and affective commitment. Affective commitment was related to organizational citizenship behaviors.

Kelley J. Slack, University of Houston
Lois E. Tetrick, George Mason University

Submitted by Kelley J. Slack, kslack3@uh.edu

100-10. Meta-Analysis of the Antecedents and Consequences of Occupational Sexual Harassment

This meta-analysis provides a comprehensive statistical synthesis of the antecedents and consequences of workplace sexual harassment, which was found to have a substantive negative impact on mental/physical health and work attitudes toward coworkers, supervisors, and employers. In addition, organizational tolerance for harassment played an important role in facilitating such incidents.

Chelsea R. Willness, University of Calgary
Kibeom Lee, University of Calgary

Submitted by Kibeom Lee, kibeom@ucalgary.ca

100-11. Alcohol and Drug Use in the Workplace: A National Study

This national study represents the first attempt to examine the prevalence of substance use and impairment at work in the U.S. workforce. The findings show that

substance use and impairment during the workday are reported by 2.1 to 10.1 million workers. The implications for practice and future research are discussed.

Michael R. Frone, State University of New York at Buffalo

Submitted by Michael R. Frone, Frone@ria.buffalo.edu

100-12. "The Customer is Always Right," But at What Price?

We examined the relationship between customer-related incivility and employee self-reports of deviant behavior and psychological outcomes. Results indicate that customer-related incivility, depending on its form, was differentially related to behavioral and psychological outcomes. Negative affectivity moderated some of these relationships. Implications and areas for future research are discussed.

Jennifer L. Burnfield, Bowling Green State University
Olga L. Clark, Bowling Green State University
Erin E. Thornbury, Bowling Green State University
Michael A. Lodato, Bowling Green State University
Steve M. Jex, Bowling Green State University
Joyce Christopher, Bowling Green State University

Submitted by Jennifer L. Burnfield,
jburnfi@bgnet.bgsu.edu

100-13. Family Socialization of Young Workers' Safety Attitudes

Young workers' ($N = 232$) safety attitudes and injuries were predicted by safety climate, safety training, and perceptions of parental safety attitudes. Parents' attitudes moderated the prediction such that the effects of safety climate on safety attitudes and injuries were enhanced when parents were seen as having positive safety attitudes.

E. Kevin Kelloway, St. Mary's University
Lori Francis, University of Guelph
Aaron Schat, McMaster University
Rick Iverson, Simon Fraser University

Submitted by E. Kevin Kelloway, kevin.kelloway@smu.ca

100-14. An Integrated Safety Model: Understanding the Impact of Leadership

This study examined the influence that leaders have on the safety climate in their work groups and, ultimately, on the employee injury rate in those groups. Survey data from 49 work groups in a large shipbuilding com-

pany revealed the potential importance of multiple levels of leadership for safety initiatives.

Kevin J. Sears, Amgen
Mark G. Ehrhart, San Diego State University

Submitted by Mark G. Ehrhart,
mehrhart@sunstroke.sdsu.edu

100-15. Creativity and Role Conflict: Social Self-Efficacy as a Moderator

Our study examines the potential moderating effect of social self-efficacy on the relationship between creativity and perceptions of role conflict. Results suggest that high levels of social self-efficacy can reduce the amount of role conflict and stress perceived by creative individuals while increasing job satisfaction.

Paul Harvey, Florida State University
M. Todd Royle, Florida State University

Submitted by Paul Harvey, nph02@fsu.edu

100-16. The Role of Work Engagement in the Work-Life Interface

This study examined the role of work engagement in the work-life interface. Results indicate that the 3 components of engagement—dedication, vigor, and absorption—are differentially related with work-family conflict, job, and life satisfaction. In addition, path analyses suggest that engagement may mediate the job satisfaction-life satisfaction relationship.

Michael T. Ford, George Mason University
Laura Wheeler Poms, George Mason University

Submitted by Michael T. Ford, mford3@gmu.edu

100-17. The Recovery Paradox: Why We Don't Exercise After Stressful Days

Following the limited resources model of self-regulation, we examined the relationship between job stressors and off-job time activities. Hierarchical linear modelling of daily survey data showed that police employees spend little time on sport activities after stressful days—although they perceive sport as highly useful for recovery.

Sabine Sonnentag, University of Konstanz
Stefanie Jelden, University of Konstanz

Submitted by Sabine Sonnentag,
sabine.sonnentag@uni-konstanz.de

100-18. Variations on the Demands-Control Model: Examining Role Clarity and Gender

This study examined the demands-control model by assessing role clarity as a moderator of demands-strain relationships and by extending the model to include gender. Participants were 1,795 Army cadets attending a 35-day assessment center. Role clarity buffered demands-strain relationships; Only partial support was found from including gender in the model.

Jessica Ippolito, U.S. Army Medical Research Unit-Europe
Jeffrey L. Thomas, U.S. Army Medical Research Unit-Europe

Paul D. Bliese, Walter Reed Army Institute of Research
Amy B. Adler, U.S. Army Medical Research Unit-Europe

Submitted by Jeffrey L. Thomas,
jeffrey.l.thomas@us.army.mil

100-19. Does Social Support Moderate Work-Related Stress in Single Mothers?

This study examined the moderating effect of social support on work-related stress in single mothers. As hypothesized, a bivariate correlation revealed that support was negatively related to work-related stress. Hierarchical regression analysis indicated that social support moderated the relationship between work-interfering-with-family and work-related stress.

Candice Young, University of Akron
Morell E. Mullins, Xavier University

Submitted by Candice Young,
young_candice@hotmail.com

100-20. Post-Deployment Reintegration: Another Look at a Multidimensional Measure

This research addresses a measure of postdeployment reintegration reflecting the experience of Canadian Forces (CF) soldiers. In the present study, 474 CF personnel completed our revised instrument. We present evidence for its factor structure, the internal consistency of its scores, and its validity with respect to related constructs.

Ann-Renee Blais, Defence Research and Development Canada-Toronto

Megan M. Thompson, Defence Research and Development Canada-Toronto

Don R. McCreary, Defence Research and Development Canada-Toronto

Submitted by Ann-Renee Blais,
Ann-Renee.Blais@drdc-rddc.gc.ca

100-21. Mentor and Peer Relationships: Impact on Racial Stressors

Effects of peer and mentor relationships on discriminatory experience and academic success were assessed within an African-American college sample. Social supportiveness from mentors and peers were associated with higher achievement. While mentor relationships were associated with higher academic achievement, same-race peer relationships were associated with lower academic achievement.

Marisa Spann, George Washington University
Lynn R. Offermann, George Washington University
Catina M. Smith, George Washington University
Spencer Biel, George Washington University

Submitted by Catina M Smith, cate474@aol.com

100-22. Personality, Emotion, and Stress: Testing an Emotion-Based Model

The mechanisms through which personality influences stress reactivity are unclear. Participants' ($n = 152$) personality, stress appraisals, and state affect were assessed prior to performing 2 stress tasks. Emotional stability influenced appraisals primarily through its relationship with negative affect, whereas extroversion and openness predicted appraisals independently from affect.

Joseph B. Lyons, Wright State University
Tamera R. Schneider, Wright State University
Tamara L. April, Wright State University
Tara A. Rench, Wright State University

Submitted by Joseph B. Lyons, lyons.28@wright.edu

100-23. Burnout and Performance Ratings: Moderating Role of Leader-Member Exchange

In 2 samples, LMX moderated the relationship between burnout and performance, where high LMX followers were more likely to receive higher supervisor performance ratings regardless of burnout. This relationship did not exist for self-ratings. Implications and directions for research are discussed, and guidance to managers is provided.

Claudia C. Coglisier, University of Oklahoma
Jonathon R. B. Halbesleben, University of Oklahoma
Wm. Matthew Bowler, University of North Texas

Submitted by Claudia C. Coglisier, coglisier@ou.edu

100-24. Nonlinear Effects of Work Stressors: Comparing Strain to Pressure

Two components of stressor appraisal, pressure and threat, were found to have distinct relationships with a variety of work outcomes in a sample of 505 animal sheltering employees. For pressure, the relationships with outcomes were nonlinear, whereas, for threat, the relationships tended to follow a linear model.

Olga L. Clark, Bowling Green State University
Christiane Spitzmueller, University of Houston
Steven G. Rogelberg, University of North Carolina
Charlotte

Charlie L. Reeve, University of North Carolina-Charlotte

Alan G. Walker, Bowling Green State University
Lisa Schultz, Purdue University
Natalie DiGiacomo, Humane Society of the United States

Submitted by Olga L. Clark, oclark@bgnet.bgsu.edu

100-25. Hypothesizing DTF of Work Stress Across Chinese and American Workers

The measurement equivalence of the popular Stress in General scale was examined across Chinese and American workers. An item response theory (IRT) approach was used to examine differential test functioning (DTF) at the facet level. As predicted by the "cushion hypothesis," the pressure scale showed equivalent measurement properties across culture, but the threat scale did not.

Ian S. Little, Bowling Green State University
Mo Wang, Bowling Green State University
Steven S. Russell, PDRI

Submitted by Ian S. Little, iansl@bgnet.bgsu.edu

100-26. Values as Moderators of Role Stressor and Physiological Strain Relationships

This study was conducted to identify the extent to which human values moderate the stressor-strain relationship among a sample of 250 elementary school teachers. Moderated regression analyses showed that benevolence and stimulation values moderated the relationship between certain role stressors and self-reported physiological strain.

Troy Buchanan, San Jose State University
Sharon Glazer, San Jose State University

Submitted by Sharon Glazer, sglazer@email.sjsu.edu

100-27. Can Stress Reduce Withdrawal? A Meta-Analysis Using the Hindrance-Challenge Framework

This study considers 2 forms of stressors as predictors of withdrawal behaviors. Meta-analytic regressions indicate that hindrance stressors were positively related to withdrawal behaviors (e.g., absence and tardiness) while challenge stressors were negatively related to these behaviors. Furthermore, these effects were mediated by strains and job attitudes.

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

101. Community of Interests: Friday, 4:30–5:20 Pasadena (Lower Level)

Aging and Work/Retirement

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

102. Interactive Posters: Friday, 4:30–5:20 Los Feliz (Lobby Level)

Organizational Citizenship Behavior

102-1. Not-So-Random Acts of Kindness: Impression Management and Citizenship Behavior

The authors applied the functional approach to augment personality- and attitude-based explanations of citizenship behavior. In a study of 486 workers in 2 organizations, they found that impression management behavior is more strongly related to person-focused and task-focused interpersonal citizenship behavior among employees reporting high rather than low impression management motives.

Suzanne Zivnuska, Florida State University

Lawrence A. Witt, University of New Orleans

Submitted by Lawrence A. Witt, lwitt@uno.edu

102-2. Multifocal Perspective on Justice, Support, OBSE, and OCB

This study examines how employee experiences of fair treatment from their organizations, supervisors, and

coworkers are associated with citizenship behavior directed towards these referent groups through support perceptions and organization-based self-esteem. Empirical findings from a field study of 240 manager-subordinate dyads provide strong support for the mediated model hypothesized.

Daniel J. McAllister, National University of Singapore

Dishan Kamdar, Indian School of Business

Gregory A. Bigley, University of Washington

Submitted by Dishan Kamdar, dishan_kamdar@isb.edu

102-3. Antecedents of Team Citizenship Behaviors: Leader Behaviors and Affective Tone

In a team-level field study, we examined several antecedents to team citizenship behaviors (TCBs) including abusive supervision, supervisor support for teamwork, and positive and negative affective tone. All variables were directly or indirectly associated with TCBs. Negative affective tone mediated the effects of supervisor abuse and supervisor support on TCBs.

Jana L. Raver, Queen's University

Mark G. Ehrhart, San Diego State University

Submitted by Jana L. Raver,

jraver@business.queensu.ca

103. Academic–Practitioner Collaborative Forum: Friday, 5:00–5:50 Emerald Bay (Level 3)

Academic–Practitioner Collaborations: Diversity and Organizational Performance as an Example

This academic–practitioner collaborative forum discusses research that examines the relationship between employee racial diversity and business unit level outcomes. Also discussed are issues making diversity especially amenable to academic–practitioner collaboration, as well as some challenges and lessons learned from this and other academic–practitioner collaborations.

Joshua M. Sacco, Aon Consulting, *Chair*

Joshua M. Sacco, Aon Consulting, Robert E. Ployhart,

University of South Carolina, Lisa H. Nishii,

Cornell University, *Academic–Practitioner*

Collaborations: Diversity and Organizational

Performance as an Example

Submitted by Lisa H. Nishii, lhn5@cornell.edu

**104. Practitioner Forum: Friday,
5:00–5:50
Santa Anita B (Lobby Level)**

**Personal Identifiers: Boon or Bane of
Survey Research**

Using personal identifiers in employee opinion surveys is an increasing trend among organizations desiring the capability to link attitudes with employee demographics. Four companies discuss the advantages and disadvantages of the use of this survey methodology.

Carly S. Bruck, Sirota Consulting, *Chair*
John S. Mallozzi, MetLife, Carly S. Bruck, Sirota Consulting, Joyce Chan, Sirota Consulting, *Personal Identifiers Versus Anonymity: A Consulting Firm's Perspectives*

Tom Rauzi, Dell Inc., *Driving Process Efficiency and Utility Through Respondent Precoding*

Laurie B. Zaugg, UnitedHealth Group, Seymour Uranowitz, UnitedHealth Group, *Using Employee ID as the Access Code in Employee Surveys*

Craig S. Ramsay, Intuit Inc., *Precoding Demographic Information at Intuit*

Douglas A. Klein, Sirota Consulting, *Discussant*

Submitted by Walter Reichman,
wr57750@newton.baruch.cuny.edu

**105. Practitioner Forum: Friday,
5:00–5:50
Santa Anita C (Lobby Level)**

**Entry-Level Jobs: Critical or Throw-Away?
Issues Surrounding Entry-Level
Employment Decisions**

Entry-level jobs are often perceived as high turnover, low impact jobs. Yet, these jobs play an important role in many organizations and the overall economy. Practitioners from 3 companies will offer practical strategies for selecting, training, and retaining entry-level employees, based on their area of expertise.

Ilianna H. Kwaske, Stephen A. Laser Associates, *Chair*
Stephen A. Laser, Stephen A. Laser Associates, *Co-Chair*
Ilianna H. Kwaske, Stephen A. Laser Associates, Halina Polak, Stephen A. Laser Associates, *Identifying Attributes Needed for Entry-Level Jobs*

Amy K. Antani, Advocate Christ Medical Center, *Beyond OJT: The Necessity for Additional Training*

Greg Olson, Wonderlic, Inc., *Retention Strategies For Entry-Level Employees*

Submitted by Ilianna H. Kwaske, kwaske@laser76.com

**106. Practitioner Forum: Friday,
5:00–5:50
Palos Verdes (Lobby Level)**

**Human Capital Due Diligence for Venture
Capital Decisions**

Venture capital decisions may fail because acquired companies have the wrong human capital mix. Venture capital firms now evaluate human capital within organizations being considered for venture capital opportunities. This practitioner forum brings together individuals from venture capital organizations, I-O consulting firms, and academics to discuss how this is done.

Daniel J. Svyantek, Auburn University, *Chair*
Lionel Ferguson, American Capital, *The Investment Firm's Use of I-O Psychologists in Due Diligence*

Andrew J. Passen, O'Brien, Passen & Associates, Inc., *A Practitioner's Approach to Due Diligence of Executives*

Jay C. Thomas, Pacific University, *The Due Diligence of Executives: The Perspective of an Academic I-O Psychologist*

Submitted by Daniel J. Svyantek, svyandj@auburn.edu

**107. Theoretical Advancement: Friday,
5:00–5:50
San Pedro (Lobby Level)**

**Employee Reactions to Corporate Social
Responsibility: An Organizational Justice
Framework**

We integrate the research on corporate social responsibility (CSR) with that of organizational justice, proposing a theoretical model whereby justice judgments are based on organizational CSR efforts, and these judgments serve to fill employees' instrumental, relational, and deontic needs. Fulfillment of such needs then leads to several important workplace outcomes.

Jyoti Ganapathi, University of Illinois at Urbana-Champaign, *Chair*

Jyoti Ganapathi, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, Ruth Aguilera, University of Illinois at Urbana-Champaign, Cynthia Williams, University of Illinois at Urbana-Champaign, *Employee Reactions to Corporate Social Responsibility: An Organizational Justice Framework*

Submitted by Deborah E. Rupp, derupp@uiuc.edu

**108. Practitioner Forum: Friday,
5:00–6:20
Santa Barbara C (Lobby Level)**

Six Sigma Applications by I-O Psychologists

Over the last couple of years, Bank of America has seen enterprise-wide adoption of the Six Sigma business management system. Presenters will discuss how I-O psychology integrates with Six Sigma processes and the key lessons learned in facilitating its success in workforce management applications with diverse audiences.

Matthew R. Smith, Bank of America, *Chair*

Matthew R. Smith, Bank of America, Jennifer R.

Burnett, Bank of America, Andy Beaulieu, Results for a Change, LLC, *Applying Six Sigma to Job Analysis/Competency Modeling*

Angela M. Sternburgh, Bank of America, *Marrying I-O Psychology and Six Sigma Methodology in Staffing: Conducting a Greenbelt Project to Design a Six Sigma Selection Assessment*

Michael L. Trusty, Bank of America, Donna Carol, Bank of America, *Driving and Evaluating Training Utilization With the Help of Six Sigma*

Thomas L. Killen, Bank of America, *Using Six Sigma for Talent Planning*

Submitted by Matthew R. Smith,
matthew.r.smith@bankofamerica.com

**109. Special Event: Friday, 5:00–6:00
Beaudry B (Lobby Level)**

LGBT Reception

Open to all individuals who are LGBT, who conduct research on LGBT issues, and who support LGBT-related issues and people.

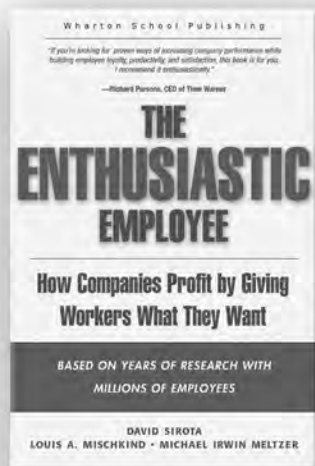
Scott B. Button, C2 Technologies, Inc., *Host*
Michelle (Mikki) Hebl, Rice University, *Host*

**Evening Reception: Friday, 6:00–8:00
Pool Plaza (Level 4)**

Weather permitting, otherwise reception will be held in Sacramento/San Francisco (Level 2)

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Coffee Break
Saturday, 7:30–8:00
Multiple Locations

110. Symposium: Saturday, 8:00–9:50
San Jose (Level 2)

Developmental Assessment Centers: Special Considerations for Researchers and Practitioners

This symposium focuses on issues surrounding the design, implementation, and validation of developmental assessment centers (DACs). A general model of the method will be discussed, followed by 5 empirical papers covering dimensions, gamma change on dimension meaning, the creation of parallel exercises, multi-source agreement, and DAC validity overall.

Lori Anderson Snyder, University of Oklahoma, *Chair*
 Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Co-Chair*

Lori Anderson Snyder, University of Oklahoma, Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Sang Eun Woo, University of Illinois at Urbana-Champaign, Myung Joon Kim, Korean Psychological Testing Institute, *An Examination of the Developability of Dimensions in DACs*

Bradley James Brummel, University of Illinois at Urbana-Champaign, Seth Spain, University of Illinois at Urbana-Champaign, *Constructing Parallel Simulation Exercises for Developmental Assessment Centers*

Sang Eun Woo, University of Illinois at Urbana-Champaign, Carra S. Sims, University of Illinois at Urbana-Champaign, *The Impact of Agreement Between Self- and Assessor Ratings on DAC Engagement*

D. Apryl Rogers, CorVirtus/Colorado State University, *Alpha, Beta, and Gamma Change on Assessee's Understanding of DAC Dimensions*

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, Amanda M. Baldwin, University of Illinois at Urbana-Champaign, Andrea Silke Holub, University of Heidelberg, *DAC Validation: Evidence for DACs as Effective Training Interventions*

George C. Thornton, Colorado State University, *Discussant*

Submitted by Deborah E. Rupp, derupp@uiuc.edu

111. Symposium: Saturday, 8:00–9:50
San Francisco (Level 2)

Organizational Psychology, 1986–2005: What a Difference a Generation Makes

Where has organizational psychology been and where will it be going? Answers will be presented by the most visible and influential scholars in our field. Each panelist will address a key topic in organizational psychology, including teams, personality, culture and climate, motivation, organizational attachment, and organizational justice.

Jerald Greenberg, The Ohio State University, *Chair*
 Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, *Organizational Attachment: Decisions About Staying and Leaving*
 Benjamin Schneider, Personnel Research Associates, Inc., *Organizational Climate and Culture: Two Perspectives Separated by a Common Construct*

Jerald Greenberg, The Ohio State University, *Organizational Justice: Journey From Discovery to Consolidation in Two Decades*

Timothy A. Judge, University of Florida, *Personality and Organizational Behavior: Resurrection and Remaining Entanglements*

Daniel R. Ilgen, Michigan State University, *Teams in Organizations: The Last Twenty Years*

Gary P. Latham, University of Toronto, Craig Pinder, University of Victoria Faculty of Business, *Workplace Motivation: Top Ten Advances in the Past Twenty Years*

Lyman W. Porter, University of California-Irvine, *Discussant*

Submitted by Jerald Greenberg, greenberg.1@osu.edu

112. Panel Discussion: Saturday, 8:00–9:50
Sacramento (Level 2)

Strategic Coaching: Designing and Implementing Effective Executive Coaching Programs

Some of today's top companies are building on the success of executive coaching for individual development by leveraging their coaches to build high-potential leadership bench strength, align with and drive strategy, and support culture change. Presenters discuss their experiences, obstacles, and lessons learned in implementing their own organizations' strategic coaching programs.

Ellen Kumata, Cambria Consulting, *Chair*
 Derek A. Steinbrenner, Cambria Consulting, *Co-Chair*

SATURDAY AM

Chappy Bradner, Deloitte & Touche USA, LLP, *Panelist*
 Wendy A. Gabriel, Deloitte & Touche USA, LLP, *Panelist*
 Colleen Gentry, Wachovia Corporation, *Panelist*
 Dolon Gundoku, MetLife, *Panelist*
 Jeffrey Wentling, Credit Suisse First Boston, *Panelist*

Submitted by Derek A. Steinbrenner,
 derek_steinbrenner@alumni.tufts.edu

113. Panel Discussion: Saturday, 8:00–9:50 Avalon (Level 3)

Technology Use in Selection: Past, Present, and Future

Over the past 20 years, technology usage in selection systems has been increasing. Tests may be computer-based, Internet-based, or video-based. This session will explore how far we have come using technology in selection over the past 20 years, where we are now, and where we might be in 2025.

Catherine C. Maraist, Personnel Research Associates, Inc., *Chair*
 Mary Doherty Kelly, Personnel Research Associates, Inc., *Co-Chair*
 Donna L. Denning, City of Los Angeles, *Panelist*
 P. Richard Jeanneret, Jeanneret & Associates, Inc., *Panelist*
 James L. Outtz, Outtz and Associates, *Panelist*
 Nancy T. Tippins, Personnel Research Associates, Inc., *Panelist*
 Wade M. Gibson, W. M. Gibson & Associates, Inc., *Discussant*

Submitted by Catherine C. Maraist, cmaraist@pra-inc.com

114. Symposium: Saturday, 8:00–9:20 Emerald Bay (Level 3)

Faking It: Insights and Remedies for Applicant Faking

Research is presented that suggests that faking does occur and that it adversely affects the criterion validity and measurement structure of selection tools. In addition, new insights are provided as to the types of faking and the conditions that help promote faking. Finally, a new approach to combating faking is presented.

Stephen A. Dwight, Bristol-Myers Squibb, *Chair*
 John J. Donovan, Virginia Tech, Stephen A. Dwight,
 Bristol-Myers Squibb, Dan Schneider, Sepracor Inc.,
*Prevalence and Impact of Faking in an
 Organizational Setting*

Justin E. Lebiecki, George Mason University, Lynn A. McFarland, Clemson University, *Do Negative Test Reactions Contribute to Faking on Personality Measures?*

Gregory M. Hurtz, California State University-Sacramento, Shannon Q. Hurtz, California State University-Sacramento, *A Qualitative Examination of Deceptive Applicant Behaviors and Perceived Outcomes*

Gary N. Burns, Central Michigan University, Neil D. Christiansen, Central Michigan University, Richard L. Griffith, Florida Institute of Technology, *Use of Social Desirability as a Suppressor Versus Moderator*

Eric D. Heggestad, Colorado State University, *Discussant*

Submitted by Stephen A. Dwight,
 stephen.dwight@bms.com

115. Symposium: Saturday, 8:00–9:50 Santa Anita A (Lobby Level)

Keys to High Team Performance on Complex Tasks

In order for work teams to successfully complete complex tasks, team members must maximize their interdependence by integrating their expertise. This symposium assembles 4 empirical papers on the effects of team leadership, team cognition, team processes, and information processing on team performance. Discussion will focus on future research and applications.

Joan R. Rentsch, University of Tennessee, *Chair*
 Debra Steele-Johnson, Wright State University, *Co-Chair*
 Shaun W. Davenport, University of Tennessee, Erika E. Small, University of Tennessee, Jacqueline A. Zelno, University of Tennessee, Joan R. Rentsch, University of Tennessee, *Sharing the Wealth...of Information: The Role of Shared Responsibility in Team Decision Making*

John E. Mathieu, University of Connecticut, Tom Ruddy, Siemens Corporation, *External Leadership and Statistical Process Control Influences on Team Processes and Performance: A Quasi-Experiment*
 Paul R. Heintz, Wright State University, Debra Steele-Johnson, Wright State University, *Team Leader Communication of Perceptions, Attitudes, and Motivation*

Nancy Cooke, Arizona State University East, Preston A. Kiekel, Arizona State University East, Jamie C. Gorman, Arizona State University East, *Team Communication as a Team Cognition Barometer*
 Eduardo Salas, University of Central Florida, *Discussant*

Submitted by Joan R. Rentsch, jrentsch@utk.edu

116. Practitioner Forum: Saturday, 8:00–9:50 Santa Anita B (Lobby Level)

Applying Validity Generalization: A View From the Job-Analysis Trenches

This forum will address issues practitioners commonly face when attempting to apply validity generalization (VG) theories to practice. In particular, job analysis will be highlighted as the fundamental building block of the VG approach, both from a legal and applied perspective, and “best practices” in this area will be emphasized.

Michael Hepperlen, ePredix, *Chair*

Craig J. Russell, University of Oklahoma, *Review of Legal and Theoretical Foundations of the VG Paradigm: An Applied Perspective*

James C. Beaty, ePredix, Eyal Grauer, ePredix/Bowling Green State University, Pamela Schultz, ePredix, *Transportable Validity: Debunking Myths and Defining Best Practices*

Richard A. McLellan, ePredix, *Empirical and Consultative Approaches for Linking Jobs to an Established Job Family Structure: Two Related Case Studies*

Ulf Chris Kubisiak, Personnel Decisions Research Institutes, *Applying O*NET-Type Systems in VG Settings*

Submitted by Michael Hepperlen,
michael.hepperlen@epredix.com

117. Symposium: Saturday, 8:00–9:50 Santa Anita C (Lobby Level)

Leadership, Affect, and Emotions

Earlier theoretical analyses have recognized that affect and emotions may play an important role in leadership effectiveness, but leadership research only recently started to systematically study the role of affect and emotions. The presentations in this symposium provide a state of the art sample of research in this emerging field.

Daan Van Knippenberg, Erasmus University-Rotterdam, *Chair*

Joyce E. Bono, University of Minnesota, Remus Ilies, Michigan State University, *Linking Leader Emotions to Follower Responses: Alternative Explanations?*

Frederic Damen, Erasmus University-Rotterdam, Barbara Van Knippenberg, Free University-Amsterdam, Daan Van Knippenberg, Erasmus University-Rotterdam, *Leader Emotions and Follower Behavior: Emotion, Valence of Message, and Positive Affectivity*

Remus Ilies, Michigan State University, Frederick P. Morgeson, Michigan State University, Stephen E. Humphrey, Florida State University, Scott Derue, Michigan State University, *Leader-Follower Emotional Contagion in Small Teams: A Longitudinal Study of Team Formation and Performance*

Loren J. Naidoo, University of Akron, Nicole Walters, University of Akron, Robert G. Lord, University of Akron, David A. DuBois, Psychological Systems and Research, Inc., *Seeing is Retrieving: Recovering Emotional Content in Leadership Processes*

Daan Van Knippenberg, Erasmus University-Rotterdam, Barbara Van Knippenberg, Free University-Amsterdam, Frederic Damen, Erasmus University-Rotterdam, Gerben A. Van Kleef, University of Amsterdam, *Leader Self-Relevant Emotions and Follower Collective Self-Evaluations*

Timothy A. Judge, University of Florida, *Discussant*

Submitted by Daan Van Knippenberg,
dvanknippenberg@fbk.eur.nl

118. Panel Discussion: Saturday, 8:00–9:50 Palos Verdes (Lobby Level)

Then and Now: Influences Generated and Sustained by Organizational Leaders

The purpose of this panel is to discuss the path of leadership using a “Then & Now” perspective, with emphasis on the multiple dimensions used to describe leaders and the interactions they encounter. Topics to be discussed include relevant research questions in the field, needs for conceptual foundations, and methodological issues.

Richard D. Arvey, University of Minnesota, *Chair*
Deborah DiazGranados, University of Central Florida, *Co-Chair*

Nic Bencaz, University of Central Florida, *Co-Chair*
Richard D. Arvey, University of Minnesota, *Panelist*
Julian I. Barling, Queen’s University, *Panelist*
George B. Graen, University of Louisiana-Lafayette, *Panelist*

Michael D. Mumford, University of Oklahoma, *Panelist*
Mary Uhl-Bien, University of Central Florida, *Panelist*

Submitted by Deborah DiazGranados,
de712800@pegasus.cc.ucf.edu

119. Education Forum: Saturday, 8:00–9:50 San Fernando (Lobby Level)

Web-Based Instruction: Practical Guidance From the Field

Due to many forces (e.g., cost, flexibility, convenience, and pedagogical advantage), many professors of I-O psychology are adapting their traditional classroom teaching to using varying levels of online support. Presenters in this forum will discuss their formats, experiences, challenges, and assessment of the Web-based strategies they utilize.

Paige Porter Wolf, George Mason University, *Chair*
Roseanne J. Foti, Virginia Tech, *Teaching Industrial-Organizational Psychology as a Partial-Distance Course*

Sylvia J. Hysong, Veterans Health Administration, *Keeping Your Touch and Keeping Your Sanity: Best Practices for Large Online Courses*

Michelle A. Marks, George Mason University School of Management, *Blended Approach to Delivering Graduate Education in Organizational Behavior*

Todd C. Harris, PI Worldwide, *Teaching Team Dynamics at the University of Phoenix: A Distance-Based Learning Approach*

Heather Roberts Fox, Towson University, *Navigating the Uncharted Waters of Distance Learning in a Graduate HRD Program*

Submitted by Paige Porter Wolf, pwolf1@gmu.edu

120. Practitioner Forum: Saturday, 8:00–8:50 San Gabriel A (Lobby Level)

Beyond the Classroom: Training and Development in the 21st Century

During the past decade, training researchers have made theoretical advances. However, many of these advances have not been widely applied in either public or private organizations. The participants in this forum describe innovative training and development projects that combine advanced technology with applied psychology research and principles.

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*
Lisa A. Boyce, U.S. Air Force Academy, Lynn A. Streeter, Pearson Knowledge Technologies, Karen Lochbaum, Pearson Knowledge Technologies, Noelle Lavoie, Pearson Knowledge Technologies, Joseph Psotka, U.S. Army Research Institute,

Employing Automated Web-Based Systems to Develop Leader Tacit Knowledge

Tara D. Carpenter, Federal Management Partners, *Development of a Distributed Commander-Controlled Interpersonal Skill Training System*

Charles T. Keil, Personnel Decisions Research Institutes, David W. Dorsey, Personnel Decisions Research Institutes, Susan S. White, Personnel Decisions Research Institutes, Steven S. Russell, Personnel Decisions Research Institutes, Amy Bolton, NAVAIR Orlando/UCF, Wendi Buff, NAW-CTSD/UCF, *Applying Intelligent Tutoring in Team Training Environments*

Submitted by Lisa A. Boyce, Boycela@msn.com

121. Panel Discussion: Saturday, 8:00–9:50 San Gabriel B (Lobby Level)

Experiencing Career Transition in I-O: Challenges, Benefits, and Insights

This session will feature a diverse group of panelists who will share their experiences of different career transitions within the field of industrial-organizational psychology. The panel will provide an open forum where panelists and audience participants can openly discuss the challenges and benefits of various career transitions.

Lyse Wells, Colarelli, Meyer & Associates, Inc., *Chair*
Rick R. Jacobs, Pennsylvania State University, *Panelist*
Sandra L. Lee, Invitrogen, *Panelist*
Christopher T. Rotolo, Behavioral Insights, LLC, *Panelist*
Paul W. Thayer, North Carolina State University, *Panelist*
Anna Marie Valerio, Executive Leadership Strategies, LLC, *Panelist*

Submitted by Lyse Wells, lyse@the-wells.com

122. Master Tutorial: Saturday, 8:00–9:50 San Gabriel C (Lobby Level)

*Two 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 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

123. Practitioner Forum: Saturday, 8:00–9:20 San Pedro (Lobby Level)

The Credentialing Process: What I-O Psychologists Need to Know

Practicing in the credentialing arena requires an understanding of the differences between certification and licensure and more “traditional” I-O functions. The goals of this forum are to educate participants about the unique challenges posed by credentialing and highlight what they need to know to practice successfully in this domain.

Patrick Gavan O’Shea, American Institutes for Research, *Chair*

Deirdre J. Knapp, HumRRO, *Working as an I-O Psychologist in the Credentialing World*

Kelley J. Krokos, American Institutes for Research,
Daniel C. Kuang, American Institutes for Research,
Practical Issues Regarding Item Development for Credentialing

Cynthia A. Searcy, Federation of State Boards of Physical Therapy, Timothy P. McGonigle, Caliber Associates, *Administration and Psychometric Decisions in Credentialing*

Dwayne G. Norris, American Institutes for Research,
Janet Duffy Carson, Independent Consultant,
Putting Credentialing in Context

Submitted by Patrick Gavan O’Shea, goshea@air.org

124. Master Tutorial: Saturday, 8:00–9:50 Santa Barbara A (Lobby Level)

*Two CE Credits Available for Attending!
Register at the Session*

A Master Tutorial by Sidney A. Fine

Functional job analysis (FJA) is a widely used job analysis method that draws heavily on the Things Data People (TDP) concept. The originator of FJA and TDP, Sidney A. Fine, presents a 2-hour master tutorial to cover both. It is especially aimed toward graduate students and young career professionals.

Sidney A. Fine, Self-employed, *Presenter*

Submitted by Steven F. Cronshaw,
cronshaw@psy.uoguelph.ca

125. Symposium: Saturday, 8:00–9:50 Santa Barbara B (Lobby Level)

Measuring Affect in Organizations: New Measures, Controversies, and Recent Findings

This symposium addresses current thinking about the measurement of affect in organizations. Papers included cover important constructs including emotional intelligence and affective commitment, a new measure of specific emotions, and a consideration of cultural influences. A theme cutting across all the papers is whether self-report adequately captures affect.

Edward L. Levine, University of South Florida, *Chair*
Neal M. Ashkanasy, University of Queensland, Claire E. Ashton-James, University of New South Wales,
Marie T. Dasborough, University of Queensland,
Measuring Affect in Experimental Research in Organizations

David R. Caruso, Work–Life Strategies, *An Intelligent Way to Assess Emotional Intelligence*

Andrea Fischbach, University of Gottingen, Johannes D. Rank, University of South Florida, Ozgun Burcu Rodopman, University of South Florida, *Cross-Cultural Affect Measurement: General Issues and the U.S.-German Example*

Edward L. Levine, University of South Florida, Xian Xu, University of South Florida, *Development and Validation of the State Trait Emotion Measure (STEM)*

Soni K. Basi, International Survey Research, Rebecca C. Masson, International Survey Research, Patrick Kulesa, International Survey Research, *Affective Commitment: Bringing Harmony to a Three-Part Model of Employee Engagement*

Howard M. Weiss, Purdue University, Daniel J. Beal, Rice University, Shelley M. McDermid, Military Family Research Institute at Purdue, *An Affective Component for Affective Commitment: Development of a Scale*

Cynthia D. Fisher, Bond University, *Discussant*

Submitted by Edward L. Levine,
elevine@luna.cas.usf.edu

126. Symposium: Saturday, 8:00–9:50 Santa Barbara C (Lobby Level)

Levels of Analysis in Cross-Cultural Organizational Research

Levels of analysis issues are inherent to organizational research. These issues are further complicated when organizational researchers venture to study culture. A

panel of theorists and researchers explores a diverse range of topics to demonstrate how close attention to levels issues can improve organizational theory and research on culture.

Andrew P. Knight, University of Pennsylvania, *Chair*
 Lisa M. Leslie, University of Maryland, *Co-Chair*
 Michele J. Gelfand, University of Maryland, *Co-Chair*
 Lisa M. Leslie, University of Maryland, Andrew P. Knight, University of Pennsylvania, *Culture and Organizational Research: What's the Construct? Where's the Variance?*

Miriam Erez, Technion, *Top-Down and Bottom-Up Processes in Understanding Culture*

Michele J. Gelfand, University of Maryland, Jana L. Raver, Queen's University, Lisa H. Nishii, Cornell University, Lili Duan, University of Maryland, Beng-Chong Lim, Ministry of Defense-Singapore, *A Multilevel Theory of Cultural Tightness-Looseness*

Paul J. Hanges, University of Maryland, Felix C. Brodbeck, Aston University, Marcus W. Dickson, Wayne State University, *Cross-Level Interactions: Industry and Culture's Influence on Organizational Practices*

Steve W. J. Kozlowski, Michigan State University, *Discussant*

Cristina B. Gibson, University of California-Irvine, *Discussant*

Submitted by Andrew P. Knight,
 knighta@wharton.upenn.edu

127. Symposium: Saturday, 8:00–9:50 San Bernardino (Lobby Level)

Managing Errors in Organizations

Organizations must take great care as they develop policies and procedures targeting error-free performance. While substantial research focuses on the causes of errors, less research addresses theoretical and practical issues about managing errors after they occur. The research presented in this symposium seeks to inform issues on error management.

David A. Hofmann, University of North Carolina at Chapel Hill, *Chair*
 Zhike Lei, University of North Carolina at Chapel Hill, *Co-Chair*
 Nina Keith, University of Giessen, Michael Frese, University of Giessen, *Performance Effects of Error Management Training: A Meta-Analysis*
 Ranga Ramanujam, Purdue University, Subrahmaniam Tangirala, Purdue University, *Voluntary Reporting of Impermissible Errors*
 Zhike Lei, University of North Carolina at Chapel Hill, *Towards a Model of Error Identification in Work Teams*

David A. Hofmann, University of North Carolina at Chapel Hill, Barbara Mark, University of North Carolina at Chapel Hill, Michael Belyea, University of North Carolina at Chapel Hill, *Errors, Violations, and Climates for Error and Safety*
 Katherine J. Klein, University of Pennsylvania, *Discussant*

Submitted by Zhike Lei, zlei@email.unc.edu

128. Symposium: Saturday, 8:00–9:50 Beaudry A (Lobby Level)

Benefits of Mentoring for Mentors: New Directions in Research

It is widely recognized that involvement in mentoring relationships leads to numerous positive outcomes for proteges, but far less research has examined the benefits of mentoring for mentors. This symposium presents 4 empirical papers, which together identify specific predictors and outcomes of these benefits of mentoring for mentors.

Lillian T. Eby, University of Georgia, *Chair*
 Jaime R. Durley, University of Georgia, *Co-Chair*
 Elizabeth M. Lentz, University of South Florida, Tammy D. Allen, University of South Florida, *Mentoring and the Career Plateau—Addressing the Empirical Gap*
 Lillian T. Eby, University of Georgia, Jaime R. Durley, University of Georgia, Sarah C. Evans, University of Georgia, Kristen Shockley, University of Georgia, *What Predicts the Benefits of Mentoring for Mentors?*
 Melenie J. Lankau, University of Georgia, Robert R. Hirschfeld, University of Georgia, Chris H. Thomas, University of Georgia, *Dyadic Dispositional Characteristics as Determinants of Mentors' Personal Learning*
 John J. Sosik, Pennsylvania State University-Great Valley, Veronica Godshalk, Pennsylvania State University-Great Valley, *The Benefits of the Social Judgment of Mentors*
 Daniel B. Turban, University of Missouri, *Discussant*
 Submitted by Jaime R. Durley, jdurley@uga.edu

129. Symposium: Saturday, 8:00–9:50 Beaudry B (Lobby Level)

Understanding and Improving Situational Judgment Tests

This symposium explores methods for improving the administration and use of situational judgment tests (SJTs). Research compares different media for administration, different experts used for scoring, and different

scoring algorithms. Comparisons are made in light of psychometric standards (high reliability, validity) and practical goals (reducing cost and testing time).

Frederick L. Oswald, Michigan State University, *Chair*
Filip Lievens, Ghent University, *Effects of
Administration Medium on the Predictive Validity
of Situational Judgment Tests*

Alyssa Friede, Michigan State University, Anna Imus,
Michigan State University, Frederick L. Oswald,
Michigan State University, *Using Shorter Items in a
Situational Judgment Inventory*

Robert E. Ployhart, University of South Carolina, Jeff A.
Weekley, Kenexa, Crystal Michele Harold, George
Mason University, Amy Cooper Hakim, Office Depot,
Influence of Subject Matter Experts on SJT Validity

Gordon Waugh, HumRRO, Teresa L. Russell, Self-
Employed, *A Comparison of Situational Judgment
Test Formats, Scoring Key Developers, and
Scoring Algorithms*

Jeff W. Johnson, Personnel Decisions Research
Institutes, *Comparing Situational Judgment Test
Scoring Algorithms: Effects on Criterion-Related
Validity and Adverse Impact*

Stephan J. Motowidlo, University of Minnesota, *Discussant*

Submitted by Frederick L. Oswald, foswald@msu.edu

130. Poster Session: Saturday, 8:00–8:50 Pasadena (Lower Level)

Leadership

130-1. Leadership Style and the Link With Counterproductive Work Behavior (CWB)

Relations among job stressors, leadership style, emotional reactions to work, counterproductive work behavior (CWB), and autonomy were investigated. Participants representing a wide variety of jobs were surveyed. Results indicate that transactional leadership style is related to negative emotions and occurrence of CWB. Relationships between variables were mediated by emotions.

Kari Bruursema, University of South Florida

Paul E. Spector, University of South Florida

Submitted by Kari Bruursema, karib@mail.usf.edu

130-2. Here Today, Gone Tomorrow: Leader Departure and a Lingering Vision

This study examines ramifications of a leader's departure during the height of vision implementation. Through qualitative analysis of 19 interviews, we

explore followers' identification, internalization, and commitment to a vision before and after a leader's exit. Results indicate postdeparture followers see the vision as more closely associated with the leader.

Melissa K. Carsten, Claremont Graduate University

Michelle C. Bligh, Claremont Graduate University

Submitted by Melissa K. Carsten, melissa.carsten@cgu.edu

130-3. Toward a Dynamic Theory of Crisis Leadership Emergence: A Beginning

The contingency approach to leadership states that the individual characteristics related to emergent leadership will depend on the situation in which the potential leader is placed. This paper presents propositions related to the emergence of leaders in dynamic, life-threatening crisis situations. Cognitive ability, sex, gender, and personality are examined.

Stephanie M. Drzakowski, Michigan State University

Submitted by Stephanie M. Drzakowski, meritt44@msu.edu

130-4. Leadership and Employee Development: The Mediating Role of Employees' Self-Efficacy

We investigated whether employees' self-efficacy mediated the relationships between various leadership characteristics and employee development. Results suggested that goal setting is directly related, LMX is positively and indirectly related, and feedback is negatively and indirectly related to employee development. Inspirational leadership was related to neither employee development nor employees' self-efficacy.

Xander Bezuijen, Tilburg University

Henk Thierry, Tilburg University

Karen Van Dam, Tilburg University

Peter T. Van den Berg, Tilburg University

Submitted by Xander Bezuijen, x.m.bezuyen@uvt.nl

130-5. Relative Usefulness of MLQ and ELQ in Predicting Leadership Outcomes

The current study examines the relationship among leadership dimensions as measured by two inventories: the Multifactor Leadership Questionnaire (MLQ) and the Empowering Leadership Questionnaire (ELQ). In various organizational samples, the relative usefulness of each measure in predicting leader outcomes such as performance, job satisfaction, and commitment is explored.

Hannah L. Jackson, University of Minnesota
 Emily E. Duehr, University of Minnesota
 Joyce E. Bono, University of Minnesota

Submitted by Hannah L. Jackson, jack0364@umn.edu

130-6. Personal Values and Task-Oriented Versus Relationship-Oriented Leader Emergence

This study explored the relationship between personal values and leader emergence in college students. Different values predicted task-oriented leader emergence and relationship-oriented leader emergence. Results also indicated that individuals solved leadership problems differently depending upon the type of problem presented and their emerging style of leadership (task vs. relationship).

Jody J. Illies, St. Cloud State University
 Roni Reiter-Palmon, University of Nebraska-Omaha
 Jennifer A. Nies, St. Cloud State University
 Jenny Merriam, St. Cloud State University

Submitted by Jody J. Illies, jjillies@stcloudstate.edu

130-7. Evaluation and Assessment of the Effects of Adversity on Leadership

Due to the changing, often chaotic environment of business today, the nature of leadership is riddled with adversity. However, there is little, if any, empirical modeling of successful adversity coping strategies. When fit to a proposed model, including coping strategies and personal characteristics, findings indicated that transformational leadership qualities emerge.

Brian L. Parry, San Juan College

Submitted by Brian L. Parry, parryb@sanjuancollege.edu

130-8. The Effects of Emotion on Followers During Vision Implementation

Examined the effects of leader emotions on follower willingness to endorse a vision, as indicated by congruence ratings, trust, performance, and perceptions of leader effectiveness. Active positive and negative emotions resulted in higher performance than passive ones. Negative emotions increased congruence, trust, and perceptions for followers low in emotional intelligence.

Ethan P. Waples, University of Oklahoma
 Mary Shane Connelly, University of Oklahoma

Submitted by Ethan P. Waples, ewaples@psychology.ou.edu

130-9. Tough Calls: Apologies and Transformational Leadership

In a randomized field experiment involving 94 hockey coaches, we investigated the relationship between apologizing and transformational leadership perceptions. When referees apologized for mistakes that they made during games, coaches rated them as more transformational than when no apology was offered. Perceptions of interpersonal justice mediated this relationship.

Sean Tucker, Queen's University
 Julian I. Barling, Queen's University
 Nick Turner, Queen's University

Submitted by Sean Tucker,
 stucker@business.queensu.ca

130-10. Transformational Leadership in the Eye of the Beholder?

This study examined the efficacy of experimenter observation as an alternate method of measuring transformational leadership. It demonstrated that subordinate ratings of transformational leadership and direct observations of transformational behaviors are distinct constructs with discrete patterns of structural validity and different relationships with outcomes.

Brian J. Hoffman, University of Tennessee-Knoxville
 Carrie A. Blair, University of Tennessee-Knoxville
 Katie Helland, University of Tennessee-Knoxville

Submitted by Carrie A. Blair, cblair5@utk.edu

130-11. Commitment to Self-Improvement as a Predictor of Leader Credibility

This study explored the relationship between leaders' commitment to self-improvement and their credibility using 360-degree feedback data. Across 4 unique samples, results indicated that the more committed a leader was to their own development, the more credible they appeared to constituents. Implications for leaders and future research are discussed.

Robert K. Gable, Leadership Research Institute
 Steven M. Rumery, Leadership Research Institute
 Cathleen A. Swody, University of Connecticut

Submitted by Cathleen A. Swody,
 cathleen.swody@uconn.edu

130-12. An Examination of Motivational Antecedents to Transformational Leadership Behavior

Few researchers have examined motivation as an antecedent to transformational leadership behavior. This study tested the relationship between variables thought to have motivating properties (i.e., the dimensions of psychological empowerment and job involvement) and transformational leadership. In support of our hypotheses, competence and job involvement were related to transformational behavior.

Katie Helland, University of Tennessee-Knoxville
Jillian A. Peat, University of Tennessee-Knoxville

Submitted by Katie Helland, khelland@utk.edu

130-13. Examining the Female Leadership Advantage Across Multiple Rating Sources

This study examined gender differences in leadership style across multiple rating sources for organizational leaders, addressing limitations in previous research (Eagly, Johannesen-Schmidt, & van Engen, 2003; Eagly & Johnson, 1990). Results indicate a female leadership advantage in subordinate and peer ratings but not in self-, supervisor, or assessment center ratings.

Katie Helland, University of Tennessee-Knoxville
Cheryl D. Barksdale, University of Tennessee-Knoxville
Jillian A. Peat, University of Tennessee-Knoxville

Submitted by Cheryl D. Barksdale, cbarksd1@utk.edu

130-14. Influence of Leader Trust on Policy Agreement

The study examined the relationship between leader trust and policy (teacher certification) agreement with a sample of teachers. Results indicated the higher the level of trust with the principal, the higher the extent of agreement of subordinate agreement regardless of position taken by the principal.

John P. Steele, Morningside College
John N. Pinto, Morningside College

Submitted by John N. Pinto, pinto@morningside.edu

130-15. Relationships Between Leader and Follower Identification and Followers' Attitudes

The results of a 2-sample multilevel study illustrate a significant relationship between leader identification and fol-

lower identification. Moreover, indirect relations between leader identification and followers' satisfaction and self-reported citizenship behaviors mediated by follower identification have been predicted and supported by the data.

Rolf Van Dick, Aston University
Giles Hirst, Aston University
Michael Grojean, Aston University
Andreas W. Richter, Aston University

Submitted by Rolf Van Dick, r.vandick@aston.ac.uk

130-16. Male and Female Managers' Nonverbal Ability and Others' Ratings

I hypothesized that sex moderates the relation between manager's nonverbal emotional decoding ability and others' ratings. Perhaps due to gender stereotypes regarding emotional sensitivity, female but not male managers who more accurately decoded nonverbal emotional expressions received higher performance ratings by their supervisor and higher satisfaction ratings by their subordinates.

Kristin Lynn Byron, Rochester Institute of Technology

Submitted by Kristin Lynn Byron, kbyron@cob.rit.edu

130-17. Power, Voice, and Hierarchy: Antecedents of Speaking Up in Groups

We study the effects of interpersonal power and social dominance orientation on voice behavior. We propose, and results support, that power and voice are related through social dominance orientation (SDO), such that high levels of SDO lead to power-consistent voice behavior. Implications and future directions are then discussed.

Gazi Islam, Tulane University
Michael J. Zyphur, Tulane University
L. Paul Lewis, Tulane University

Submitted by Michael J. Zyphur, mzyphur@tulane.edu

130-18. Organizational Tenure Moderates the Impact of Leadership on Work Attitudes

Based on data collected from 285 employees in 4 companies in China, we found that psychological empowerment partially mediated the link between participative leadership behavior and organizational commitment. The impact of participative leadership behavior was stronger for short-tenure employees than for long-tenure employees.

Herman M. Tse, University of Queensland

Submitted by Herman M. Tse, H.Tse@business.uq.edu.au

130-19. How Openness to Experience and Charismatic Leadership Influence Creative Performance

We tested the effect of openness to experience and charismatic leadership on creativity. Data was collected from 167 employee-supervisor pairs. Openness to experience was positively related to creativity, and this relationship was partially mediated by creative self-efficacy. Open-to-experience subordinates had high creative performance when leader charisma was high.

Susan Strickland, University of Colorado-Denver
Annette Towler, Illinois Institute of Technology

Submitted by Annette Towler, towler@iit.edu

130-20. Personality and Leadership Emergence in Leaderless Group Discussions: A Meta-Analysis

The leaderless group discussion (LGD) is a commonly used technique to assess leadership emergence. To identify the important personality variables (e.g., Extraversion, Openness) with the strongest relationship to leadership emergence in LGDs, we used meta-analysis to combine and compare results from 45 studies that produced 196 effect sizes.

Nurcan Ensari, Alliant International University
Ronald E. Riggio, Claremont McKenna College

Submitted by Nurcan Ensari, nensari@hotmail.com

130-21. Consideration, Initiating Structure, and Transformational Leadership

The current study tested the relative predictive validity of consideration, initiating structure, and transformational leadership. Using meta-analytic regression, results suggest that transformational leadership is strongly related to both consideration ($r = .46$) and structure ($r = .27$). In addition, consideration and initiating structure each explained variance in satisfaction and performance beyond transformational leadership.

Kevin Miliffe, University of Florida
Ronald F. Piccolo, University of Florida
Timothy A. Judge, University of Florida

Submitted by Kevin Miliffe, kevin.miliffe@cba.ufl.edu

130-22. The Role of Leaders and Organizational Adjustments on Organizational Performance

The purpose of this study is to examine the role of leadership styles (transformational/transactional) and organizational adjustments (high/low) on perceived organizational success. As predicted, we found that when changes are frequent, the organization is perceived as more successful when these changes are undertaken by a transformational leader.

Iilir Boga, Alliant International University
Nurcan Ensari, Alliant International University

Submitted by Nurcan Ensari, nensari@hotmail.com

130-23. Effects of Leadership Self-Efficacy on Goal Structures

The structure of leadership goals was used to investigate factors that predict the complexity of leadership planning. Leadership self-efficacy, social intelligence, aptitude, and experience predicted goal structure complexity. Results supported the validity and utility of studying relations among distal and proximal goals to advance studies of leader cognition.

Thomas D. Kane, Southwest Missouri State University
Leighann E. Volentine, Southwest Missouri State University

Philip T. Walmsley, Southwest Missouri State University
Kimberlee M. Kassel, Southwest Missouri State University
Michael J. McCormick, Texas A&M University

Submitted by Thomas D. Kane, tdk464F@smsu.edu

130-24. Addressing Gender Disparity in Union Leadership: Influences on Self-Efficacy

We sought to address gender disparity in union leadership by studying the effects of gender similarity between union members and their stewards. We found that gender similarity augmented the effects of verbal persuasion and vicarious experience on self-efficacy to be a steward.

Lisa Kath, University of Connecticut
Steven Mellor, University of Connecticut
Lizabeth A. Barclay, Oakland University
Carrie A. Bulger, Quinnipiac University

Submitted by Lisa Kath, lisa.kath@uconn.edu

130-25. The Interrelationship Between Abusive Supervision, Leader–Member Exchange, and Various Outcomes

We extend research on abusive supervision by examining different outcomes and exploring relationship quality (LMX) as a mediator. Using a matched sample of 175 supervisors and subordinates, we found that abusive supervision had a negative impact on most outcomes, but the best representation was when LMX served as a mediator.

Kenneth J. Harris, Bradley University
K. Michele Kacmar, University of Alabama
Ranida Boonthanom, Indiana University Southeast
Submitted by Kenneth J. Harris, kjharris@bradley.edu

130-26. Leadership Transference: The Generalization of Leader Characteristics and Associated Attributions

This research demonstrated that follower perceptions of new leaders are affected by leader transference, a cognitive process whereby mental representations of leaders are stored and later accessed when encountering new, similar leaders. Exposure to a leader similar to a previous leader led to the erroneous generalization of leader characteristics and attributions.

Barbara A. Ritter, Coastal Carolina University
Robert G. Lord, University of Akron
Submitted by Barbara A. Ritter, britten50@hotmail.com

130-27. Individual Differences in the Leadership and Organizational Identification Relation

Examined the relationship between leadership and organizational identification and the moderating role of self-esteem, separateness–connectedness self-schema, and positive/negative affectivity. Results indicated positive effects of transformational leadership on affective and cognitive organizational identification but no effects for transactional leadership. Support was also found for the moderating role of affectivity and self-schema.

Olga Epitropaki, Athens Laboratory of Business Administration, Greece
Robin Martin, University of Queensland
Submitted by Robin Martin, r.martin@psy.uq.edu.au

130-28. A Quantitative Review of the Structural Validity of the MLQ

This study provides a quantitative review of the structural validity of the Multifactor Leadership Questionnaire. Based on a meta-analytic correlation matrix, 4 leadership models are compared using CFA. Results yield limited support for a transformational/transactional distinction. Instead, the meta-analytic data support a 3-factor model including active-positive, active-negative, and passive leadership.

Brian J. Hoffman, University of Tennessee-Knoxville
Joy Oliver, University of Tennessee-Knoxville
David J. Woehr, University of Tennessee-Knoxville
Submitted by Carrie A. Blair, cblair5@utk.edu

131. Community of Interests: Saturday, 8:00–8:50 Pasadena (Lower Level)

Diversity

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

132. Interactive Posters: Saturday, 8:00–8:50 Los Feliz (Lobby Level)

Affective Attitudes and Outcomes

132-1. PA, NA, Cognitive Versus Affective Job Satisfaction: A Meta-Analytic Investigation

In this study, we meta-analytically examined whether the relationships between both positive affect (PA) and negative affect (NA) and job satisfaction differ as a function of the satisfaction measure being primarily affective or cognitive in nature. Results revealed that the effect sizes were very similar across both types of measures.

Seth A. Kaplan, Tulane University
Christopher R. Warren, Tulane University
Carl J. Thoresen, Cornerstone Management Resource Systems, Inc.

Submitted by Seth A. Kaplan, skaplan@tulane.edu

132-2. Positive and Negative Affectivity and Facet Satisfaction: A Meta-Analysis

Although several studies have investigated the dispositional approach to global job satisfaction, less attention has been given to the relationship between dispositions and facet satisfaction. The current meta-analysis found that positive and negative affectivity yielded modest to moderately strong relationships with facet satisfaction. Moderators of these relationships were also discovered.

Nathan A. Bowling, Central Michigan University
Elizabeth A. Hendricks, Central Michigan University
Stephen H. Wagner, Central Michigan University

Submitted by Nathan A. Bowling,
nathan.a.bowling@cmich.edu

132-3. Cross-Cultural Generalizability of Affective, Continuance, and Normative Commitment: A Meta-Analysis

We used meta-analysis to examine the cross-cultural generalizability of Meyer and Allen's 3-component model of organizational commitment. Specifically, we examined the extent to which the magnitude of commitment relations varied across cultures with respect to Hofstede's (2001) culture dimensions. Results supported the model but suggested slight cultural moderation.

David Stanley, University of Guelph
John P. Meyer, University of Western Ontario
Deborah Powell, University of Western Ontario
Harjinder Gill, University of Western Ontario
Joanna Heathcote, University of Western Ontario
Timothy A. Jackson, University of Western Ontario

Submitted by David Stanley, dstanley@uoguelph.ca

132-4. Theory and Satisfaction: Examining Affect, Cognition, and Affective Cognitive Consistency

Polynomial regression is used to investigate whether affective-cognitive consistency moderates job satisfaction's relationship with several different employee outcomes. Although support for affective-cognitive consistency is mixed, statistical issues associated with the measurement of affective-cognitive consistency are illustrated, and independent effects of affect and cognition on several work outcomes are also demonstrated.

Kristian M. Veit, Northern Illinois University
Chris P. Parker, Northern Illinois University

Submitted by Kristian M. Veit, kveit@niu.edu

133. Theoretical Advancement: Saturday, 9:00–9:50 San Gabriel A (Lobby Level)

Managerial Justice Training: An Application of Developmental Assessment Centers

Developmental assessment centers (DACs) are proposed as an effective means for training managers to practice justice in their interactions with employees, consequently impacting subordinate attitudes/behaviors. Justice constructs are defined and then translated into explicit behavioral dimensions. The DAC method is presented. A description of a managerial justice DAC ensues.

Amanda M. Baldwin, University of Illinois at Urbana-Champaign, *Chair*

Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Presenter*

Michael R. Bashshur, University of Illinois at Urbana-Champaign, *Presenter*

Submitted by Deborah E. Rupp, derupp@uiuc.edu

134. Poster Session: Saturday, 9:00–9:50 Pasadena (Lower Level)

Personality

134-1. When Do Proactive Individuals Feel Successful? The Role of Fit

Using a sample of teachers in Turkey, we found that proactive personality was positively related to job satisfaction only for individuals with high person–organization fit. Furthermore, proactive personality was positively related to career satisfaction only for those with high person–organization fit and person–job fit.

Berrin Erdogan, Portland State University
Talya N. Bauer, Portland State University

Submitted by Talya N. Bauer, TalyaB@Sba.pdx.edu

134-2. The Big Five Personality Factors in the US and Japan

Big Five factor structure and relative importance of the Big Five with overall assessment ratings as a criterion were compared across U.S. and Japanese managerial samples. Factor structures were comparable. Relative importance analyses suggested that the importance

placed on the different personality factors may well differ across cultures.

Chet Robie, Wilfrid Laurier University
Douglas J. Brown, University of Waterloo
Paul R. Bly, Personnel Decisions International

Submitted by Chet Robie, crobie@wlu.ca

134-3. Trait Competitiveness and Sales Performance: Moderating Effects of Trait Interdependence

We examined the degree to which trait interdependence moderated the relationship between trait competitiveness and two different measures of sales performance. Trait interdependence moderated this relationship for one of the sales performance measures such that trait competitiveness predicted sales performance more strongly for those who scored low in trait interdependence.

Chet Robie, Wilfrid Laurier University
William Shepherd, PsyMax Solutions
Douglas J. Brown, University of Waterloo

Submitted by Chet Robie, crobie@wlu.ca

134-4. Personality and Vocational Interests Predicting Person–Job and Person–Vocation Fit

This study tested the hypotheses that personality predicts perceived fit with job characteristics (person–job fit), and vocational interests predict perceived fit with occupations (person–vocation fit). Results indicated that vocational interests were better predictors of both types of fit than personality.

Guido Makransky, San Diego State University
Karen Holcombe Ehrhart, San Diego State University

Submitted by Karen Holcombe Ehrhart,
kehrhart@sunstroke.sdsu.edu

134-5. Social Desirability and the Criterion Validity of Personality Variables

This meta-analysis examined the effects of 2 social desirability factors (impression management and self-deception) on the criterion validity of personality variables. The results indicated that impression management and self-deception had specific associations with personality variables. Removing impression management or self-deception did not substantially attenuate the criterion validity of personality variables.

Andrew Li, University of Arizona
Jessica Bagger, University of Arizona

Submitted by Andrew Li, andrew@eller.arizona.edu

134-6. The Balanced Inventory of Desirable Responding (BIDR): A Reliability Generalization

This study examined the score reliability of the Balanced Inventory of Desirable Responding (BIDR). Results of a reliability generalization suggested acceptable mean reliability coefficients for the overall BIDR and IM scores (a subscale of the BIDR). Several study characteristics were related to variation of reliability coefficients across studies.

Andrew Li, University of Arizona
Jessica Bagger, University of Arizona

Submitted by Andrew Li, andrew@eller.arizona.edu

134-7. Narcissism: Relationship of Inflated Self-Perceptions to Organizational Outcomes

This manuscript reports the results of a field study which assesses the extent to which narcissism is related to inflated self-ratings of leadership, workplace deviance, contextual performance, and task (job) performance. Results revealed that narcissism was related to inflated leadership self-perceptions and self-ratings of workplace deviance and 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

134-8. DIF by Sex and Race in an Employment-Oriented Personality Inventory

This study was conducted to examine measurement bias in an employment-oriented personality inventory. Differential item functioning (DIF) across sex and 2 racial groups was compared, and bias correspondence across race and sex was examined.

Richard Sheppard, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Kyunghee Han, Central Michigan University
Guangrong Dai, Central Michigan University
Daniel W. King, National Center for Posttraumatic Stress Disorder

Submitted by Guangrong Dai, dai1g@cmich.edu

134-9. Building Self-Confidence: A Meta-Analysis of the Effectiveness of Self-Efficacy Interventions

To determine the relative magnitude of self-efficacy intervention effects within work-related contexts, we conducted a meta-analysis of 43 relevant studies (222 effect sizes; $N = 3,058$). Results indicated relatively large effects ($d = .80$), although corrected population mean effect estimates varied based on type of criterion, organization, study setting, and intervention method.

D. Brian McNatt, University of Georgia
Stacy Campbell, University of Georgia
Robert R. Hirschfeld, University of Georgia

Submitted by D. Brian McNatt, bmcnatt@terry.uga.edu

134-10. Relations Among General and Narrow Dimensions of Intelligence and Personality

We estimate ability–personality relations while correcting for many of the shortcomings of the existing literature; most notably, the failure to appropriately separate the variance in observed scores due to g and that due uniquely to narrow abilities. By modeling this variance appropriately, we demonstrate several unique ability–personality relations.

Charlie L. Reeve, University of North Carolina-Charlotte
Rustin D. Meyer, Purdue University
Silvia Bonaccio, Purdue University

Submitted by Charlie L. Reeve, clreeve@email.uncc.edu

134-11. Emotionally Intelligent Machiavellians: The Relationship Between EI, Machiavellianism, and Power

This study examined the relationships between emotional intelligence (EI), Machiavellianism (Mach), and power. Results indicated that participants who scored high on the Mach and EI scales viewed themselves as effective in manipulating others, believed themselves to be successful in social situations, and used “positive” power bases when influencing others.

Adam C. Bandelli, University of South Florida

Submitted by Adam C. Bandelli, abandell@mail.usf.edu

134-12. Confirmatory Factor Analysis of the NEO-PI-R Equivalent IPIP Inventory

A confirmatory factor analysis of the 300-item NEO-PI-R equivalent IPIP scale was performed and personality factor

intercorrelations were examined. The results showed that the 5-factor model poorly fit the data. Intercorrelations between the 5 broad personality factors and complex relationships among the facets and factors were observed.

Jeffrey M. Cucina, George Washington University
Rebecca Goldenberg, Bureau of Customs and Border Protection

Nicholas L. Vasilopoulos, George Washington University

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

134-13. Linking the Big Five Personality Constructs to Organizational Commitment

The relationships between the Big Five personality constructs and affective, continuance, and normative commitment were investigated. Results indicated that Extraversion significantly related to all 3 forms of commitment; Neuroticism, Conscientiousness, and Openness to Experience significantly related to continuance commitment; and Agreeableness significantly related to normative commitment.

Jesse Erdheim, Bowling Green State University
Mo Wang, Bowling Green State University

Submitted by Jesse Erdheim, jerdhei@bgnet.bgsu.edu

134-14. The Influence of Employee Involvement and Conscientiousness on Helping Behaviors

Although person-by-situation models of human behavior have been advocated since the 1930s, contemporary studies typically focus on either situational factors or individual factors to predict workplace behaviors. This study examines and discusses the importance of considering both the person and the situation variables together for research in prosocial organizational behavior.

Sarah Chan, University of Texas at Arlington
George Benson, University of Texas at Arlington

Submitted by Sarah Chan, schan@exchange.uta.edu

134-15. Do Personality Traits Determine Application Success Through Biographical Information?

Structural equation modeling on matched data from 418 graduating seniors, recruiting firms, and university records demonstrated that personality (Conscientiousness, Extraversion, and Agreeableness) predicted academic

achievement and leadership, which in turn predicted application success. Results support biographical information as potential source of corroborative evidence on interviewer perceptions of applicant personality.

Cheryl Tay, Nanyang Technological University

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

134-16. A Comparison and Self- and Peer Ratings of Social Competence

Organizations increasingly use self-report measures of social competence for purposes of diagnosis, training, and performance evaluation. Self-serving biases may hinder accurate self-report measurement. Structural equation modeling (SEM) multigroup analyses and self-peer agreement were examined to determine whether self-ratings are accurate indicators of the construct.

Morgan Morrison, Colorado State University

Eric D. Heggstad, Colorado State University

Submitted by Morgan Morrison,
morganm@holly.colostate.edu

134-17. Personality Moderators of the Political Influence Compatibility–Work Outcomes Relationship

Our objectives were to confirm how political influence compatibility (PIC) explained incremental variance in work outcomes in an applied setting and to determine whether Agreeableness or Extraversion moderated this relationship. PIC explained incremental variance in work outcomes above political climate, whereas extraversion only partially moderated this relationship.

John P. Meriac, University of Tennessee

Peter D. Villanova, Appalachian State University

Submitted by John P. Meriac, johnmeriac@yahoo.com

134-18. Faking Ability as a Predictor of Training Success and Rehiring

Correctional officers instructed to fake on an IPIP personality inventory produced a “job desirability” pattern rather than a general social desirability one, thus confirming prior research. Surprisingly, only for fakers did traits predict success in training and likelihood for rehiring. Several explanations for the findings were discussed.

Thomas E. Mitchell, University of Baltimore

Aron J. Thune, University of Baltimore

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

134-19. Putting the Purpose Back Into Personality: A Multitrait–Multigoal Approach

This study identified behavioral patterns within the domains of the 5-factor model (FFM) that share goals with regard to status- and acceptance-seeking. Evidence supported the 10 distinct dimensions, showing the goal facets within each FFM dimension were discriminable, converged with observer ratings, and differentially correlated with behavioral criteria.

Jacquelyn Renee Steele, Central Michigan University

Gary N. Burns, Central Michigan University

Neil D. Christiansen, Central Michigan University

Submitted by Gary N. Burns, burns1gn@cmich.edu

134-20. Cross-Cultural Social Intelligence: Development of a Theoretically Based Measure

This paper details the rationale for and development of an SJT measure designed to assess cross-cultural social intelligence and its 2 main dimensions (empathy and ethnocentrism). Content analysis findings (using evaluators from 5 countries) support the quality of the scenarios and alternatives.

M. Evelina Ascalon, Erasmus University-Rotterdam

Deidra J. Schleicher, Purdue University

Marise Born, Erasmus University-Rotterdam

Submitted by M. Evelina Ascalon, ascalon@fsw.eur.nl

134-21. Effects of Workload History and Extraversion on Task Performance

This study manipulated workload levels and used a technique examining workload history to test Eysenck's (1967) theory of extraversion. Participants consisted of 71 undergraduates who performed an auditory vigilance task. A repeated measures ANOVA revealed that extraverts and introverts respond differently to sudden decreases in workload levels. Implications are discussed.

Amanda D. Angie, University of Oklahoma

Luz-Eugenia Cox-Fuenzalida, University of Oklahoma

Submitted by Amanda D. Angie,
aangie@psychology.ou.edu

134-22. Interaction of Social Skills and Goal Orientation on Feedback-Seeking Behavior

Goal orientation has been shown to influence feedback seeking in past research. However, little research has studied the influence of social skills on this relationship. In the present study, social skills moderated the goal orientation-feedback seeking relationship, implying that training of social skills should positively influence feedback seeking.

Jason Dahling, University of Akron
Brian G. Whitaker, University of Akron

Submitted by Jason Dahling, jjd12@uakron.edu

134-23. Interactive Effects of Situational Judgment Effectiveness and Proactive Personality

As hypothesized, proactive personality (PAP) predicts work perceptions and work outcomes positively for individuals with high situational judgment effectiveness (SJE) but negatively for those with low SJE. The findings challenge the assumption that PAP is always adaptive and caution against direct interpretations of bivariate associations between PAP and work-relevant criteria.

David Chan, National University of Singapore

Submitted by David Chan, davidchan@nus.edu.sg

134-24. Evaluating Applicant Faking Via "Bright" and "Dark-Side" Measures of Personality

Despite recent and consistent findings supporting the predictive and construct validity of personality assessments, "faking" is still considered an issue within employee selection contexts. This paper evaluates whether positive response distortion represents "faking" or, conversely, valid and interpretable variance by assessing profile correspondence on measures of "bright-" and "dark-side" personality.

Nicole R. Bourdeau, Hogan Assessment Systems
Jared D. Lock, Hogan Assessment Systems

Submitted by Nicole R. Bourdeau,
nicole@hoganassessments.com

134-25. Personality Validity: The Role of Schemas and Motivated Reasoning

We investigated whether applying for a specific job leads applicants to adopt a schema. Once adopting the schema,

respondents use that schema in a way that inaccurately reflects what their behavior is. Consequently, as hypothesized, there is a lowering of validities. Implications for optimizing personality assessment for selection are provided.

Zvi H. Aronson, Stevens Institute of Technology
Richard R. Reilly, Stevens Institute of Technology

Submitted by Zvi H. Aronson, zaronson@stevens.edu

134-26. Retirement and Drinking Outcomes: Moderating Effects of Occupation and Narcissism

We investigated the relationship between occupation, retirement, and narcissistic tendencies in predicting drinking outcomes. Results show that drinking increases the most for highly narcissistic retirees exiting high status occupations. Highly narcissistic retirees exiting lower status occupations drank less. We conclude with suggestions for practice and future research.

Kenneth W. Zlatoper, University of Illinois at Chicago
Judith A. Richman, University of Illinois at Chicago
Kathleen Rospenda, University of Illinois at Chicago
Jennifer L. Z. Ehmke, University of Illinois at Chicago
Joseph A. Flaherty, University of Illinois at Chicago

Submitted by Kathleen Rospenda,
krospenda@psych.uic.edu

134-27. Cognitive Mapping Strategies of Responses to Multidimensional Forced-Choice Personality Items

We used verbal protocol analysis to examine how respondents compare their standing on traits to those assessed by statements on multidimensional forced-choice personality scales. All strategies were consistent with an unfolding model, thereby confirming the assumptions of the process model in question. Practical and theoretical implications are also discussed.

Rustin D. Meyer, Purdue University
Charlie L. Reeve, University of North Carolina-Charlotte
Eric D. Heggestad, Colorado State University
Rodney A. McCloy, HumRRO

Submitted by Rustin D. Meyer, meyer@psych.purdue.edu

134-28. Personality and Training Performance: Examining Moderation and Curvilinearity

This study examined the association between personality and training performance, focusing specifically on

the interrelations between achievement motivation and emotional stability. In a linear model, an interaction between the 2 variables predicted performance. However, adding quadratic effects indicated that emotional stability is a spurious moderator of the achievement–performance relationship.

Arwen Elizabeth Hunter, George Washington University
Nicholas L. Vasilopoulos, George Washington University
Courtney L. Morewitz, George Washington University
Susan M. Reilly, U.S. Department of Homeland Security

Submitted by Arwen Elizabeth Hunter,
arwen_hunter@yahoo.com

134-29. Modeling the Individual Difference Determinants of Faking: Integration and Extension

This paper describes an integrated model of individual difference determinants of faking on personality tests. Results indicate that at least 2 factors are involved in predicting faking behavior. This study extends the literature on individual differences as determinants of faking and provides a validation of a measure of these determinants.

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

Submitted by Stephanie N. Seiler,
sseiler@cyrus.psych.uiuc.edu

135. Community of Interests: Saturday, 9:00–9:50 Pasadena (Lower Level)

Occupational Health Psychology

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

136. Interactive Posters: Saturday, 9:00–9:50 Los Feliz (Lobby Level)

New Directions in Organizational Justice

136-1. Testing Event-Based and Social Entity Justice Judgments

Cropanzano, Byrne, Bobocel, & Rupp (2001) suggested that there are 2 justice paradigms: event judgments (i.e.

specific occurrences) and social entity judgments (i.e. person, group, organization). We provide evidence that event-based and social entity justice judgments are distinct and have differential outcomes. Implications for science and practice are discussed.

Tasha L. Eurich, Colorado State University
Zinta S. Byrne, Colorado State University

Submitted by Tasha L. Eurich,
teurich@lamar.colostate.edu

136-2. Mortality and Morality: Integrating Organizational Justice and Terror Management Frameworks

This study examined the relationship between mortality salience and the need for justice. It was hypothesized that this relationship would be moderated by individual differences in moral maturity. Hypotheses were partially supported. Mortality salience interacted with morality to predict need for distributive justice.

Jordan Stein, Anheuser-Busch, Inc.
Deborah E. Rupp, University of Illinois at Urbana-Champaign

Submitted by Deborah E. Rupp, derupp@uiuc.edu

136-3. Implicit Effects of Organizational Justice: Moving Beyond Social-Exchange Frameworks

We examined implicit effects of organizational justice via an experimental design where participants received fair or unfair treatment. Results showed that experienced (un)fairness is related to activation of regulatory foci and happy—sad and anxious—calm affect dimensions. These findings have implications for considering nonsocial exchange perspectives.

Russell E. Johnson, University of Akron
Chu-Hsiang Chang, University of Akron
Christopher C. Rosen, University of Akron

Submitted by Russell E. Johnson, rej1@uakron.edu

136-4. Integrating Applicant Attraction and Organizational Justice: An Uncertainty-Based Perspective

Drawing on signaling theory and uncertainty management theory, we integrate applicant attraction and organizational justice research. In 2 separate studies, partici-

pants were more attracted to fair organizations. Further, consistent with the theoretically derived hypotheses, individuals high in need for closure perceived better fit and were more attracted to fairer organizations.

David M. Mayer, University of Maryland
Jonathan C. Ziegert, University of Maryland
Karen Holcombe Ehrhart, San Diego State University
Submitted by David M. Mayer, dmayer@psyc.umd.edu

Coffee Break

Saturday, 10:00–10:30

Multiple Locations

137. Theoretical Advancement:

Saturday, 10:30–12:20

San Jose (Level 2)

Continuous Learning at the Individual, Group, and Organizational Levels

Continuous learning is vital in today's organizations—for individuals, groups, and organizations. The goal of this forum is to communicate a new systems model of learning that pulls together the divergent literatures on learning and then to provide research and commentary addressing the whole and each component of the model.

Valerie I. Sessa, Montclair State University, *Chair*
Manuel London, SUNY-Stony Brook, *Co-Chair*
Manuel London, SUNY-Stony Brook, Valerie I. Sessa, Montclair State University, *A Systems Approach to Learning*
Cynthia D. McCauley, Center for Creative Leadership, *Organizational Environment for Individual Learning*
Michael West, University of Aston, *Group Learning*
David V. Day, Pennsylvania State University, *What Do We Talk About When We Talk About Organizational Learning?*
Robert B. Mintz, R.B. Mintz & Co, LLC, *The Intersection of Organizational Learning Theory and Practice: Why It's So Often a Twenty-Car Pile-Up*
Submitted by Valerie I. Sessa, sessav@mail.montclair.edu

138. Symposium: Saturday, 10:30–12:20

San Francisco (Level 2)

Practical Applications of Organizational Justice: Putting Fairness to Work

Four novel applications of organizational justice are presented: (a) fairness of disabled people's use of accom-

modative procedures, (b) interpersonal justice as a moderator of cruise ship passengers' repatronage decisions, (c) interactional justice in the performance of cross-functional product development teams, and (d) the contribution of various HR practices to justice perceptions.

Jerald Greenberg, The Ohio State University, *Chair*
Adrienne J. Colella, Texas A&M University, Ramona L. Paetzold, Texas A&M University, Maria Fernanda Garcia, Texas A&M University, *Perceptions of People With Disabilities: When is "Reasonable" Accommodation Fair?*
Donald E. Conlon, Michigan State University, Michael Johnson, Michigan State University, Linn Van Dyne, Michigan State University, *Effects of Interactional Justice and Voice on Experiences of Cruise-Ship Passengers*
Tianjiao Qiu, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, William Qualls, University of Illinois at Urbana-Champaign, *Interactional Justice in Cross-Functional-Product-Development Teams*
Layne Paddock, University of Arizona, Stephen W. Gilliland, University of Arizona, *Which Better Predicts Fairness: Benefits, Compensation, Training, or Performance Appraisal?*
Jerald Greenberg, The Ohio State University, *Discussant*
Submitted by Jerald Greenberg, greenberg.1@osu.edu

139. Symposium: Saturday, 10:30–11:50

Sacramento (Level 2)

Validity and Diversity Goals: Innovative Approaches to Adverse Impact Reduction

Presently, many organizations have dual goals of developing selection systems that are valid and that promote diversity. These goals are often in competition because commonly used cognitive-based selection tests show adverse impact. The 4 papers in this symposium provide innovative approaches to developing valid selection systems that reduce adverse impact.

David M. Mayer, University of Maryland, *Chair*
James L. Outtz, Outtz and Associates, Paul J. Hanges, University of Maryland, Seth Hayes, University of Maryland, Archie L. Bates, University of Maryland, Mina Sipe, University of Maryland, *Testing Context and g: Item Familiarity and Adverse Impact*
James L. Outtz, Outtz and Associates, Harold W. Goldstein, Baruch College-CUNY, Jennifer Ferreter, Baruch College-CUNY, *Divergent and Convergent Thinking: Test Response Format and Adverse Impact*

Kathleen Kappy Lundquist, Applied Psychological Techniques, John R. Curtis, Applied Psychological Techniques, David J. Snyder, Applied Psychological Techniques, *Blind Judgment: An Attempt to Reduce Adverse Impact in Interviews*

Rick R. Jacobs, Pennsylvania State University, *Validity, Diversity and Legal Challenges: Multiple Predictors and Adverse Impact*

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

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

140. Special Event: Saturday, 10:30–11:20 Avalon (Level 3)

Distinguished Scientific Contributions Award:

Performance Appraisal Isn't Performance Measurement: Why Poor Workers Receive Good Ratings

One of the persistent mysteries in performance appraisal is determining what role ratees' actual job performance plays in the performance ratings they receive. It is difficult to form accurate judgments about job performance, but motivation probably plays a greater role than cognitive limitations in limiting the accuracy of appraisals.

Angelo S. DeNisi, Texas A&M University, *Chair*
Kevin R. Murphy, Pennsylvania State University, *Presenter*

141. Panel Discussion: Saturday, 10:30–11:50 Emerald Bay (Level 3)

“Giving (I-O) Psychology Away”—But to Whom?

George Miller's famous APA address advocated “giving psychology away” to promote human welfare. Have we accepted this responsibility? The panel discusses populations, organizations, and institutions not served/studied by us, why that might be so, what it tells us about our profession, and what—if anything—we should do about it.

Joel M. Lefkowitz, Baruch College-CUNY, *Chair*
Judith S. Blanton, RHR International, *Panelist*
Steven J. Noble, Noble Consulting Associates, *Panelist*
Jay M. Finkelman, Alliant International University, *Panelist*
Michael J. Zickar, Bowling Green State University, *Panelist*

Submitted by Joel M. Lefkowitz,
Joel_Lefkowitz@baruch.cuny.edu

142. Panel Discussion: Saturday, 10:30–11:50 Santa Anita A (Lobby Level)

Training the Next Generation of Doctors

The purpose of this panel discussion is to examine the role that I-O psychology has been playing in medical training and patient safety and to discuss the need for continued research and practice. Topics to be discussed include team training, simulation, and competency modeling in the training of physicians.

Rachel Day, American Institutes for Research, *Chair*
David P. Baker, American Institutes for Research, *Co-Chair*
Paul Barach, University of Miami-Jackson Memorial Hospital, *Panelist*

David M. Gaba, VA Palo Alto Health Care System, *Panelist*
Eduardo Salas, University of Central Florida, *Panelist*
Robert P. Tett, University of Tulsa, *Panelist*

Submitted by Rachel Day, rday@air.org

143. Practitioner Forum: Saturday, 10:30–11:50 Santa Anita B (Lobby Level)

Career Paths From Start to Finish: Implementing Successful Programs

Combining the dearth of new executive talent with the looming retirement of 70 million people in the next 5 years, organizations are looking to I-O psychologists for help with company-wide career path programs. This practitioner's forum will provide a framework for thinking about and implementing objective career path programs.

Jared D. Lock, Hogan Assessment Systems, *Chair*
Jared D. Lock, Hogan Assessment Systems, Nicole R. Bourdeau, Hogan Assessment Systems, *The Path of Least Resistance: Understanding Career Path Implications*
Stacia J. Familo-Hopek, UPS, *Designing Leadership Development Initiatives in a Multinational Organization*
John R. Leonard, Valero Energy Corporation, Liana Knudsen, Valero Energy Corporation, *Leaders, Leaders, Leaders: What About the Rest of the Organization?*
Michelle E. Combs, Booz Allen Hamilton, John Tindal, Booz Allen Hamilton, Richard T. Cober, Booz Allen Hamilton, Abigail D. Toner, Booz Allen Hamilton, *Where Do We Go Now? Using Career Paths in the Federal Government*
Alana B. Cober, Transportation Security Administration, Ryan A. Ross, Hogan Assessment Systems, *Case Study: Selection to Development in the Transportation Security Administration*

Submitted by Jared D. Lock, jlock@HoganAssessments.com

**144. Practitioner Forum: Saturday,
10:30–11:50
Santa Anita C (Lobby Level)**

**Tyson—We're Not Just About Chicken
Anymore: Merger Issues**

Tyson Foods had a unique challenge when it acquired a beef and pork company that was twice its size. Practitioners from Tyson and Psychological Associates share their experience in objectively reviewing the new officer population, further developing their skills, and creating a leadership pool and succession plan for the future.

Melinda F. Bremley, Psychological Associates, Inc.,
Chair

Ann Beatty, Psychological Associates, Inc., *Co-Chair*

Melinda F. Bremley, Psychological Associates, Inc.,
Presenter

Ann Beatty, Psychological Associates, Inc., *Presenter*

Larry G. Hopkins, Tyson Foods, Inc., *Presenter*

Rayna K. Henderson, Tyson Foods, Inc., *Presenter*

Submitted by Melinda F. Bremley,
mbremley@Q4solutions.com

**145. Practitioner Forum: Saturday,
10:30–11:50
Palos Verdes (Lobby Level)**

**Experience-Based Prescreens: Suggestions
for Improved Practice**

Prescreens are a common component of many personnel selection systems. However, they are often not perceived as valid. This forum will discuss the use of prescreens, common criticisms of them, and guidelines for enhancing their validity and effectiveness. The panel will also provide data on the effectiveness of these guidelines.

Timothy P. McGonigle, Caliber Associates, *Chair*
Christine Parker, CPS Human Resource Services, *What
Are Prescreens? How Are They Used? How
Should They be Used?*

Timothy P. McGonigle, Caliber Associates, *Developing
Effective Prescreen Items*

Margaret G. Barton, U.S. Office of Personnel
Management, Paul J. Katanik, U.S. Postal Service,
*Results From the Field: Three-Year Use of an
Online Prescreen*

Charles A. Handler, rocket-hire.com, *Screening and
Legal Issues*

Submitted by Timothy P. McGonigle,
tmcgonigle@caliber.com

**146. Symposium: Saturday, 10:30–12:20
San Fernando (Lobby Level)**

**The Effects of Subconscious Trait and State
Motivation on Performance**

Research on subconscious motivation has flourished in social psychology over the past decade. However, similar work is just beginning to (re)emerge in I-O psychology. This symposium will bring together leading researchers on subconscious trait and state motivation to discuss previous work, present recent findings, and offer suggestions for future research.

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

Edwin A. Locke, University of Maryland, *Two Studies
of Subconscious Priming*

Alex Stajkovic, University of Wisconsin-Madison,
*Subconscious and Conscious Goals: Do They Help
Each Other in Effecting Performance?*

John B. Miner, Self-employed, *Unconscious Motivation,
Projective Techniques, and Performance*

Ann Howard, Development Dimensions International,
*Subconscious and Conscious Motives in Long-
Term Managerial Success*

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

Submitted by Alex Stajkovic, astajkovic@bus.wisc.edu

**147. Symposium: Saturday, 10:30–11:50
San Gabriel A (Lobby Level)**

**Enhancing Recruitment Utility: A Stage
Perspective**

Recruitment practices play a key role in ensuring organizational effectiveness. To fully appreciate the complexities of this longitudinal process, researchers must be cognizant of the stage of recruitment being studied. The goal of this symposium is toward understanding the effects of organizational activities across stages of recruitment.

Michelle A. Marks, George Mason University, *Chair*
Crystal Michele Harold, George Mason University, *Co-Chair*
Quan Co, University of Calgary, Derek S. Chapman,
University of Calgary, *Effects of Negative
Information on the Early Recruiting Process*

Talya N. Bauer, Portland State University, Donald M.
Truxillo, Portland State University, Jennifer A.

Sommers, U.S. Army Research Institute/Portland
State University, Vaunne M. Weathers, Portland
State University, *Justice Perceptions During Initial
Online Screening: The Role of Privacy Concerns
in Applicant Reactions*

Michelle A. Marks, George Mason University, Crystal Michele Harold, George Mason University, Gunna (Janet) Yun, George Mason University, *The Truth About Job Negotiations: Who, When, and Why People Negotiate For Jobs*

Ana B. Costa, CPS Human Resource Services, Deborah K. Ford, CPS Human Resource Services, *An Evaluation of Applicant Reactions Within a Promotional Setting*
Robert E. Ployhart, University of South Carolina, *Discussant*

Submitted by Crystal Michele Harold, charold@gmu.edu

148. Roundtable: Saturday, 10:30–11:50 San Gabriel B (Lobby Level)

Selecting Managers to Lead During Acquisitions

The proposed roundtable will discuss the selection of managers who will survive an acquisition and provide leadership during the transition. Presenters will provide key attributes of acquired managers who successfully adjust during major reorganizations. Participants will discuss best practices in selection during acquisitions.

Edward J. Pavur, Management Service, *Host*
Robert F. Goldsmith, Robert Goldsmith & Associates, *Co-Host*

Submitted by Edward J. Pavur, pagsip@netscape.net

149. Practitioner Forum: Saturday, 10:30–11:50 San Gabriel C (Lobby Level)

Online Assessment is a Valid Enhancement of the Selection Process

Unsupervised online administration of personality, technical knowledge, and ability assessments are a growing source of applicant data. We will demonstrate valid and pragmatic examples that illustrate feasibility and challenges. Some unanticipated results when using the Internet for testing will also be documented. Professional guidelines for online testing will be discussed.

Jurgen Bank, SHL, *Chair*
Tanya C. Delany, IBM, John J. Pass, Iona College, *Design and Validation of an Unproctored Cognitive Ability Test*
Anna Brown, SHL, Dave Bartram, SHL Group PLC, Jane R. Carstairs, Macquarie University, Gustav Holtzhausen, SHL, George Mylonas, Macquarie University, *Online Personality and Motivation Testing: Is Unsupervised Administration an Issue?*

Jurgen Bank, SHL, *Gender Differences in the Perception of Ability Screening Online*
Dave Bartram, SHL Group PLC, *The International Test Commission Guidelines on Computer-Based Testing and Testing on the Internet*
Douglas D. Molitor, 3M, *Discussant*

Submitted by Jurgen Bank, jurgen.bank@shlgroup.com

150. Education Forum: Saturday, 10:30–11:50 San Pedro (Lobby Level)

Enhancing Training in Occupational Health Psychology: Views From the Trenches

Graduate students from emerging and existing occupational health psychology (OHP) programs present issues and recommendations to maximize OHP training opportunities. Attendees will gain, and be encouraged to share, information on starting a program, building community partnerships, gaining applied experience, and obtaining grants. Future directions in OHP training are also presented.

Leslie B. Hammer, Portland State University, *Co-Chair*
Jennifer L. Burnfield, Bowling Green State University, *Co-Chair*
Kate Morse, George Mason University, Michael T. Ford, George Mason University, *Shaping Research Group Interest Into a Formal OHP Training Program*
Kristin Charles, Portland State University, *Building Community Connections in OHP Programs*
Lynda Villanueva, University of Houston, Lacey L. Schmidt, University of Houston, *An Innovative Design for OHP Internships: Recommendations and Lessons Learned*
Ashley M. Guidroz, Bowling Green State University, Jennifer L. Burnfield, Bowling Green State University, L. Jean Whinghter, Bowling Green State University, Alison A. Broadfoot, Bowling Green State University, Patricia Barger, Bowling Green State University, Gabriel M. De La Rosa, Bowling Green State University, *From Good to Great: Tips for Obtaining Grants and Samples*
Sarah DeArmond, Colorado State University, Autumn D. Krauss, Colorado State University, *Future Directions for Graduate Training in Occupational Health Psychology*

Submitted by Jennifer L. Burnfield, jburnfi@bgnet.bgsu.edu

151. Education Forum: Saturday, 10:30–11:50 Santa Barbara A (Lobby Level)

Teaching I-O Concepts More Effectively: Experiential and Service-Learning Pedagogy

Dedicated faculty members regularly update their courses in an attempt to better train students in the complex and often difficult concepts of I-O psychology. Participants will discuss the value of experiential techniques in both teaching and learning this material and specifically, the use of service-learning pedagogy to provide relevant experiences.

Laura L. Wolfe, Louisiana State University, *Chair*
Lillian T. Eby, University of Georgia, *Application of
Service Learning to Teach Advanced Industrial
Psychology at the Graduate Level*

Elizabeth L. Shoenfelt, Western Kentucky University,
*Experiential and Service Learning in an Advanced
Training in Business and Industry Graduate Course*

Sarah C. Evans, University of Georgia, Cristina
Williams, University of Georgia, *Service-Learning
in the Graduate I-O Course: The Student
Perspective on What Worked and Why*

Tracy A. Lambert, University of Georgia, *Observations
on Several Service-Learning Courses and the
Service-Learning Grant Writing Process From a
Student's Viewpoint*

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

Submitted by Laura L. Wolfe, Lwolfe@Lsu.edu

152. Practitioner Forum: Saturday, 10:30–11:50 Santa Barbara B (Lobby Level)

Competency Modeling as a Tool for Change

Competency modeling is a valuable methodology that can help organizations respond to today's rapidly changing business environment. This forum will discuss how competency modeling can be used to drive organizational change, focusing on case studies from a variety of industries.

Erica I. Desrosiers, PepsiCo, *Chair*

B. Lynn Ware, Integral Talent Systems, Inc., *Using Job
Competencies as Drivers for Business Plan Execution*

Michael G. Lehman, Right Management Consultants,
Driving Change Through Competencies

Leanne Buehler, DeCotiis Erhard, Erica I. Desrosiers,
PepsiCo, *Using Competency Models to Enhance
Organizational Effectiveness*

Ronald R. Halverson, Halverson Consulting, Shelby L.
Hoult, Halverson Consulting, Trevor Kunkle,

Halverson Consulting, *Building Accountability for
Behavior: Integration of Competencies Into a
Performance Management System*

Syed Saad, Wachovia Corporation, Natasha Tharp,
Wachovia Corporation, *Uniting a Culture and
Lifting Performance With Competencies*

Anjani Panchal, Pepsi Americas, *The Use of Competency
Modeling at PepsiAmericas*

Submitted by Erica I. Desrosiers,
erica.desrosiers@pepsi.com

153. Symposium: Saturday, 10:30–12:20 Santa Barbara C (Lobby Level)

Climate Research in the the USA and Europe: Traditional Approaches and Research Synthesis

This symposium on climate in organizations will bring together research traditions from Europe and America, with the purpose of illustrating how cultural context impacts the conceptualisation of climate and methodology for its study. The implications of differences in research traditions for future research and professional practice will be discussed.

Fred Zijlstra, University of Surrey, *Chair*
Michael J. Burke, Tulane University, *Co-Chair*
Michael J. Burke, Tulane University, *Studying
Organizational Safety Climate Within a Meta-
Analytic Framework*

Alessia D'Amato, University of Surrey, Fred Zijlstra,
University of Surrey, *The Sand-Clock of the
Organization: Climate and Individual Factors as
Antecedents of Organizational Outcomes in a
Comprehensive Model*

Jeremy F. Dawson, Aston University, Michael West,
Aston University, *Climate, Climate Strength, and
Performance in UK Hospitals*

Vicente Gonzalez-Roma, University of Valencia, Jose
M. Peiro, University of Valencia, Lina Fortes,
University of Valencia, Nuria Gomero, University of
Valencia, *Work-Team Climate, Climate Strength,
and Team Performance: A Two-Wave Panel Study*

Daniel R. Denison, International Institute for
Management Development, William S. Neale,
Denison Consulting, *Linking Organizational
Culture and Business Performance Contrasting
American and Global Perspectives*

Submitted by Alessia D'Amato, a.damato@surrey.ac.uk

154. Practitioner Forum: Saturday, 10:30–11:50 San Bernardino (Lobby Level)

Frame-of-Reference Training: Insights and Best Practices

Frame-of-reference (FOR) training is an effective approach for increasing rating accuracy, but there has been little guidance on best practices for using FOR training in the field. Three case studies across different industries describe FOR training programs for a variety of assessment purposes, emphasizing results, best practices, and lessons learned.

Stephen A. Dwight, Bristol-Myers Squibb, *Chair*
Catherine S. Clause, Bristol-Myers Squibb, *Co-Chair*
Darin Wiechmann, Bristol-Myers Squibb, Stephen A. Dwight, Bristol-Myers Squibb, Randall H. Lucius, APT, Inc., *Frame-of-Reference Training at Bristol-Myers Squibb*

Krista L. Uggerslev, University of Manitoba, *Frame-of-Reference Training at the Brain Injury Rehabilitation Centre*

Lorne M. Sulsky, Wilfrid Laurier University, Ronald D. Porter, Canadian Forces–Royal Military College of Canada, *Using Frame-of-Reference Training With the Canadian Armed Forces*

Neil M. A. Hauenstein, Virginia Tech, *Discussant*

Submitted by Stephen A. Dwight,
stephen.dwight@bms.com

155. Symposium: Saturday, 10:30–12:20 Beaudry A (Lobby Level)

Is Personality Research Culture-Bound? Examining Personality Effects Across Cultures

Research on personality in organizations is thriving, yet most of this research has been conducted in Western cultures. The papers examine culture and personality assessment, negotiation, teams, and performance. A key theme that emerges across many of the papers is that personality does not have the same effects across cultures.

Michele J. Gelfand, University of Maryland, *Chair*
Ann Marie Ryan, Michigan State University, *Co-Chair*
Tamara Bruce, Michigan State University, Lisa M. Leslie, University of Maryland, Michele J. Gelfand, University of Maryland, Ann Marie Ryan, Michigan State University, C. Harry Hui, University of Hong Kong, Mark Radford, Hokkaido University, *A Cultural Perspective on Frame-of-Reference Effects*

Leigh Anne Liu, University of South Carolina, Ray Friedman, Vanderbilt University, *Culture and Negotiator Personality in Distributive Bargaining*
Lynn Imai, University of Maryland, Kirsten M. Keller, University of Maryland, Michele J. Gelfand, University of Maryland, *An Examination of Personality Composition and Team Effectiveness Across Cultures*

Ute-Christine Klehe, University of Zurich, Neil R. Anderson, University of Amsterdam, *The Moderating Influence of Personality and Culture on Motivation in Typical Versus Maximal Performance Situations*

Murray R. Barrick, University of Iowa, *Discussant*

Submitted by Michele J. Gelfand,
mgelfand@psyc.umd.edu

156. Symposium: Saturday, 10:30–12:20 Beaudry B (Lobby Level)

Goal Orientation in Context: Advances in Theory and Research

Although goal orientation has become a popular construct in understanding individuals' achievement motives, researchers have often ignored the issue of the effects of specific contexts. Presentations in this symposium include theoretical discussions of this issue as well as empirical studies that shed light on it.

Frederick L. Oswald, Michigan State University, *Chair*
Alyssa Friede, Michigan State University, *Co-Chair*
Aaron M. Schmidt, University of Akron, J. Kevin Ford, Michigan State University, *Dynamic Stability? Reconsidering State and Trait Issues in Goal Orientation*
Michael Horvath, Clemson University, Laurie Wasko, Clemson University, Moira Hanna, Clemson University, Hailey A. Herleman, Clemson University, John R. Diehl, Clemson University, *Investigating the Role of Affect in Goal Orientation*
Jennifer K. Lee, George Mason University, Louis C. Buffardi, George Mason University, Jessica R. McCarty, PowerTrain, *Goal-Oriented Profiles Across Domains: A Cluster Analysis*

Alyssa Friede, Michigan State University, Frederick L. Oswald, Michigan State University, Stephanie M. Drzakowski, Michigan State University, Neal W. Schmitt, Michigan State University, *A Situational Judgment Measure of Goal Orientation*

Jeff A. Weekley, Kenexa, Don VandeWalle, Southern Methodist University, *Work Domain Goal Orientation as a Predictor of Sales Knowledge for Sales Performance*

Don VandeWalle, Southern Methodist University,
Discussant

Submitted by Alyssa Friede, frieideal@msu.edu

Adam L. Johnson, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitted by Adam L. Johnson, johns4al@cmich.edu

157. Poster Session: Saturday, 10:30–11:20 Pasadena (Lower Level)

Surveys, Climate, Culture

157-1. The Attitudinal and Behavioral Outcomes of Person–Organization Fit: A Meta-Analysis

This meta-analytic study examined the relationship between person–organization fit and attitudinal and behavioral outcomes. The results indicated that the degree to which an individual “fits” into an organization is a strong indicator of important individual and organizational outcomes. Moderators of these relationships and future implications of these findings are discussed.

Marta E. Brown, University of Memphis

Submitted by Marta E. Brown, mhermn@memphis.edu

157-2. Recognizing Ethical Dilemmas in Organizational Scenarios

This research evaluates the impact of moral intensity (magnitude-of-consequences, social-consensus, probability-of-effect, temporal-immediacy, proximity, concentration-of-effect) on the recognition of ethical dilemmas. Organizational scenarios varying in intensity were rated by 188 business students. Results indicate a linear relationship between moral intensity and the ethical-recognition scores. No effect was found for social desirability.

Edward J. Sabin, Saint Louis University

Kyle David Herrman, Saint Louis University

Submitted by Edward J. Sabin, sabin@slu.edu

157-3. Dispositional and Situational Predictors of Cynicism About Organizational Change

This research examined the relationships between cynicism about organizational change (CAOC) and several dispositional and situational predictors. Data from 137 employees from various organizations who were attending college courses indicated that CAOC is positively related to negative affectivity and petty tyranny but is unexpectedly related negatively to organizational change programs.

157-4. Felt Accountability in Organizations

Accountability is a fundamental element in the successful operation of organizations. However, scholars have yet to offer a model of subjectively experienced or felt accountability in organizations. In this paper, we address these limitations by proposing a meso-level theory that addresses fundamental components of the felt-accountability process in organizations.

Angela T. Hall, Florida State University

Wayne A. Hochwarter, Florida State University

Gerald R. Ferris, Florida State University

Pamela L. Perrewe, Florida State University

Submitted by Angela T. Hall, ath6462@cob.fsu.edu

157-5. Impact of Cultural Composition and Personality on Teamwork

We used multiple regression to examine how teamwork is predicted by the cultural composition of teams and personality traits of Americans and Chinese working together in simulated flight crews. Results showed that cultural composition and personality were related to various teamwork behaviors among pilot–copilot dyads at 3 levels of analysis.

Donald D. Davis, Old Dominion University

Janet L. Bryant, Old Dominion University

Heather J. Downey, Old Dominion University

Katherine A. Selgrade, Old Dominion University

Submitted by Katherine A Selgrade, kselgrad@odu.edu

157-6. Assessing Impact of an Organizational Development Initiative on Organizational Culture

The purpose of the present study was to determine the impact of an organizational development (OD) initiative on school culture. Results found that schools involved in an OD initiative had significantly lower culture scores than schools not involved in any type of OD initiative.

Anna Tolentino, University of South Florida

Reginald Lee, University of South Florida

Submitted by Anna Tolentino, alt3878@aol.com

157-7. Influence of Innovative Climate on Organizational Consequences of Demanding Work

Extending the job demands-resource model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), we predicted and found that among a sample of 24,205 employees from 136 healthcare organizations, work demands had negative consequences for organizational performance. Moreover, organizational climate for innovation moderated this relationship and alleviated the negative effects of work demands.

Eden B. King, Rice University
Kelly De Chermont, Rice University
Michael West, Aston University
Jeremy F. Dawson, Aston University
Michelle (Mikki) Hebl, Rice University

Submitted by Eden B. King, eking@alumni.rice.edu

157-8. Corporate Image Evaluations: Do We Follow Our Heads or Hearts?

Cognitive and affective components of attitudes have been identified, but not considered in past research on organizational attraction. An adjective-based measure for each component of organizational image evaluations was developed and tested across 2 studies. Results suggest that much is gained by considering evaluations at this more specific level.

Shelby Devendorf, Bowling Green State University
Christopher J. Cunningham, Bowling Green State University
Scott Highhouse, Bowling Green State University
Submitted by Shelby Devendorf, sdevend@bgnet.bgsu.edu

157-9. An Examination of Sources of Peer Review Bias

This study examined potential sources of bias in the peer review process for submissions to an annual conference. Reviewers who authored a poster gave lower ratings than reviewers who did not author a poster. Authors who were also reviewers received higher ratings than nonreviewing authors. Implications are discussed.

Jessica Blackburn, Bowling Green State University
Milton Hakel, Bowling Green State University
Anne K. Gordon, Bowling Green State University

Submitted by Jessica Blackburn,
blackjl@bgnet.bgsu.edu

157-10. Psychological Climate: Differences Between Organizational and Individual Referents

Psychological climate (PC) is defined as employee descriptions of the organizational environment. PC_o refers to an organizational referent whereas PC_i refers to an individual referent. This study found that individuals rate their own situation (PC_i) more negatively. Furthermore, discrepancies between PC_i and PC_o were found to impact job satisfaction.

Ludmila Zhdanova, Wayne State University
Boris B. Baltes, Wayne State University
Chris P. Parker, Northern Illinois University

Submitted by Ludmila Zhdanova, lucia@wayne.edu

157-11. Types, Sources, and Moderators of Workplace Deviance Norms

Data from 226 employees support that employee perceptions of organizational and interpersonal deviance norms derive from supervisors and coworkers. Further, norms toward specific kinds of deviance map onto participation in that type of deviance. Finally, social bonds (organizational commitment, moral disengagement) moderate the effects of organizational and interpersonal deviance norms.

Chris A. Henle, University of North Carolina-Charlotte
Bennett J. Tepper, University of North Carolina-Charlotte
Robert A. Giacalone, University of North Carolina-Charlotte
Michelle K. Duffy, University of Kentucky

Submitted by Chris A. Henle, cahenle@email.uncc.edu

157-12. The Development of a Scale to Measure Fun at Work

Little research has been conducted on fun at work. In this study, a scale to measure a fun work climate was developed and tested. Socializing with coworkers, celebrating at work, personal freedoms, and global fun were found to be the factors that impacted a person's experience of fun at work.

Tiffany McDowell, Alliant International University

Submitted by Tiffany McDowell,
tmcowell@alliant.edu

157-13. Relationships Between Organizational Climate Profiles, Employee Attitudes, and Financial Performance

We examined the relationships between characteristics of organizational climate profiles and unit-level employee affect, perceptions of service quality, and financial performance. Data from a multinational food distribution company suggest that profile elevation is strongly related to employee affect and perceptions of service quality whereas shape is related to financial performance.

Mathis Schulte, Columbia University
Svetlana Shmulyian, Columbia University

Submitted by Mathis Schulte, ms2187@columbia.edu

157-14. Employment Implications of Disability Around the World: A Cross-Cultural Perspective

In this paper, we discuss cognitive dimensions that research has suggested differ between cultures. We then propose how these dimensions affect the employment of individuals with disabilities. We close by asserting the need for research in this area, as corporations could use this information to better serve their international clients.

Megan Leasher, Wright State University
Corey E. Miller, Wright State University

Submitted by Megan Leasher, leasher.2@wright.edu

157-15. Affective Service Display and Customer Mood

Using video-based stimuli to manipulate the affect displayed by service providers, this study examined participants' moods before and after viewing friendly or neutral service. Results indicated higher positive and lower negative moods after viewing friendly versus neutral service display, even with prior mood controlled. Emotional expressivity served as a moderator.

Alexandra Luong, University of Minnesota-Duluth
Submitted by Alexandra Luong, aluong@d.umn.edu

157-16. Development and Evaluation of a "Climate for Performance Appraisal" Measure

We used a framework based on the organizational justice literature to integrate previous performance appraisal research. We then developed and evaluated a "climate for performance appraisal" measure. Results indicate that perceptions of the appraisal process can be

reliably assessed with respect to 3 factors comprised of 12 key characteristics.

Stephen H. Gaby, University of Tennessee-Knoxville
David J. Woehr, University of Tennessee-Knoxville

Submitted by David J. Woehr, djw@utk.edu

157-17. The Moderating Effects of Climate Strength on Organizational Outcomes

This study extended the climate strength work of Schneider, Salvaggio, & Subirats (2002) to a different industry and expanded the organizational outcome variables to include employee turnover and profitability. Partial support was reported for the hypothesis that climate strength would moderate the relationship between climate level and organizational outcomes.

David Sowinski, Illinois Institute of Technology
Daniel V. Lezotte, Illinois Institute of Technology
Kristen A. Fortmann, Illinois Institute of Technology

Submitted by Daniel V. Lezotte, lezotte@iit.edu

157-18. The Effect of Culture of Honor on Counterproductive Work Behaviors

The present study examined the effects of an Adherence to the Culture of Honor (ACOH) on counterproductive workplace behaviors (CWB) and sexual harassment attitudes. ACOH is positively correlated with CWB but is moderated by gender and the feminine sex role as well as benevolent sexism.

Kimberly E. O'Brien, University of South Florida
Andrew Michael Biga, University of South Florida
Joseph Vandellos, University of South Florida

Submitted by Kimberly E. O'Brien, ko9152@hotmail.com

157-19. Integrating Change Content, Context, Process, and Individual Differences

We attempt to integrate 4 change factors (i.e. change content, context, process, and individual differences) with the potential to influence change success. Results using SEM indicated change context mediated the relationship between individual differences and change process. Similarly, change process mediated the relationship between change context and organizational commitment.

Harvell Jackson Walker, Auburn University
Achilles A. Armenakis, Auburn University

Jeremy B. Bernerth, Auburn University

Submitted by Harvell Jackson Walker,
walkeh1@auburn.edu

157-20. Perceptual Congruence of an Organization's Social Structure

This study examines how similarity in certain demographic characteristics and certain formal and informal organizational structures affect the degree to which individuals tend to perceive similar networks of relationships in the organization. The study finds that shared departments, hierarchical level, and mutual friendship ties can predict levels of perceptual congruence.

Janie Yu, Texas A&M University

Andrew J. Slaughter, Texas A&M University
Laura M. Koehly, Texas A&M University

Submitted by Janie Yu, JanieYu@tamu.edu

157-21. Guanxi in China: A Help or Hindrance in Insecure Times?

Data from 633 Chinese employees were used to examine the moderating effect of guanxi (a form of network) on the relationship between employee job insecurity and job-related outcomes. Findings suggest that employees with high levels of guanxi are more adversely affected by the perception of job insecurity than employees with lower levels of guanxi.

Tahira M. Probst, Washington State University-Vancouver
Xiang (Anne) Yi, Western Illinois University

Submitted by Tahira M. Probst,
probst@vancouver.wsu.edu

157-22. Linking Organizational Culture and Performance: Creation of Employees' Social Capital

The current study incorporates the social capital theory into a framework of organizational culture to examine how organizational culture affects performance. We suggest that organizational culture, as defined by Hofstede's (1980) typology of culture, influences employees' accumulation of social capital, which in turn impacts organizational performance.

Thomas Ng, University of Georgia
Kelly Sorensen, University of Georgia

Submitted by Thomas Ng, twhng@uga.edu

157-23. Testing the Effects of Community in Organizational Citizenship Behavior

This study examines how sense of community affects the organizational citizenship behavior at a health care facility. Results indicate that distributive justice directly relates to altruism. Sense of community fully mediates between organizational commitment and altruism. Job satisfaction was the only reliable predictor of compliance. The resulting model is discussed.

Anita Blanchard, University of North Carolina-Charlotte
Erin B. Eklund, University of North Carolina-Charlotte
Megan Boone, Sullivan University

Submitted by Erin B. Eklund, erin@inexplicable.com

157-24. Organizational Culture and Climate and Attitudes Toward Innovation Adoption

Adoption of evidence-based practice in medicine and social services is a developing practice area for organizational psychologists. Organizational culture and climate may impact worker attitudes toward innovation adoption. This study examines the association of organizational culture and climate with attitudes toward adopting evidence-based innovations in public-sector organizations.

Gregory A. Aarons, Children's Hospital San Diego
Angelina Carmazzi, Children's Hospital San Diego

Submitted by Gregory A. Aarons, gaarons@ucsd.edu

157-25. The Impact of Cultural Distance on Cross-Cultural Measurement Equivalence/Invariance

Using IRT method, the purpose of this study was to examine the cultural distance hypothesis in the cross-cultural ME/I. Equivalence of subscales of German Job Satisfaction Scale (GJSS) administered in the US, Canada, and Germany was assessed. The moderator effect of cultural distance on ME/I was supported.

Cong Liu, Illinois State University
Paul E. Spector, University of South Florida
Ingwer Borg, ZUMA

Submitted by Cong Liu, cliu@ilstu.edu

157-26. Organizational Climate and Job Burnout for Human Service Professionals

Job burnout, characterized by emotional exhaustion, depersonalization, and low personal accomplishment, is

a problem in many human services professions. This study examined the relationship between organizational climate and job burnout. Employees who perceived higher levels of organizational teamwork, respect, innovation, and better conflict management reported lower levels of emotional exhaustion.

Elisa Grant-Vallone, California State University-San Marcos
Julie Stogsdill, California State University-San Marcos
Submitted by Elisa Grant-Vallone, evallone@csusm.edu

157-27. Exploring Relations Between Employee Opinion and Exit Interview Questionnaire Data

This study reports on exploratory analyses combining employee opinion and exit interview questionnaire data. Canonical correlation and multiple regression were used to predict employees' ratings of various factors influencing their decision to voluntarily leave the organization from census employee opinion survey data. Suggestions for specific action steps are provided.

Martha E. Hennen, United States Postal Service
Submitted by Martha E. Hennen, mehennen@juno.com

157-28. Assessing the Enemy: A History of I-O Psychologists' Union-Busting Efforts

Throughout industrial and organizational psychology's history, scientists and practitioners have taken a pro-management stance on labor relation issues. The current article is a historical review of I-O psychology's use of organizational surveys, specifically those assessing attitude and morale, to stifle the attempts of unions to organize and increase membership.

Matthew J. Monnot, Central Michigan University
Michael J. Zickar, Bowling Green State University
Submitted by Matthew J. Monnot, monno1mj@cmich.edu

157-29. An Examination of Social Exchange Antecedents of Survey Nonresponse

Survey nonresponse poses a major threat to the generalizability of organizational survey research findings. This paper proposes a social exchange model as framework for understanding nonresponse. In particular, the role of reciprocation wariness, social exchange, and OCBs is examined. Results support the hypotheses; implications for organizational survey research are discussed.

Christiane Spitzmueller, University of Houston
Dana M. Glenn, University of Houston
Christopher D. Barr, University of Houston
Patrick Daniel, University of Houston

Submitted by Christiane Spitzmueller,
christiane.spitzmueller@mail.uh.edu

158. Community of Interests: Saturday, 10:30–11:20 Pasadena (Lower Level)

Grant Writing

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

159. Interactive Posters: Saturday, 10:30–11:20 Los Feliz (Lobby Level)

Emotions at Work

159-1. Are More Successful Salespersons Better Able to "Read" Emotions?

I examined whether salespersons who more accurately recognize nonverbal emotional expressions are more successful. The results suggest that salespersons who are better at nonverbal emotion recognition earn higher average annual salary increases. In addition, high-ability female, but not male, salespersons rate themselves as more successful at their job.

Kristin Lynn Byron, Rochester Institute of Technology
Submitted by Kristin Lynn Byron, kbyron@cob.rit.edu

159-2. Emotional Labor, Gender, and Wages: A Longitudinal Study

The wage effects of emotional labor demands were examined using individual-level longitudinal data. We find that individuals in occupations involving high emotional labor receive a wage penalty. Further, our results show that males in these occupations receive a 6% wage penalty, but females do not receive a statistically significant one.

Devasheesh Bhawe, University of Minnesota
Theresa M. Glomb, University of Minnesota
Alexandru M. Lefter, University of Minnesota
Submitted by Devasheesh Bhawe, dbhave@csom.umn.edu

159-3. Gender and Autonomy: Moderators in the Emotional Labor Process

We investigated emotional exhaustion and affective well-being as consequences of performing emotional labor and examined gender and autonomy as moderators of these relationships. Surface acting resulted in more negative effects for women than men, and autonomy buffered the effects of emotional labor on emotional exhaustion and affective well-being.

Hazel-Anne M. Johnson, University of South Florida
Paul E. Spector, University of South Florida

Submitted by Hazel-Anne M. Johnson,
hazel_anne_m_johnson@yahoo.com

159-4. Specific Emotions Influence Evaluations of Leader EQ and Transformational Leadership

This experiment examined the effect of emotions displayed by leaders on follower perceptions of leader EI and transformational leadership. Findings showed that positive active emotions (challenge) led to better perceptions than positive passive emotions (happiness), while the reverse was true for negative active and negative passive emotions. Implications are discussed.

Gregory A. Ruark, University of Oklahoma
Mary Shane Connelly, University of Oklahoma

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

160. Special Event: Saturday, 11:30–12:20 Avalon (Level 3)**Distinguished Professional Contributions Award:****“The Globalization of I-O Psychology”: Is “Culture” the Same as “CULTURE”?**

Since I-O psychology has firm roots in differential psychology, we have had a tendency to ignore issues related to broad constructs such as culture, but work is now multicultural, requiring us to incorporate models of national culture into our theory, research, and application. The presentation will address this issue.

Timothy A. Judge, University of Florida, *Chair*
Frank J. Landy, SHL, *Presenter*

161. Poster Session: Saturday, 11:30–12:20 Pasadena (Lower Level)**Personnel Selection II****161-1. The Big Five and Selection: An Appropriate Frame of Reference**

Noncognitive measures are sometimes used to select employees. A major concern among researchers, as well as employers, has been ways to improve the overall validity of these measures. Results of the present study indicate that the addition of an “at work” cue to personality items will significantly enhance construct validity.

Matthew J. Monnot, Central Michigan University
Richard L. Griffith, Florida Institute of Technology

Submitted by Matthew J. Monnot,
monno1mj@cmich.edu

161-2. Construct Validation of Common Format Biodata Within the Public Sector

Our major purpose was to employ confirmatory factor analysis (CFA) and criterion-related strategies to gather construct validity evidence for a common format biodata (CFB) inventory. CFA results provided mixed support for the proposed 4-factor model. In addition, the CFB inventory predicted structured oral interview and written job knowledge test scores.

James F. Baxter, California State University-San Bernardino
Kenneth S. Shultz, California State University-San Bernardino

Submitted by Kenneth S. Shultz, kshultz@csusb.edu

161-3. Construct and Concurrent Validity of the Korean Career Indecision Inventory

This study examined construct and concurrent validity of the Korean Career Indecision Inventory. Results of confirmatory factor analysis confirmed the original 5-factor model. As hypothesized, the KCII was significantly related to various variables. Finally, career undecided students had higher scores on the KCII than career decided students.

Jinkook Tak, Kwangwoon University

Submitted by Jinkook Tak, tak@kw.ac.kr

161-4. Design and Validation of an Employee's Perceived Risk Scale

This study assessed the behaviors and social contexts that employees might perceive risky when they interacted with supervisors at jobs. As a result, items clearly indicated employees' concerns of being lack of control and their possible loss. Gender or race difference had no effect on perceived risk.

Grace W. Davis, Marshall University
Max H. McDaniel, Personnel Assessment and Research Center

Submitted by Grace W. Davis, davisg@marshall.edu

161-5. Internet Testing: Equivalence Between Proctored Lab and Unproctored Field Conditions

This study examined the equivalence of proctored and unproctored Web-based psychological testing. 171 students participated in a combined laboratory-field and between-subject/within-subject design with 2 experimental conditions and 2 control conditions. Results do not indicate any evidence that test conditions affect the test results.

Klaus J. Templer, Nanyang Technological University
Submitted by Klaus J. Templer, akjtempler@ntu.edu.sg

161-6. Physical Attractiveness and Selection Decisions in India and the US

The impact of physical attractiveness and gender on selection decisions was examined in India and the United States. Significant interactions and main effects were seen in the Indian sample on ratings of qualifications, hiring, and salary. There was a significant main effect of attractiveness on hiring for the American sample.

Comila Shahani-Denning, Hofstra University
Purvi Dudhat, Villanova University
Sandra Fox, Hofstra University
Terri Shapiro, Hofstra University

Submitted by Comila Shahani-Denning,
psyczs@hofstra.edu

161-7. Placing Integrity Tests in a Nomological Network

We investigated the relationship between integrity tests and conformity across ego development, moral reasoning, and psychopathy. Integrity was negatively correlated with psychopathy and weakly but positively correlated

with moral reasoning. Our findings suggest that integrity tests measure conformity to rules but are not related to conformist levels of cognition.

Brian Connelly, University of Minnesota
Scott O. Lilienfeld, Emory University
Kelly M. Schmeelk, Florida State University

Submitted by Brian Connelly, conne122@umn.edu

161-8. Psychometric Properties of the Chinese Self-Directed Search (1994 Edition)

The present study demonstrated (a) the measurement equivalence of the Chinese Self-Directed Search (SDS) across gender and geographic regions (Mainland China vs. Hong Kong); (b) the construct validity of the Chinese SDS using Widaman's (1985) MTMM framework, and (c) that like-named interests were not measured equivalently by Chinese SDS subtests.

Weiwei Yang, University of Georgia
Charles E. Lance, University of Georgia
C. Harry Hui, University of Hong Kong

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

161-9. Opportunities for Repeat Testing: Practice Doesn't Always Make Perfect

We investigated the effects of repeated testing opportunities on score gains with a sample of real estate licensee candidates ($N = 9,226$). Contrary to expectations, score gains were minimal. In addition, responding to the same items on multiple occasions did not aide score gains, but length of time between retakes did.

Allison M. Geving, Psychological Services Incorporated
Shannon Webb, Psychological Services Incorporated
Bruce W. Davis, Psychological Services Incorporated

Submitted by Allison M. Geving, ageving@psionline.com

161-10. Investigating Letter-of-Recommendation Biases in Personnel Selection

This study investigated the interaction of recommendation letters with physical attractiveness and gender on hiring and predicted success. Applicants with inflated letters were more likely to be hired and predicted to become more successful. Women were predicted to become more successful only when attractive and paired with a noninflated letter.

Jessica M. Nicklin, University at Albany-SUNY
 Sylvia G. Roch, University at Albany-SUNY
 Submitted by Sylvia G. Roch, roch@albany.edu

161-11. Is the Validity Paradox Illusory?

The current study examined the construct- and criterion-related validity evidence for a set of assessment center ratings used for selection, promotion, and development. Data were collected from 600 supervisory candidates with performance data gathered from 56. There was support for the criterion-related validity of these ratings, but not construct-related evidence.

Scott C. Thomas, MICA Management Resources
 David Sowinski, Illinois Institute of Technology
 Jacqueline LaGanke, MICA Management Resources
 Submitted by Scott C. Thomas, sthomas7@depaul.edu

161-12. Measuring Dispositional Stress Reactions: A New Measure

We developed a measure of dispositional stress reactions, which we call the Sangfroid disposition. We used exploratory and confirmatory analyses on 2 large samples for scale construction. We employed correlations and path modelling with a further sample to show validity and utility. Applications for organizations and individuals are described.

Nigel Guenole, Victoria University of Wellington
 Oleksandr Chernyshenko, University of Canterbury
 Stephen Stark, University of South Florida
 Keith McGregor, Personnel Psychology NZ Ltd.
 Submitted by Oleksandr Chernyshenko,
 sasha.chernyshenko@canterbury.ac.nz

161-13. Individual Differences in Academic Growth Patterns: Can We Predict Them?

Noncognitive measures may add to the incremental validity of cognitive measures in predicting college performance by assessing a broader range of performance dimensions. Results from this paper indicate that noncognitive measures can add to the prediction of GPA beyond cognitive measures and that individual differences exist in academic growth patterns.

Smriti Shivpuri, Michigan State University
 Neal W. Schmitt, Michigan State University
 Frederick L. Oswald, Michigan State University

Brian H. Kim, Michigan State
 Submitted by Smriti Shivpuri, shivpuri@msu.edu

161-14. Career Assessment Reports: The Differences Between I-O Psychologists

This research presents a qualitative and quantitative analysis of 83 career assessment reports written by 42 I-O psychologists. The correspondence analysis yielded 3 factors from 25 criteria. The interpretation of these factors allows us to understand the individual styles of the I-O psychologists and provides recommendations for training and research.

Jean-Luc Bernaud, Rouen University
 Submitted by Jean-Luc Bernaud,
 bernaud.jl@wanadoo.fr

161-15. Emotional Competence Inventory Self-Ratings: Discriminant and Criterion-Related Validity

Self-ratings on the Emotional Competence Inventory (ECI) had (a) small relationships with, but a distinct factor structure from, the Big Five personality dimensions, and (b) significant, albeit small, correlations with 4 measures of work performance and skills. However, with 1 exception, these relationships disappeared after controlling for personality and age.

John C. Byrne, Pace University
 James W. Smither, La Salle University
 Richard R. Reilly, Stevens Institute of Technology
 Peter G. Dominick, Stevens Institute of Technology
 Submitted by Richard R. Reilly, rreilly@stevens.edu

161-16. Interviewers' Awareness of Susceptibility to Impression Management: A Policy-Capturing Approach

We examined interviewers' awareness of the importance they attach to relevant selection criteria and IM cues by comparing self-reports with relative regression weights. Interviewers seemed to have limited to moderate insight into their own decision policies and they tended to overestimate their IM susceptibility. Furthermore, experience even reduced their awareness.

Helga Peeters, Ghent University
 Filip Lievens, Ghent University
 Submitted by Helga Peeters, Helga.peeters@ugent.be

161-17. Assessment Center Construct Validity Models: True or False?

Using simulated data, this study examines situations under which models of assessment center ratings may provide misleading results. Results indicate that some assessment center models erroneously indicate good model fit even when other models were used to generate the data. Results underscore the importance of theory in model selection.

Charles E. Lance, University of Georgia
David J. Woehr, University of Tennessee
Adam W. Meade, North Carolina State University

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

161-18. A Validity Transport Procedure Using O*NET Job Analysis Information

A validity transport procedure was created using generalized work behavior (GWA) ratings from the O*NET job analysis database, combined with a privately held database of cognitive test validity studies for 4 broad job families. The development of the process and its utility for industrial-organizational psychologists are discussed.

David N. Dickter, Psychological Services Inc.

Submitted by David N. Dickter, ddickter@psionline.com

161-19. Detecting Deception During a Structured Interview

This study was conducted to determine if an interviewer could be trained to detect deception while conducting an interview. Participants were trained with deception detection criteria and interviewed another person who was being honest or deceptive. Performance was evaluated in terms of accuracy in applying deception criteria.

Lyle E. Leritz, PAQ Services, Inc.

Submitted by Matthew T. Allen, mattallen@ou.edu

161-20. The Effect of Accountability on Assessor Ratings

This study examines how accountability demands placed on assessors can affect the quality of assessment center (AC) ratings (i.e., accuracy, reliability, and predictive validity). Expectations of assessor accountability to assesseees, assessors, and clients were manipulated in an AC. In certain cases, accountable assessors made higher quality ratings.

Sarah A. Strupeck, Personnel Decisions International
Deidra J. Schleicher, Purdue University

Submitted by Sarah A. Strupeck, sarah.strupeck@personneldecisions.com

161-21. Opportunity to Observe: Implications for Validity

The opportunity to observe ratees has been assumed to be important for accurate performance rating but has not been tested. We compared the validities of a biodata measure across the differing levels of the opportunity to observe. Validities were statistically and practically different across levels.

Charles N. MacLane, U.S. Office of Personnel Management
Jeffrey M. Cucina, George Washington University

Submitted by Charles N. MacLane, cnmaclan@opm.gov

161-22. Expected A Posteriori Estimation of Multiple Latent Traits

The purpose of this study was to present formulas for estimating multiple latent traits and a latent trait composite using the expected a posteriori (EAP) approach. Formulas for the error associated with the estimates of the latent traits and the composite were provided. Implications for computer-adaptive testing are discussed.

Damon U. Bryant, IBM
Ashley K. Smith, University of Tulsa
Sandra G. Alexander, University of North Texas
Kathlea Vaughn, University of Connecticut
Kristophor G. Canali, University of Connecticut

Submitted by Damon U. Bryant, damonbry@us.ibm.com

161-23. Development and Correlates of the Workplace Hostile Attribution Bias Scale

The creation and validation of the 11-item Workplace Hostile Attribution Bias Survey (WHABS) is described. HAB correlates with outcomes that are important to organizations and its employees, such as organizational citizenship behavior, counterproductive work behavior, and mobbing, and accounts for variance above and beyond that of similar variables.

Kimberly E. O'Brien, University of South Florida
Sarah E. Loch, University of South Florida

Submitted by Kimberly E. O'Brien, ko9152@hotmail.com

161-24. A Review of Stereotype Threat-Effect Moderators on Test Performance

Theoretically, a group-based negative stereotype handicaps the performance of target members of a social group. This paper reviewed factors that might mitigate stereotype threat effects on 1 behavioral outcome: cognitive ability test performance. The factors included some characteristics of a test, a testing situation, and test takers. Empirical evidence was mixed.

Hannah-Hanh Dung Nguyen, Michigan State University

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

161-25. Applying Incumbent-Derived Prediction Equations to Job Applicant Samples

The current study uses meta-analyses and simulations to investigate the consequences of using prediction models based on incumbent samples to hire applicants. Results indicated that Conscientiousness and Optimism predict performance. Furthermore, prediction models based on incumbent samples are likely to underestimate the validity and utility of Conscientiousness and Optimism.

Kevin M. Bradley, Lexington Fayette Urban County
Government

Neil M. A. Hauenstein, Virginia Tech

Submitted by Kevin M. Bradley, kbradley@alum.rpi.edu

161-26. Using Personality to Predict Outbound Call Center Job Performance

This study investigates the usefulness of the Big Five personality variables in predicting objective measures of employee productivity and subjective measures of training performance in an outbound call center. Conscientiousness and Emotional Stability correlated significantly with an index of productivity and with training performance. Implications for future research are discussed.

Pamela Y. Skyrme, Skyrme & Associates, Inc.
Lisa Wilkinson, University of South Florida
Joseph D. Abraham, A&M Psychometrics, LLC
John D. Morrison, A&M Psychometrics LLC

Submitted by Lisa Wilkinson,
lvwilkin@helios.acomp.usf.edu

161-27. Development and Validation of a Learning-Styles Measure

The study attempts to develop a modified version of Honey and Mumford's learning styles inventory in order to expel concerns of reliability validity and factor structure. The results found strong positive relationships between the predictors and criterion, high reliability, and a strong 2-factor structure.

Tommie Mobbs, Presidio Sciences
Matthew W. Ferguson, University of Connecticut
Amy L. Reese, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut
R. James Holzworth, University of Connecticut

Submitted by Matthew W. Ferguson,
matthew.ferguson@uconn.edu

161-28. Demographic and Contextual Influences on the Accuracy of Interviewer Ratings

We assessed whether interviewer demographic characteristics and interview context variables were predictive of the accuracy of interview ratings. Male interviewers produced interview ratings that more accurately distinguished between interviewees and between dimensions than did female interviewers. In contrast, videotape technology did not significantly enhance the accuracy of interview ratings.

Patrick H. Raymark, Clemson University
Chad H. Van Iddekinge, HumRRO
Heather N. Odle-Dusseau, Clemson University
Laura McClelland, Clemson University
Matthew Richard Millard, Clemson University
Barbara S. Rizzo, Clemson University
Jessica Bradley, Clemson University

Submitted by Patrick H. Raymark,
praymar@clemson.edu

**162. Community of Interests: Saturday, 11:30–12:20
Pasadena (Lower Level)****Work–Family Issues**

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

SATURDAY AM

**163. Interactive Posters: Saturday,
11:30–12:20
Los Feliz (Lobby Level)**

Cultural Differences

163-1. US–China Comparative Study on Role Definitions

A survey of 155 Chinese and 109 U.S. managers indicated that the former were more likely to include OCB as part of their job definitions. Work locus of control mediated the relationship between nationality and role definition. Role definition and OCB performance were also related.

Gerald L. Blakely, West Virginia University
Abhishek Srivastava, West Virginia University
Robert H. Moorman, Creighton University

Submitted by Abhishek Srivastava,
abhishek.srivastava@mail.wvu.edu

163-2. Implicit Personality Theories and Cultural Differences in Leadership Perception

It is established that the content of leadership prototypes varies across cultures. The studies presented here, however, look at the process of leadership perception and show that cultural variation in leadership categorisation is influenced by the individual's implicit personality theory.

Regina Herzfeldt, Aston University
Felix C. Brodbeck, Aston University
Veronika Brandstaetter, University of Zurich

Submitted by Regina Herzfeldt, herzferh@aston.ac.uk

163-3. Culture and Work Values: A Comparison Across Countries and Companies

This research compared the work values of employees of multinational organizations across nations and organizations. In contrast to previous research using direct ratings of values, the present research observed equivalence in relationships between facet satisfactions and overall satisfaction, suggesting that when measured indirectly, work values appear universal.

Keith Hattrup, San Diego State University
Karsten Mueller, University of Mannheim
Ingela Joens, University of Mannheim

Keith Hattrup, khattrup@psychology.sdsu.edu

163-4. An Investigation of Cross-Cultural Power Distance and Quality Focus

This study was conducted using employee opinion data from 12 countries of a large United States-based multinational company. The relationship between supervisory feedback, empowerment, and perceptions of quality as they relate to overall job satisfaction was explored using power distance as a cultural dimension to inform research questions (Hofstede, 1980).

Christine L. Stanek, Amgen
Lisa M. Perez, Minnesota State University-Mankato
Scott M. Brooks, Gantz Wiley Research
Jack W. Wiley, Gantz Wiley Research

Submitted by Christine L. Stanek, stanekchristine@aol.com

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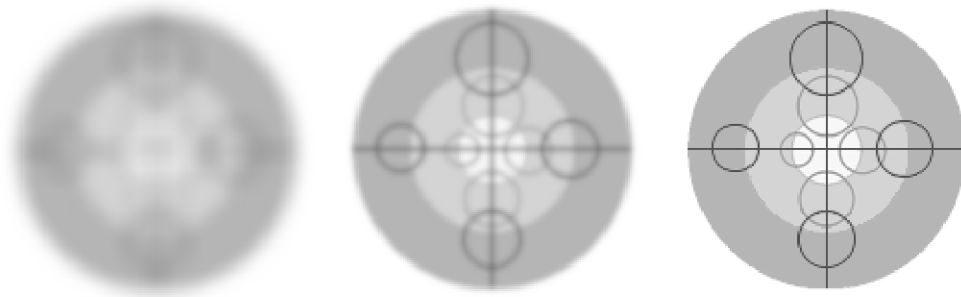
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IF THIS OPPORTUNITY FITS YOUR PROFESSIONAL AND PERSONAL GOALS AND YOU HAVE:

- At Least 10 Years of Experience
- A Ph.D. in Psychology

WE WOULD LOVE TO HEAR FROM YOU!

164. Symposium: Saturday, 12:00–1:20 Sacramento (Level 2)

Power of Personality: Longitudinal Studies and Meta-Analyses

The usefulness of personality measures in decision making for selection continues to be hotly debated. This symposium examines the value of personality in occupational and educational settings, using new, methodologically rigorous longitudinal studies and meta-analyses.

Leaetta M. Hough, Dunnette Group, Ltd., **Chair**
Deniz S. Ones, University of Minnesota, **Co-Chair**
Scott A. Davies, Hogan Assessments Systems, Joyce C. Hogan, Hogan Assessment Systems, **Recombinant Personality Measures for Predicting Leadership Competence**

Nathan R. Kuncel, University of Illinois at Urbana-Champaign, Sarah A. Hezlett, University of Illinois at Urbana-Champaign, Deniz S. Ones, University of Minnesota, Marcus Crede, University of Illinois at Urbana-Champaign, Jennifer R. Vannelli, University of Minnesota, Lisa Lynn Thomas, University of Illinois at Urbana-Champaign, Emily E. Duehr, University of Minnesota, Hannah L. Jackson, University of Minnesota, **A Meta-Analysis of Personality Determinants of College Student Performance**

Brent Roberts, University of Illinois at Urbana-Champaign, **Personality Influences on Work Outcomes: Three Longitudinal Studies Across Decades**

Filip Lievens, Ghent University, Stephan Dilchert, University of Minnesota, Deniz S. Ones, University of Minnesota, **Personality Validity Increases in Medical School: A Seven-Year Longitudinal Investigation**

Chockalingam Viswesvaran, Florida International University, **Discussant**

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

165. Panel Discussion: Saturday, 12:00–1:20 Emerald Bay (Level 3)

Validation Studies: Working With Difficult Clients or Data

I-O psychologists sometimes work with difficult clients or difficult data during validation studies. Unexpected situations arise because of challenging client expectations or unusual results. These situations are explored by a group of selection experts from government, internal and external consulting, and academia. Their answers will be summarized and presented.

Mark LoVerde, Personnel Research Associates, Inc., **Chair**

Mary Doherty Kelly, Personnel Research Associates, Inc., **Co-Chair**

Susan H. Coverdale, Personnel Research Associates, Inc., **Panelist**

Timothy Buckley, U.S. Office of Personnel Mgmt, **Panelist**

Nancy L. Rotchford, Ingram Micro, **Panelist**

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

Catherine C. Maraist, Personnel Research Associates, Inc., **Panelist**

Michael Olson, Personnel Research Associates, Inc., **Panelist**

Emily G. Solberg, Personnel Research Associates, Inc., **Panelist**

Submitted by Mary Doherty Kelly, mkelly@pra-inc.com

166. Panel Discussion: Saturday, 12:00–1:20 Santa Anita A (Lobby Level)

Justice, the Elusive Concept: Three Perspectives, Consultant, Lawyer, Ethicist

An I-O psychologist, a business lawyer, and an ethicist will resolve business dilemmas from their own perspective and debate the merits of their solution. The dilemmas are drawn from current consulting cases that raise questions of justice and ethical behavior. The audience will be invited to participate.

Walter Reichman, Sirota Consulting, **Chair**

Joel M. Lefkowitz, Baruch College-CUNY, **Panelist**

Michael I. Meltzer, Sirota Consulting, **Panelist**

Louis A Mischkind, Sirota Consulting, **Panelist**

Submitted by Walter Reichman,
wr57750@newton.baruch.cuny.edu

167. Practitioner Forum: Saturday, 12:00–12:50 Santa Anita B (Lobby Level)

Personal ROI: Making the Most of Your I-O Career

In June 2004, 3 practitioners sent a survey to members of SIOP regarding salaries and a variety of related topics of interest. This forum explores 3 key areas of the survey results, including salary progression, the impact of graduate programs on initial careers, and the importance of networking.

Elizabeth M. Haley, Union Pacific Railroad, *Chair*
 Kristin M. Curtis, Union Pacific Railroad, *Discussant*
 Ronda Smith, Union Pacific Railroad, *Discussant*

Submitted by Elizabeth M. Haley, emhaley@up.com

168. Academic-Practitioner Collaborative Forum: Saturday, 12:00–1:20 Santa Anita C (Lobby Level)

Research Collaboration Between Academics and Practitioners: Challenges and Opportunities

Research collaboration between academics and practitioners represents an important source of information for I-O psychologists, yet such collaborations are often difficult to develop and maintain. This forum discusses several of the issues related to the formation and operation of such collaborations. Examples from a 2-year research partnership will be presented.

Dan Schneider, Sepracor Inc., *Chair*
 John J. Donovan, Virginia Tech, *Co-Chair*
 Stephen A. Dwight, Bristol-Myers Squibb, *Co-Chair*
 Dan Schneider, Sepracor Inc., John J. Donovan, Virginia Tech, Stephen A. Dwight, Bristol-Myers Squibb, *Research Collaboration Between Academics and Practitioners: Challenges and Opportunities*

Submitted by John J. Donovan, donovan@vt.edu

169. Panel Discussion: Saturday, 12:00–1:20 Palos Verdes (Lobby Level)

HR's Split Personality: Operational Efficiency and Strategic Partner

HR functions struggle to balance tensions of becoming more efficient while simultaneously becoming more strategic. They are pulled in opposite directions such as systemization versus unique solutions, customer responsiveness versus thought leadership. This panel, representing executive, consulting, and academic perspectives, will discuss these contradictions, plus implications for driving toward success.

Scott M. Brooks, Gantz Wiley Research, *Chair*
 Robert S. Mayer, Weis Builders, *Panelist*
 Mahesh V. Subramony, University of Wisconsin-Oshkosh, *Panelist*
 Tim L. Reynolds, Whirlpool Corporation, *Panelist*
 Stephanie D. Kendall, Gantz Wiley Research, *Panelist*

Submitted by Scott M. Brooks, Sbrooks@gantzwiley.com

170. Special Event: Saturday, 12:00–1:20 San Gabriel A (Lobby Level)

Education and Training in I-O Psychology: Open Meeting of Educators

Each year, the Education and Training Committee and Long Range Planning Committee host an open meeting with directors of I-O graduate programs and others who have an interest in educating the next generation of I-O psychologists. Plan to bring your issues, concerns, and questions and participate in the discussion.

Janet L. Barnes-Farrell, University of Connecticut, *Host*
 Steven G. Rogelberg, University of North Carolina-Charlotte, *Co-Host*
 Jose M. Cortina, George Mason University, *Co-Host*
 Kurt Kraiger, University of Tulsa, *Co-Host*

Submitted by Janet L. Barnes-Farrell,
 Janet.Barnes-Farrell@uconn.edu

171. Roundtable: Saturday, 12:00–1:20 San Gabriel B (Lobby Level)

Governmental Policies Encouraging Organizational Initiatives in Implementing Work-Family Policies

Organizations have started implementing family-supportive human resource policies to facilitate work-life balance for their employees. Public work-family policy provision differs by country and welfare regime and influences the adoption of work-family arrangements by employers. The impact of governmental policies in different countries on organizational initiatives is discussed in this roundtable.

Donna S. Lero, University of Guelph, *Host*
 Suzan Lewis, Manchester Metropolitan University, *Co-Host*

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

172. Panel Discussion: Saturday, 12:00–1:20 San Gabriel C (Lobby Level)

Challenges to Implementation and Evaluation of Psychologically Healthy Workplace Practices

Practices focused on improving the psychological health of workers (e.g., employee involvement, stress initia-

tives) have increased over the past 20 years. This panel discussion will address implementation and evaluation issues. Topics to be discussed include obtaining commitment from management and employees, evaluation challenges, and contextual factors that influence program effectiveness.

Matthew J. Grawitch, Saint Louis University, *Chair*
David W. Ballard, APA, *Panelist*
Gerald E. Ledford, Ledford Consulting Network, *Panelist*
James Campbell Quick, University of Texas-Arlington, *Panelist*

Submitted by Matthew J. Grawitch, grawitch@slu.edu

173. Practitioner Forum: Saturday, 12:00–1:20 San Pedro (Lobby Level)

The Portfolio: An Innovative Approach to Assessment, Development, and Evaluation

Portfolios have been used successfully in educational settings as a tool for learning and assessment; however, they have not been used extensively in organizations. This forum will address how portfolios have been successfully used for assessment, development, and evaluation in organizational settings and provide practical advice for their implementation.

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, *Chair*
David W. Dorsey, Personnel Decisions Research Institutes, *Co-Chair*
George C. Thornton, Colorado State University, *The Application of Assessment Center Principles to the Evaluation of Portfolios and Employment Experiences*
Deborah E. Rupp, University of Illinois at Urbana-Champaign, Stephen J. Vodanovich, University of West Florida, *Portfolios as a Component of a Developmental Assessment Center*
David W. Dorsey, Personnel Decisions Research Institutes, *The Portfolio as a Multipurpose Tool: Part 1—Using the Portfolio for Leadership Development*
Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Susan S. White, Personnel Decisions Research Institutes, *The Portfolio as a Multipurpose Tool: Part 2—Using the Portfolio for Program Evaluation*

Submitted by Rose A. Mueller-Hanson,
rose.hanson@pdri.com

174. Panel Discussion: Saturday, 12:00–1:20 Santa Barbara A (Lobby Level)

Defining the Internet Applicant: Current Guidance and Issues

The U.S. government recently released guidance regarding how to define applicants sourced through Internet technologies; SIOP reviewed and commented on these documents. In this session, panelists involved with the construction of the guidance, and SIOP's response, will discuss these documents and their potential impact on selection practice and compliance procedures.

Douglas H. Reynolds, Development Dimensions International, *Chair*
Michael A. Campion, Purdue University, *Panelist*
Michele E. A. Jayne, Ford Motor Company, *Panelist*
Carol R. Miaskoff, U.S. Equal Employment Opportunity Commission, *Panelist*
S. Morton McPhail, Jeanneret & Associates, Inc., *Panelist*

Submitted by Douglas H. Reynolds,
doug.reynolds@ddiworld.com

175. Symposium: Saturday, 12:00–1:20 Santa Barbara B (Lobby Level)

Affective Experiences at Work: The Role of Self-Regulation

This symposium presents research on affective and cognitive processes at work by studying self-regulation on and off the job. The papers presented examine self-regulation in the laboratory and the field context. The focus of the symposium is on the replenishment of job-relevant resources during off-job time.

Sabine Sonnentag, University of Konstanz–Germany, *Chair*
Charlotte Fritz, Technical University-Braunschweig, *Co-Chair*
Russell E. Johnson, University of Akron, Robert G. Lord, University of Akron, *Moving Beyond Discrepancies: The Importance of Progress Rate*
Howard M. Weiss, Purdue University, Daniel J. Beal, Rice University, *Daily Studies of Recovery*
Charlotte Fritz, Technical University-Braunschweig, Sabine Sonnentag, University of Konstanz–Germany, *Vacation, Well-Being, and Job Performance: The Role of Workload and Specific Leisure Experiences*
Mina Westman, Tel Aviv University, *A New Research Agenda: Positive Crossover*
Dov Eden, Tel Aviv University, *Discussant*

Submitted by Sabine Sonnentag,
sabine.sonnentag@uni-konstanz.de

**176. Panel Discussion: Saturday,
12:00–1:20
San Bernardino (Lobby Level)**

**Retrospective Research in Complex
Organizations for Legal Defensibility**

This panel will discuss the potential for retrospective research to be used as an approach to support existing, but possibly unorthodox, documentation and research in complex, bureaucratic entities engaged in legal challenges. Panelists will share experiences, in addition to discussing both prepared questions and questions from the audience.

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

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

James L. Farr, Pennsylvania State University, *Panelist*

Donna L. Denning, City of Los Angeles, *Panelist*

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

Arthur Gutman, Florida Institute of Technology, *Panelist*

Michael Kirkpatrick, Public Citizen Litigation Group,
Panelist

Submitted by Mark J. Schmit,
mark.schmit@shlgroup.com

**177. Symposium: Saturday, 12:30–1:50
San Jose (Level 2)**

**The Changing Nature of Work:
Longitudinal Analyses With the PAQ**

This symposium presents 3 longitudinal studies using a large database of job characteristics data to explore the changing nature of work demands and skill-pay relationships over past decades. These papers quantify how jobs have changed and provide insight into the kinds of changes to expect in the future.

Alan D. Mead, Baker Thomsen Associates, *Chair*

Miguel A. Quinones, University of Arizona, P. Richard
Jeanneret, Jeanneret & Associates, Inc., Annie Adams,
Norfolk Southern Corporation, *Are Jobs Really
Changing? Results From 20 Years of PAQ Data*

Lyle E. Leritz, PAQ Services, Inc., Alan D. Mead, Baker
Thomsen Associates, Christopher S. Chasteen,
Economic Research Institute, *Relating Job Char-
acteristics to Compensation: A Longitudinal Study*

Alan D. Mead, Baker Thomsen Associates, A
*Longitudinal Evaluation of Latent Semantic
Analysis for Job Matching*

P. Richard Jeanneret, Jeanneret & Associates, Inc.,
Discussant

Submitted by Alan D. Mead, amead@alanmead.org

**178. Special Event: Saturday,
12:30–1:20
San Francisco (Level 2)**

**Past Presidents Reflect on SIOP's Past, and
Project its Future**

This panel of past SIOP presidents will reflect on how the field of I-O psychology and the SIOP organization have evolved over the past 20 years. The panel will also discuss current challenges SIOP as an organization and I-O psychology as a field face and project how various ways of dealing with these challenges could affect the future of SIOP and the field of I-O psychology.

Angelo S. DeNisi, Texas A&M University, *Chair*

Wayne F. Cascio, University of Colorado, *Presenter*

Irwin L. Goldstein, University System of Maryland,
Presenter

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

Nancy T. Tippins, Personnel Research Associates, Inc.,
Presenter

**179. Panel Discussion: Saturday,
12:30–1:50
Avalon (Level 3)**

Executive Coaching: A Deeper Look

A diverse panel of experienced coaches draws upon their experience to discuss issues that reach beyond the basics of coaching. The session is expected to increase understanding of the complexities and challenges of coaching, and to stimulate thinking, dialogue, and research that will enhance scientific knowledge and professional practice.

Carol W. Timmreck, The Timmreck Group, *Chair*

Robert J. Lee, Management Consultant, *Panelist*

David B. Peterson, Personnel Decisions International,
Panelist

Anna Marie Valerio, Executive Leadership Strategies,
LLC, *Panelist*

Vicki V. Vandaveer, Vandaveer Group, Inc, *Panelist*

Submitted by Carol W. Timmreck,
ctimmreck@houston.rr.com

**180. Symposium: Saturday, 12:30–2:20
San Fernando (Lobby Level)**

**What IS Organizational Justice? Augmenting
and Consolidating the Justice Construct**

Organizational justice as a construct is still developing, where new conceptualizations are introduced to clarify the

construct, and controversies over current conceptualizations are debated and resolved. This symposium includes 2 presentations, which examine new conceptualizations of how justice perceptions are formed, and 3 presentations challenging some of our current understandings.

Zinta S. Byrne, Colorado State University, *Chair*
 Tasha L. Eurich, Colorado State University, Zinta S. Byrne, Colorado State University, *Social Entity and Event-Based Justice Judgments: A Qualitative Study*
 Shal Khazanchi, University of Cincinnati, Elaine C. Hollensbe, University of Cincinnati, Suzanne S. Masterson, University of Cincinnati, *New Job Entrants: Heuristics as a Source of Fairness Perceptions*
 Vijaya Venkataramani, Purdue University, Deidra J. Schleicher, Purdue University, Frederick P. Morgeson, Michigan State University, Michael A. Campion, Purdue University, *So You Didn't Get the Job: Now What Do You Think?*
 David A. Jones, University of Vermont, Derek S. Chapman, University of Calgary, *Four Factors Of Justice? Evidence for a Fifth Factor*
 Danielle Jouglard Tritschler, University of Nice-Sophia Antipolis, Dirk D. Steiner, University of Nice-Sophia Antipolis, *Validation of the Four-Factor Model of Organizational Justice in France*
 Debra L. Shapiro, University of Maryland, *Discussant*
 Submitted by Zinta S. Byrne, zinta.byrne@colostate.edu

181. Academic–Practitioner Collaborative Forum: Saturday, 12:30–1:20 Santa Barbara C (Lobby Level)

Designing Software and Training to Support Older Adults Using PDAs

Cognitive Task Analysis provides a methodology for the design of training older adults to use technology. CTA was applied to develop a training curriculum and design software for a PDA. 50 older adults were successfully trained to use a PDA as well as 2 programs for medication reminding and surveying.

Anthony Sterns, Creative Action LLC, *Chair*
 Dennis Doverspike, University of Akron, *Cognitive Task Analysis*
 Anthony Sterns, Creative Action LLC, *Training Older Adults to Use Personal Digital Assistants*
 Scott C. Collins, TrollTech AS, *Accessible Software for Older Adults: Design, Tools, and Chapter 508*
 Harvey L. Sterns, University of Akron, *Discussant*
 Submitted by Anthony Sterns, drtone@gwis.com

182. Panel Discussion: Saturday, 12:30–1:20 Beaudry A (Lobby Level)

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 are a necessity. Without an understanding of the legal context, societal influences, and other factors that impact selection, practitioners will face many challenges when implementing selection systems across borders and within multinational organizations.

Jamie L. Borich, Hogan Assessment Systems, *Chair*
 Nicole R. Bourdeau, Hogan Assessment Systems, *Co-Chair*
 Sally A. Carless, Monash University, *Panelist*
 Filip De Fruyt, Ghent University, *Panelist*
 Jean-Pierre Rolland, Paris X University, *Panelist*
 Ryan A. Ross, Hogan Assessment Systems, *Discussant*
 Submitted by Jamie L. Borich,
 jborich@hoganassessments.com

183. Symposium: Saturday, 12:30–1:50 Beaudry B (Lobby Level)

Illuminating the Dark Side: Tools for Assessing Destructive Leadership

There is a growing recognition that a complete understanding of leadership requires consideration of both desirable and undesirable factors, but assessing “dark” or “destructive” leadership presents significant measurement challenges. These studies highlight 4 different approaches to measuring destructive leadership behaviors and their antecedents.

S. Bartholomew Craig, North Carolina State University, *Chair*
 Jeffrey D. Fecteau, Hogan Assessment Systems, Christina R. Van Landuyt, Hogan Assessment Systems, *Dysfunctional Personality Dispositions and Leader Effectiveness: Bad and Good News*
 Paul Babiak, HRBackOffice, *B-Scan 360: Development of a Measure of “Psychopathy” for Organizational Research*
 Sigrid B. Gustafson, American Institutes for Research, *Out of Their Own Mouths III: Field-Study Evidence for the Validity of a Conditional Reasoning Instrument for Identifying Aberrant Self-Promoters*

Anasuya Datta, North Carolina State University, Florina
A. Trapero, Tecnológico de Monterrey, S.
Bartholomew Craig, North Carolina State
University, *Assessing Destructive Leadership in
Spanish-Speaking Populations: Adapting the
Perceived Leader Integrity Scale*

Robert T. Hogan, Hogan Assessment Systems,
Discussant

Submitted by S. Bartholomew Craig, bart_craig@ncsu.edu

184. Poster Session: Saturday, 12:30–1:20 Pasadena (Lower Level)

Job Attitudes

184-1. Beyond Balanced Reciprocity: Generalized and Negative Reciprocity in Psychological Contracts

The relation between reciprocity and psychological contracts was investigated. Data from 348 employed students indicated that multiple reciprocity strategies govern exchange relationships at work. In fact, 2 types of unbalanced reciprocity—generalized and negative reciprocity—explained incremental variance in transactional and relational obligations among employees and employers beyond balanced reciprocity.

Dana M. Glenn, University of Houston
Lois E. Tetrick, George Mason University

Submitted by Dana M. Glenn, danaglenn29@hotmail.com

184-2. Reciprocation Wariness and Negative Reciprocity: Relationships With Breach and Violation

This study examined the relationships of reciprocation wariness, negative reciprocity, and perceived contract breach with feelings of violation. Reciprocation wariness was positively related to negative reciprocity, and all 3 variables were positively associated with violation. Predictors interacted such that the breach-violation relationship was stronger at higher levels of negative reciprocity.

Jennifer K Lee, George Mason University
Lois E. Tetrick, George Mason University

Submitted by Jennifer K Lee, jles@gmu.edu

184-3. Conflicting Cues and Individual Differences in Social Information Processing

The study confirmed social information processing theory in that positive and negative social cues affect participant attitudes. The study extended previous research by including a condition of conflicting cues and measuring degree of change with pre- and posttreatment measures on multiple dimensions of attitude. Individual differences were also addressed.

Stefani L. Yorges, West Chester University

Submitted by Stefani L. Yorges, syorges@wcupa.edu

184-4. Work Values Fit and Organizational Commitment Among Medical Doctors

Drawing a sample of 350 Malaysian medical doctors, we studied the relationship between work values fit and organizational commitment. Using polynomial regression and response surface methodology, we found that the higher the work values fit, the greater the organizational commitment of doctors. Implications and directions for future research are discussed.

Gim W. Lee, University Science Malaysia
Zainal A. Ahmad, University Science Malaysia
Mahfooz A. Ansari, University Science Malaysia
Rehana Aafaqi, University Science Malaysia

Submitted by Mahfooz A. Ansari, mahfooz@usm.my

184-5. Enhancing Commitment to Organizational Change: A Quasi-Experiment

This study examined the effects of an intervention (identifying personal and organizational benefits to change) on commitment to change levels. Findings indicate that participants increased their change-related behavior but did not significantly increase their commitments to the change. Theoretical explanations and implications for change management are discussed.

Adam S. Kling, Alliant International University
Michael H. Vinitzky, Alliant International University
Calvin C. Hoffman, Alliant International University
Daniel A. Newman, University of Maryland

Submitted by Adam S. Kling, adam.kling@verizon.net

184-6. The Effects of Internal and External Attributions on Trust Repair

This study examines the implications of apologizing with an internal versus external attribution. The results

presented here resolve discrepancies in prior research on apology by revealing that trust was repaired more successfully when parties apologized with an internal attribution for competence violations and an external attribution for integrity violations.

Peter H. Kim, University of Southern California
Kurt T. Dirks, Washington University in St. Louis
Cecily D. Cooper, University of Miami
Donald L. Ferrin, Singapore Management University
Submitted by Kurt T. Dirks, dirks@wustl.edu

184-7. Support for Employee Development May Not Always Enhance Organizational Commitment

A prevailing notion in the literature is that support for employee development leads to organizational commitment. While this notion had some validity, employee learning orientation moderated this relationship. For some employees, support for development by an organization was not associated with greater commitment and was even negatively associated with commitment.

Todd J. Maurer, Georgia State University
Michael Lippstreu, Georgia Institute of Technology
Submitted by Todd J. Maurer, tmaurer@gsu.edu

184-8. Explaining Variations in the Temporal Stability of Job Satisfaction

Although several studies have examined the temporal stability of job satisfaction, little is known about individual differences in job satisfaction stability. The current study found that positive and negative affectivity, attitude extremity, age, and tenure, but not work centrality, were related to the temporal stability of job satisfaction.

Nathan A. Bowling, Central Michigan University
Terry A. Beehr, Central Michigan University
Connie P. Watson, Delta College

Submitted by Nathan A. Bowling,
nathan.a.bowling@cmich.edu

184-9. 9/11 Revisited: Were Employee Attitudes Really Unaffected?

The purpose of this study was to test the effects of the terrorist attacks of 9/11/01 on employee attitudes. In contrast to previous findings, results indicated that there were significant pre-/postimprovements in employee attitudes, particularly for non-U.S. employees.

Aleksander P. J. Ellis, University of Arizona
Mathian (Mat) Osicki, IBM
Jerel E. Slaughter, University of Arizona
Submitted by Jerel E. Slaughter, jslaughter@eller.arizona.edu

184-10. Attachment Style as a Predictor of Individual–Organization Attachment

The relationship between adult attachment and 2 conceptualizations of individual–organization attachment, psychological contract and organizational commitment, was examined. Attachment style was revealed as a significant predictor of perceived psychological contract violations and affective commitment. Perceived psychological contract violation mediates the relationship between attachment style and commitment.

Gordon B. Schmidt, Michigan State University
Bradford S. Bell, Cornell University
Submitted by Bradford S. Bell, bb92@cornell.edu

184-11. Money Motives, Achievement Orientation, and Motivation to Work Among Youths

Hierarchical regression analysis of survey data from 185 college students in Singapore and 177 in the U.S. found support for the hypothesized relationship between the 3 major money motives (positive, freedom of action, and negative) and motivation to work. The results were less consistent for the subscales of achievement orientation.

Vivien K. Lim, National University of Singapore
Abhishek Srivastava, West Virginia University
Qing Si Sng, National University of Singapore
Submitted by Abhishek Srivastava,
abhishek.srivastava@mail.wvu.edu

184-12. The Discriminant Validity of Job Satisfaction, Commitment, and Justice Perceptions

The discriminant validity of job satisfaction, justice perceptions, and organizational commitment are examined using meta-analytic estimates and primary data. The incremental validity of justice perceptions over job satisfaction and commitment is low for job performance, OCBs, and withdrawal cognitions. A hierarchical structure of job attitudes is tested with primary data.

Marcus Crede, University of Illinois-Urbana Champaign
 Amanda M. Baldwin, University of Illinois-Urbana Champaign
 Bradley James Brummel, University of Illinois-Urbana Champaign
 Lisa Lynn Thomas, University of Illinois-Urbana Champaign
 Submitted by Marcus Crede, crede@s.psych.uiuc.edu

184-13. IRT Analysis of the Influence of RJP and Tenure

IRT methods for DIF detection were applied to the investigation of the influence of RJP on satisfaction. Employees with RJP exhibited less adjustment between the 1st and 5th year of employment. IRT analyses revealed critical item-level phenomenon that traditional methods lack the sensitivity to detect.

Daniel C. Kuang, American Institutes for Research
 Dwayne G. Norris, American Institutes for Research
 Submitted by Daniel C. Kuang, danielk@pdx.edu

184-14. Measuring General Job Satisfaction: Are All Measures Created Equal?

Job satisfaction has been a core I-O construct for 70 years. Multiple definitions and measures have been advanced, yet job satisfaction is treated unidimensionally when relationships with outcome criteria are investigated. We examined 7 models of job satisfaction and the patterns of relationships between these models and criterion variables.

Joseph W. Huff, University of North Texas
 Jeremy Tekell, University of North Texas
 Terence Yeoh, University of North Texas
 Submitted by Joseph W. Huff, huffj@unt.edu

184-15. The Leadership Direction Scale: Development and Initial Validation

Top management direction is critical, yet no paper-and-pencil measure exists to assess subordinates' perceptions of the ability of top leadership to communicate such direction. The development and initial validation study of the Leadership Direction Scale are presented. Both internal psychometric properties and construct validation evidence are promising.

Janet L. Kottke, California State University-San Bernardino
 Mark D. Agars, California State University-San Bernardino
 Submitted by Janet L. Kottke, jkottke@csusb.edu

184-16. Effect of Centralization and Formalization on Individual Outcomes

Considerable research has examined the relationships among organizational structure variables and individual characteristics; virtually none has examined how centralization and formalization might relate to the individual outcomes of turnover and advancement perceptions. We found centralization to be related to advancement perceptions but not significantly so to turnover intentions.

Janet L. Kottke, California State University-San Bernardino
 Mark D. Agars, California State University-San Bernardino
 Submitted by Janet L. Kottke, jkottke@csusb.edu

184-17. The Validation and Cross-Validation of a New Job Insecurity Measure

This study explores the dimensionality of job insecurity and provides evidence for the construct validity of a new JI measure. Confirmatory factor analyses with tests of invariance supported a 3-factor structure comprising Employment Uncertainty, Managerial Distance, and Financial Climate. Intercorrelational analyses with important outcomes substantiate the instrument's predictive validity.

Patrick Brennan O'Neill, Curtin University of Technology
 Submitted by Patrick Brennan O'Neill, patrick32@sympatico.ca

184-18. Organizational Commitment in a Direct-Hire Contingent Worker Sample

The current study investigates a multifactor model of organizational commitment in a direct-hire contingent worker sample. Surprisingly, low alternatives, which have not been shown to predict turnover in full-time employees, predicted return intentions, suggesting their usefulness in contingent workforce studies. Normative commitment did not significantly predict either intentions or behaviors.

Lance Ferris, University of Waterloo
 Patricia M. Rowe, University of Waterloo
 Submitted by Lance Ferris, dl Ferris@watarts.uwaterloo.ca

184-19. Negative Asymmetry and Coworker Relations

Positive and negative peer relations in the workplace can affect job satisfaction, commitment, OCBs, and turnover. Data were collected on 589 employed individuals. In contrast to predictions of negative asymmetry, quality of relations with abrasive coworkers did not explain more variance than did quality of relations with close coworkers.

Carmen Nelson, Michigan State University
Ann Marie Ryan, Michigan State University

Submitted by Ann Marie Ryan, ryanan@msu.edu

184-20. An Investigation of the Antecedents and Consequences of Job Attitudes

The current study hypothesized a model wherein organizational support factors simultaneously impact the 3 major job attitudes, which impact effort, which subsequently impacts employee behavior (i.e., in-role performance and OCBs). Employee-supervisor dyads were surveyed ($N = 279$), and results indicated that the hypothesized model fit the data well.

Keith D. McCook, Bigby, Havis & Associates
Gary J. Greguras, Singapore Management University

Submitted by Gary J. Greguras, garygreguras@smu.edu.sg

184-21. Contemporary Social-Exchange Theory: Whatever Happened to Exchange Ideology?

Contemporary research on social-exchange relationships involving perceived organizational support (POS) has strayed from previous research suggesting a moderated relationship between POS and organizational outcomes. This study examines the moderating influence of exchange ideology, as well as the associations among outcome variables that may also clarify the nature of these relationships.

Jarrett H. Shalhoop, Jeanneret & Associates
Rosalie J. Hall, University of Akron
Richard T. Cober, Booz Allen Hamilton

Submitted by Jarrett H. Shalhoop, shalhoop@hotmail.com

184-22. Proximal Versus Distal Aspects of Job Satisfaction in Professional Workers

Herzberg's (1959) 2-factor motivator-hygiene theory of job satisfaction is widely known among managers

around the world, but severely criticized by academics (Dunnette et al., 1967). Using Spector's (1985) 9-dimensional Job Satisfaction Questionnaire (JSQ), we discovered and confirmed a 2-factor second order solution with proximal and distal factors versus motivator-hygiene factors.

LeAnne Coder, University of Kansas
Ronald A. Ash, University of Kansas

Submitted by Ronald A. Ash, rash@ku.edu

184-23. The Job Satisfaction–Job Performance Link Revisited: Specificity Matters

This study assessed whether the relations between dimensions of job satisfaction (e.g., satisfaction with supervisor) and targeted contextual performances (e.g., counterproductive work behaviors directed at supervisor) are stronger than the relation between overall job satisfaction and overall job performance. Our findings provide initial support for the targeted relations.

Krista D. Mattern, University of Illinois-Urbana Champaign
Michael R. Bashshur, University of Illinois-Urbana Champaign
Scott Bedwell, IPAT/University of Illinois-Urbana Champaign
Carra S. Sims, University of Illinois-Urbana Champaign

Submitted by Krista D. Mattern, kmattern@uiuc.edu

184-24. Social Network and Dispositional Bases of Job Autonomy

Social information processing theory holds that job attributes are perceived under interpersonal influence. Tracing patterns of at-work friendships provides evidence that job autonomy (JDS) perceptions have a social basis. Interpersonal effects are moderated by self-monitoring personality, while departures of perceived from factual autonomy are grounded in affectivity and core self-evaluations.

Daniel A. Newman, University of Maryland
Lisa M. Leslie, University of Maryland

Submitted by Daniel A. Newman, dan@psyc.umd.edu

184-25. Working After Retirement: Predictors of Bridge Employment

This study examined predictors of bridge employment, which occurs when older workers take employment after

they retire from their main career. Predictors from the nonwork domain were more important than those in the work domain in predicting bridge employment and differentiating it from continued employment and retirement.

Misty M. Bennett, Central Michigan University
Terry A. Beehr, Central Michigan University
Lawrence R. Lepisto, Central Michigan University
Submitted by Misty M. Bennett, tribb1mm@cmich.edu

184-26. A Dispositional Approach to the Job–Life Satisfaction Relationship

We elaborate on traditional approaches to the job–life satisfaction relationship by incorporating measures of personality and emotions as indicators of happiness in both domains. An experience sampling study with 147 executives revealed both top-down (trait and emotional) and bottom-up (emotional and social) contributions to happiness in work and home life.

Steven A. Murphy, Carleton University
John M. Zelenski, Department of Psychology

Submitted by Steven A. Murphy,
murphy@sprott.carleton.ca

184-27. Religiosity and Diversity: Are Religious People More Accepting of Diversity?

The study investigates relationships between religiosity and diversity attitudes. Contrary to expectations, people who saw themselves as religious had more positive diversity attitudes than those who did not see themselves as religious, controlling for country, race, gender, and age, and with 4 higher order value types in the model.

Judy P. Strauss, California State University-Long Beach
Olukemi O. Sawyerr, California State Polytechnic University-Pomona
Adegoke Oke, Cranfield University
Submitted by Judy P. Strauss, jstrauss@csulb.edu

185. Community of Interests: Saturday, 12:30–1:20 Pasadena (Lower Level)

Being the Lone SIOP Member in an Organization

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

186. Interactive Posters: Saturday, 12:30–1:20 Los Feliz (Lobby Level)

Team Cognition

186-1. Team Cognition: Antecedents and Outcomes of Schema Agreement and Accuracy

We examined 2 components of team cognition, schema agreement and schema accuracy. Schema agreement and schema accuracy predicted different team outcomes (effectiveness and performance), and they were differentially predicted by antecedents (experience, ability, and goal orientation). Results highlight the complexity of team cognition and team-level implications of individual-level constructs.

Paul R. Heintz, Wright State University
Debra Steele-Johnson, Wright State University
Joan R. Rentsch, University of Tennessee

Submitted by Paul R. Heintz, heintz.2@wright.edu

186-2. Effects of Task Mental Model Similarity on Decision Accuracy

Previous research has provided mixed results regarding the effects of task mental model similarity on decision accuracy. This research provides a theoretical model that accounts for these inconsistent findings by examining team knowledge coverage as a moderator of the relationship between task mental model similarity and decision accuracy.

Ece Tuncel, University of Illinois-Urbana Champaign
Submitted by Ece Tuncel, etuncel@uiuc.edu

186-3. Shared Cognition: Can We all Get on the Same Page?

This paper offers a clarification of the constructs involved in shared cognition. We provide definitions of these constructs, along with an original framework of the connections that exist between them. The efficiency that shared mental models offer and the importance of the clarification that we provide are presented.

Brooke C. Kelly, University of Central Florida
Allison Marie Badum, University of Central Florida
Eduardo Salas, University of Central Florida
C. Shawn Burke, University of Central Florida
Submitted by Brooke C. Kelly, bckelly@gmail.com

186-4. Cognitive Ability, Personality, and Shared Mental Models in Teams

This study investigated the relationship between team composition factors and mental model similarity in teams. Across 62 3-person action teams, team-level cognitive ability, agreeableness, and openness to experience were predictors of task-focused mental model similarity. Relationships were also significant after controlling for task experience, team familiarity, and gender composition.

Christian J. Resick, Florida International University
 Marcus W. Dickson, Wayne State University
 Jacqueline K. Mitchelson, Wayne State University

Submitted by Christian J. Resick, resickc@fiu.edu

187. Symposium: Saturday, 1:00–2:50 Santa Anita B (Lobby Level)

Applications and Extensions of Relative Importance Statistics in Organizational Research

Recently, 2 statistics have been derived that permit researchers to make more accurate inferences concerning the relative importance of correlated predictors. The current session illustrates how these statistics may be applied to substantive areas of I-O psychology and discusses how these statistics may be extended to multivariate multiple regression designs.

James M. LeBreton, Wayne State University, *Chair*
 Jenell L. Senter, Wayne State University, *Co-Chair*
 James M. LeBreton, Wayne State University, Michael Ingerick, George Mason University, Mark C. Bowler, University of Tennessee, Robert E. Ployhart, University of South Carolina, *Relative Importance of General Versus. Facet Intelligence in Predicting Job Performance*
 Lillian T. Eby, University of Georgia, Sarah C. Evans, University of Georgia, Jaime R. Durley, University of Georgia, *Individual, Dyadic, and Organizational Predictors of Mentors' Problems with Protégés*
 Michael B. Hargis, Wayne State University, Lindsey Marie Young, Wayne State University, Ludmila Zhdanova, Wayne State University, Boris B. Baltes, Wayne State University, *The Relative Importance of Antecedents of Work Family Conflict*
 Scott Tonidandel, Davidson College, James M. LeBreton, Wayne State University, *Extending Relative Importance to Multivariate Designs*
 Jeff W. Johnson, Personnel Decisions Research Institutes, *Discussant*
 Frederick L. Oswald, Michigan State University, *Discussant*
 Submitted by James M. LeBreton, jlebreto@wayne.edu

188. Panel Discussion: Saturday, 1:30–2:50 San Francisco (Level 2)

Gaining Visibility for Your Work: Learn From the Experts

Gaining visibility for one's work is difficult. Experts who have been successful promoting who they are and what they do will share advice. Two topics specific to industrial-organizational psychologists will be addressed: the visibility problem and potential solutions. Strategies for increasing visibility in the business community will be discussed.

Wendy S. Becker, University at Albany-SUNY, *Chair*
 Mary Doherty Kelly, Personnel Research Associates, Inc., *Co-Chair*
 William C. Byham, Development Dimensions International, *Panelist*
 Frank J. Landy, SHL, *Panelist*
 Eduardo Salas, University of Central Florida, *Panelist*
 Benjamin Schneider, Personnel Research Associates, Inc., *Panelist*
 Leaetta M. Hough, Dunnette Group, Ltd., *Discussant*
 Submitted by Wendy S. Becker, w.becker@albany.edu

189. Panel Discussion: Saturday, 1:30–2:50 Sacramento (Level 2)

The Case for Ethical Cultures: What Convinces Organizations to Change?

With lapses of organizational ethics highlighted in the media, as well as the general need for more research documenting how ethics helps promote organizational outcomes, there can be a stronger role for I-O psychologists in supporting, through research and consulting, senior executives as they promote ethics within their own organizations.

Jack W. Wiley, Gantz Wiley Research, *Chair*
 Ron James, Center for Ethical Business Cultures, *Panelist*
 Joel M. Lefkowitz, Baruch College, CUNY, *Panelist*
 Patricia R. Hedberg, University of St. Thomas, *Panelist*
 Scott M. Brooks, Gantz Wiley Research, *Panelist*
 Submitted by Scott M. Brooks, Sbrooks@gantzwiley.com

190. Practitioner Forum: Saturday, 1:30–2:50 Emerald Bay (Level 3)

Maintaining Test Security in a “Cheating” Culture

I-O psychologists are finding it increasingly challenging to outwit purposeful, highly organized, often ingenious attempts to gain access to test materials and scoring keys. This Practitioner Forum will present a structured approach for addressing test security concerns and practical advice on how organizations can maintain test security.

Cheryl J. Paullin, Personnel Decisions Research Institutes, *Chair*

Martha E. Hennen, United States Postal Service, *Maintaining Security When Attacked From Many Sides: A Case Study on Test Security Issues*

James C. Beaty, ePredix, Joel Philo, ePredix, *Ensuring Test Security and Combating Cheating in Internet-Based Testing*

S. Morton McPhail, Jeanneret & Associates, Inc., *Beyond Cheating: Additional Issues in Test Security in the Public Sector*

Cheryl J. Paullin, Personnel Decisions Research Institutes, *Just How Big is the Test Preparation Industry, and What are Organizations Doing to Counter It?*

Submitted by Cheryl J. Paullin, cheryl.paullin@pdri.com

191. Symposium: Saturday, 1:30–2:50 Santa Anita A (Lobby Level)

Giving Feedback to Applicants: Advantageous or Adverse?

This symposium combines scientific and practical perspectives on applicant reactions to feedback. 2 presenters report empirical data on providing feedback after test taking; 2 consider implications for providing applicants with feedback given recent developments in assessment tools and technology.

Ann Marie Ryan, Michigan State University, *Chair*
Sonja Schinkel, University of Amsterdam, *Co-Chair*
Sonja Schinkel, University of Amsterdam, Ann Marie Ryan, Michigan State University, Neil R. Anderson, University of Amsterdam, Dirk van Dierendonck, Rotterdam School of Management, *Does it Pay to Know Why? Applicant Reactions to Performance Feedback in Rejection Situations*

William H. Macey, Personnel Research Associates, Inc., Nancy T. Tippins, Personnel Research Associates, Inc., *Applicant Reactions and Web-Based*

Screening Systems: Opportunities and Challenges for Systems Architecture

Brian C. Holtz, George Mason University, Robert E. Ployhart, University of South Carolina, Deirdre E. Lozzi, TARP, Jennifer Ferreter, Baruch College, CUNY, *Reactions to Feedback About Performance on Web-Based Tests*

Monica A. Hemingway, The Dow Chemical Company, *Giving Performance Feedback: What Students Want and What We Can Give Them*

Derek S. Chapman, University of Calgary, *Discussant*

Submitted by Sonja Schinkel, s.schinkel@uva.nl

192. Panel Discussion: Saturday, 1:30–2:50 Santa Anita C (Lobby Level)

Performance Feedback: Where Do We Go Next?

The purpose of this panel discussion is to discuss the path that future research on performance feedback should take, with special focus on complex jobs. Topics to be discussed include the most important research questions to be addressed, needs for conceptual foundations, and methodological issues.

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

Deborah Diaz Granados, University of Central Florida, *Co-Chair*

Melissa J. Sargent, University of Central Florida, *Co-Chair*

Satoris S. Youngcourt, Texas A&M University, *Co-Chair*

Susan J. Ashford, University of Michigan, *Panelist*
Angelo S. DeNisi, Texas A&M University, *Panelist*
Robert D. Pritchard, University of Central Florida, *Panelist*

Susan Taylor, University of Maryland, *Panelist*

Submitted by Deborah Diaz Granados, de712800@pegasus.cc.ucf.edu

193. Practitioner Forum: Saturday, 1:30–2:50 Palos Verdes (Lobby Level)

How High-Growth Companies Balance Growing Versus Buying Talent

The practitioner forum will bring together organizations that are experiencing rapid growth resulting in a need to

accelerate internal leadership development. We will discuss the question of growing versus buying talent, the factors that contribute to the mix, and discuss how formulating a talent management strategy can help achieve results.

Cheryl Heitzler, *Chair*

John R. Adcock, Dell, Janel Joseph, Dell Inc., *Growing Versus Buying Talent: Understanding Contributing Factors and Strategies to Achieve Business Results*
Miya Maysent, Valero Energy Corporation, *When Good is Good, but Could it be Better? An Exploration of Executive Development in a Highly Entrepreneurial Organization*

Submitted by John R. Adcock, john_adcock@dell.com

194. Symposium: Saturday, 1:30–2:50 San Gabriel A (Lobby Level)

Where Recruitment is @: Current Approaches to Web-Based Attraction Research

As technology is increasingly influencing the practice of recruitment, extending attraction research to the context of Web-based recruitment is critical. This symposium presents 4 studies that examine the contribution of (a) Web-site content and/or (b) Web-site design characteristics to applicant attraction and provides support for the importance of both.

Karen Holcombe Ehrhart, San Diego State University, *Chair*

David M. Mayer, University of Maryland, *Co-Chair*
Jonathan C. Ziegert, University of Maryland, *Co-Chair*
Brian R. Dineen, University of Kentucky, Juan Ling, University of Kentucky, Steven Ash, University of Akron, *Substance Versus Style: Customization and Aesthetic Effects on Recruitment Outcomes*

Karen Holcombe Ehrhart, San Diego State University, David M. Mayer, University of Maryland, Jonathan C. Ziegert, University of Maryland, *Web-Based Recruitment: Exploring the Effects of Web-Site Content and Characteristics*

Greet Van Hove, Ghent University, Filip Lievens, Ghent University, *Recruitment Web Sites: Effects of Employee Testimonials on Organizational Attraction*

Richard T. Cober, Booz Allen Hamilton, Douglas J. Brown, University of Waterloo, Paul E. Levy, University of Akron, *Role of Individual Differences in Online Applicant Attraction*

Scott Highhouse, Bowling Green State University, *Discussant*

Submitted by Karen Holcombe Ehrhart, kehrhart@sunstroke.sdsu.edu

195. Roundtable: Saturday, 1:30–2:50 San Gabriel B (Lobby Level)

Outcome Measurements in Leadership Assessments

The objective of the proposed roundtable is to engage in a discussion of the theoretical importance of establishing appropriate outcome measures that are related to leadership selection assessment as well as discuss their practical application. Experienced practitioners who use assessments to guide leadership selection decisions will facilitate the discussion.

Lois Glasgow, Bigby, Havis & Associates, *Host*

Jo Ann Johnson McMillan, Bigby, Havis & Associates, *Co-Host*

Michelle Collins, HRD Solutions, *Co-Host*

Nicole DeJarnett, HRD Solutions, *Co-Host*

Submitted by Nicole DeJarnett, nicdejarnett@yahoo.com

196. Academic-Practitioner Collaborative Forum: Saturday, 1:30–2:50 San Gabriel C (Lobby Level)

Coaching Impact: Identifying Individual and Organizational Outcomes of Coaching

Despite current and growing popularity of executive coaching, no published research study truly validates the number of intensely positive assertions made about coaching outcomes. Ongoing research presented at this forum will, however, provide insight, supported by data, into the actual impact of coaching on the individual and the organization.

Derek A. Steinbrenner, Cambria Consulting, *Chair*

Colleen Gentry, Wachovia Corporation, *Presenter*

James M. Hunt, Babson College, *Presenter*

Ellen Kumata, Cambria Consulting, *Presenter*

Barry Schlosser, Sigma Group of America, *Presenter*

Submitted by Derek A. Steinbrenner, derek_steinbrenner@alumni.tufts.edu

**197. Master Tutorial: Saturday,
1:30–2:50
San Pedro (Lobby Level)**

*1.5 CE Credits Available for Attending!
Register at the Session*

**Sexual Harassment: Legal Issues and
Implications for Employer Policies**

Supreme Court sexual harassment rulings from *Meritor* (1986) to *Suders* (2004) are analyzed using five major issues: (a) quid pro quo versus hostile environment harassment, (b) reasonable person/victim in hostile harassment, (c) employer liability, (d) same-sex harassment and (e) constructive discharge. Policies to protect employers and victims are presented.

Arthur Gutman, Florida Institute of Technology, *Presenter*

Submitted by Arthur Gutman, artgut@aol.com

**198. Symposium: Saturday, 1:30–2:50
Santa Barbara A (Lobby Level)**

**Self–Other Agreement and Disagreement:
New Directions and New Interpretations**

We investigated methods for assessing agreement, the use of multisource performance ratings, the links between agreement and leadership, as well as the associations with outcome variables. In the process, we have developed some interesting conclusions about the use of multisource performance ratings applicable to the development leadership.

Roya Ayman, Illinois Institute of Technology, *Chair*
William David Rigdon, University of Texas-Arlington,
Co-Chair

Erica Hartman, Stanard & Associates/Illinois Institute of Technology, Roya Ayman, Illinois Institute of Technology, Mayari S. Pritzker, Illinois Institute of Technology, *The Relationship Between CEO and Direct Report Agreement of Empowering Leadership Behaviors and Outcomes*

Jeffrey Becker, Motorola, Roya Ayman, Illinois Institute of Technology, *Multisource Performance Ratings: The Role of Self-Monitoring*

Mark C. Frame, University of Texas-Arlington, Roya Ayman, Illinois Institute of Technology, *A Study of Agreement, Gender, and Outcomes*

Leanne E. Atwater, Arizona State University West,
Discussant

Submitted by William David Rigdon,
daverigdon@hotmail.com

**199. Practitioner Forum: Saturday,
1:30–2:50
Santa Barbara B (Lobby Level)**

**Building and Developing Leaders for the
Future: Managing Executive Talent**

Building and developing strong leaders has become an organizational imperative in today's society. This forum will provide attendees with insight on how 3 diverse companies are attempting to develop and build strong leaders and leadership pipelines in uncertain financial times.

Erika D'Egidio, Bristol-Myers Squibb, *Chair*
Joan Gutkowski, Time Warner, Inc., Vera Vitels,
Columbia University Teachers College, *Building an Executive Talent Management Strategy*

Robin R. Cohen, Bristol-Myers Squibb, Melissa K. Hungerford, Bristol-Myers Squibb, Erika D'Egidio, Bristol-Myers Squibb, *Enhancing Executive Effectiveness to Sustain Competitive Advantage*

Matthew R. Redmond, Starwood Hotels & Resorts, Mariangela Battista, Starwood Hotels & Resorts, Michelle M. Crosby, Starwood Hotels & Resorts, *Achieving Business Success One Effective Leader at a Time—The Role of Executive Talent Management Programs in Building a Strong Leadership Bench*

Submitted by Erika D'Egidio, erika.degidio@bms.com

**200. Education Forum: Saturday,
1:30–2:50
Santa Barbara C (Lobby Level)**

**Successful Internships: A Discussion From
Academic and Practitioners' Experiences**

Internships are important parts of I-O graduate training programs. This forum presents academic and practitioner perspectives on the components of an effective internship experience. In addition, the results from a recent practitioner survey will be presented. Topics include finding interns and internships, good intern characteristics, supervision issues, and intern evaluation.

Anita Blanchard, University of North Carolina-Charlotte, *Chair*

Donald M. Truxillo, Portland State University, *Graduate Internships: Issues and Solutions*

Anita Blanchard, University of North Carolina-Charlotte, *Lessons Learned from Master's I-O Internships*

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, *Making the Most of Internships: A Practitioner's Perspective*

Liberty J. Munson, Boeing Company, *What You Need to Know About Internships: Results from SIOP's Survey*

Submitted by Anita Blanchard, ALBlanch@email.uncc.edu

201. Symposium: Saturday, 1:30–2:50 San Bernardino (Lobby Level)

On Global Work: Predicting the Success of International Assignments

This symposium presents qualitative and quantitative (meta-analytic) studies on predictors of success in global assignments. The symposium also analyzes recent research advancements on predictors of expatriate adjustment. The symposium will consist of 3 presentations and a lively discussion of international research focused on organizational and cultural predictors of global success.

Laura Galarza, University of Puerto Rico, *Chair*
Patrick Kulesa, International Survey Research, *Going Global: An Emerging Model for Leveraging Cross-Cultural Differences in Multinational Organizations*
Laura Galarza, University of Puerto Rico, *Organizational and Cultural Predictors of Expatriate Adjustment: A Meta-Analysis*
Chockalingam Viswesvaran, Florida International University, Laura Galarza, University of Puerto Rico, *Cultural Intelligence and Culture Distance: Emerging Predictors of Global Success?*
Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitted by Laura Galarza, lgalarza@adelphia.net

202. Symposium: Saturday, 1:30–2:50 Beaudry A (Lobby Level)

Adverse Impact in Predictors and Criteria of Performance

Little research has been done to address the adverse impact potential in both predictors and criteria of job and academic performance. This symposium seeks to explain why such adverse impact potential exists and what can be done to reduce adverse impact potential in SJTs as well as job performance.

Michael A. McDaniel, Virginia Commonwealth University, *Chair*
Anna Imus, Michigan State University, Neal W. Schmitt, Michigan State University, Brian H. Kim, Michigan State University, Alyssa Friede, Michigan

State University, Frederick L. Oswald, Michigan State University, *Using DIF to Understand SJTs as Predictors of College Success*

Nhung T. Nguyen, Lamar University, Michael A. McDaniel, Virginia Commonwealth University, Deborah L. Whetzel, Work Skills First, Inc., *Subgroup Differences in SJT Performance: A Meta-Analysis*

Patrick F. McKay, University of Wisconsin-Milwaukee, Michael A. McDaniel, Virginia Commonwealth University, *Cognitive Load of Criteria and Racial Differences in Job Performance*

Linda S. Gottfredson, University of Delaware, *Discussant*

Submitted by Nhung T. Nguyen, nhung.nguyen@lamar.edu

203. Poster Session: Saturday, 1:30–2:20 Pasadena (Lower Level)

Job Performance

203-1. Affect and Organizational Citizenship Behavior: The Impact of Leader–Member Exchange

Drawing upon a Malaysian sample of 216 managers, we examined the impact of affect (positive and negative) and its interaction with leader–member exchange (LMX) on organizational citizenship behavior (OCB). While the direct impact of affect was nil, it significantly interacted with two dimensions of LMX—affect and contribution—in predicting OCB.

Foo Hoon Lee, University Science Malaysia
Mahfooz A. Ansari, University Science Malaysia

Submitted by Mahfooz A. Ansari, mahfooz@usm.my

203-2. Predicting Job Satisfaction and Contextual Performance: A Chinese Study

This study surveyed about 100 employees from an organization in Beijing, China. Results of this study showed that collectivism was positively related to both job satisfaction and contextual performance. The study also revealed that job satisfaction was a mediator of the relationship between collectivism and supervisor-rated contextual performance.

Shaobang Sun, HumRRO

Submitted by Shaobang Sun, ssun@humrro.org

203-3. A Multilevel Analysis of Hostility, Job Attitudes, and Workplace Deviance

We examined the dynamic nature of emotions at work, work attitudes, and workplace deviance. Over half of the total variance in workplace deviance was within-individual, and this intraindividual variance was predicted by momentary hostility, interactional justice, and job satisfaction. Moreover, trait hostility moderated the interactional justice–state hostility relationship.

Brent A. Scott, University of Florida
Timothy A. Judge, University of Florida
Remus Ilies, Michigan State University

Submitted by Brent A. Scott, brent.scott@cba.ufl.edu

203-4. Using Self-Determination Theory to Understand the Motives Underlying Citizenship Behavior

Using self-determination theory (Deci & Ryan, 1985), this research investigated the motives underlying individuals' decisions to engage in citizenship behaviors and examined the extent to which these motives are unique from those underlying technical behavior. Results indicated that overall, intrinsically oriented motives were more strongly associated with citizenship than technical behavior.

Tatana M. Olson, United States Navy
Charlie L. Reeve, University of North Carolina-Charlotte

Submitted by Tatana M. Olson, tatana@psych.purdue.edu

203-5. Linking O*NET to Occupational Literacy Requirements Using Job Component Validation

We used a job component validity strategy to predict mean scores on prose, document, and quantitative literacy from O*NET descriptors at the occupation level. Using our models, we were able to derive literacy estimates for all O*NET-SOC occupations. Results showed that literacy was highly predictable from the O*NET descriptors.

Christelle C. LaPolice, Personnel Decisions Research Institutes
Gary W. Carter, Personnel Decisions Research Institutes
Jeff W. Johnson, Personnel Decisions Research Institutes

Submitted by Christelle C. LaPolice,
christelle.lapolicy@pdri.com

203-6. Effects of Accepting Repeated Negative Feedback on Performance and Affect

This study examined the effects of accepting repeated negative feedback on individuals' subsequent performance and affective responses. Results of an experimental study indicated that accepting repeated negative feedback led to the lowest level of performance. However, we did not find similar effects on individuals' happiness.

Andrew Li, University of Arizona
Jessica Bagger, University of Arizona
Russell S. Cropanzano, University of Arizona

Submitted by Andrew Li, andrew@eller.arizona.edu

203-7. Linking Leadership Emergence to Leadership Effectiveness in a Military Context

This study examined leadership emergence as the critical process variable linking both individual differences and subsequent leader effectiveness. Pattern (high intelligence, high dominance, high general self-efficacy, high self-monitoring) was correlated with both leadership emergence and effectiveness ratings. Ratings of emergence provided the strongest mediation of the pattern–promotion relationship.

Roseanne J. Foti, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech

Submitted by Roseanne J. Foti, rfoti@vt.edu

203-8. Job Performance May Not Provide Warning of Psychological Contract Violation

Examined whether anger is related to importance of goals that have been frustrated, whether apology and explanation reduce the anger, and whether the violation affects job performance. Frustration of more important goals produced greater anger; apology and explanation did not change it. Job performance was not significantly affected.

Michael J. Keeney, American Institutes for Research
Daniel J. Svyantek, Auburn University

Submitted by Michael J. Keeney, mkeeney@air.org

203-9. Justice Climate as a Moderator of the Conscientiousness–Contextual Performance Relationship

A multilevel analysis examined cross-level moderation of justice climate on the conscientiousness–contextual performance relationship. Random coefficient modeling

showed moderating effects for organization-focused justice climate, particularly with job dedication, and dutifulness. No effects were found for individual-level justice-conscientiousness interactions. Results suggest the utility of cross-level theorizing in organizational behavior.

Zhi-Wen Ng, University of Illinois at Urbana-Champaign
Deborah E. Rupp, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
Submitted by Deborah E. Rupp, derupp@uiuc.edu

203-10. Developable Assessment Centers Dimensions: A Korean Investigation

This study identifies potentially appropriate dimensions for developmental assessment centers in Korea. South Korean managers were surveyed about the importance and developability of 24 dimensions. Responses were comparable to those of U.S. managers in an earlier study, suggesting some agreement between cultures but respondents indicated few opportunities to develop.

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign
Deborah E. Rupp, University of Illinois at Urbana-Champaign
Myungjoon Kim, Korean Psychological Testing Institute
Sang Eun Woo, University of Illinois at Urbana-Champaign
Submitted by Deborah E. Rupp, derupp@uiuc.edu

203-11. The Relationship Between Organizational Centralization and Productivity Improvement

Organizational centralization is found to influence the effect of a participative intervention on work-unit performance such that the higher the centralization, the greater the performance improvement. 2 moderators of this relationship are supported: amount of trust between management and personnel and number of serious problems in the organization.

Melissa J. Sargent, University of Central Florida
Robert D. Pritchard, University of Central Florida
Submitted by Melissa J. Sargent, sargmel@iit.edu

203-12. The Effects of Organizational Structure and Environmental Uncertainty on Performance

We examined whether the organizational structure dimensions formalization and centralization were relat-

ed to productivity gains following a feedback intervention. Consistent with structural contingency theory, we considered environmental uncertainty as a moderator. Results indicate positive relationships between dimensions and productivity; no moderation was found. Implications for theory and practice are discussed.

Jessica Morge, University of Central Florida
Robert D. Pritchard, University of Central Florida
Submitted by Jessica Morge,
je325002@pegasus.cc.ucf.edu

203-13. Influence of Action-State Orientation and Procrastination on Performance

We examined behavioral procrastination as a mediator of action-state orientation effects on performance. Results indicated that behavioral procrastination mediated hesitation effects on performance. In addition, convergent validity for the types of trait procrastination was also observed. This self-regulatory understanding of procrastination can have applications in student counseling and training.

Lynn-Michelle N. Sassoon, Wright State University
Debra Steele-Johnson, Wright State University
Mark V. Palumbo, Wright State University
Submitted by Lynn-Michelle N. Sassoon,
lynn_sassoon@yahoo.com

203-14. Organizational Citizenship Behavior and Gender: Expectations and Attributions for Performance

We predicted that observers expect employees to participate in, and make internal attributions for, gender-congruent OCB. Overall, we found that OCBs are expected more of women and internal attributions for OCB performance are more often made for women than for men. We discuss implications and future research suggestions.

Sara K. Farrell, Northern Illinois University
Lisa Finkelstein, Northern Illinois University
Submitted by Sara K. Farrell, SaraKfarrell@hotmail.com

203-15. Applying Microworlds to Investigate OCB Influences on Efficacy Development

A microworld simulation was used to investigate the effects of organizational citizenship behaviors on efficacy development. Results confirmed expectations that individuals who perform more OCBs are more likely to

develop higher self-efficacy. Hypotheses for collective efficacy were only partially supported. Implications for future research relating these 2 concepts are discussed.

Joel T. Lundstrom, Kansas State University
Patrick A. Knight, Kansas State University
Jeffrey D. Mark, Kansas State University

Submitted by Joel T. Lundstrom, joell@ksu.edu

203-16. Perfectionists Are Not Always Dysfunctional Employees

The authors applied trait activation theory to identify when perfectionism leads to performance. They found that perceived organizational support moderated the relationship between perfectionism and task-focused interpersonal citizenship behavior among 164 workers. Perfectionism was more strongly related to citizenship behavior among workers reporting high rather than low levels of organizational support.

John W. Wilson, U.S. Office of Personnel Management
Lawrence A. Witt, University of New Orleans

Submitted by Lawrence A. Witt, lwitt@uno.edu

203-17. Personal Characteristics to Predict Job Performance, Safety, Accidents, and Turnover

In a validation study, both the Hogan Personality Inventory and the Workplace Attitude and Behavior Inventory (WABI) were significantly related to job performance criteria, including accidents. After implementation of the WABI, there was a significant reduction in at-fault accident rates, and WABI-Teamwork scores were negatively related to employee turnover.

Courtney L. Holladay, University of Texas, MD
Anderson Cancer Center
Mark H. Strong, Jeanneret & Associates

Submitted by Courtney L. Holladay,
CLHolladay@mdanderson.org

203-18. A Preliminary Investigation Between the Wonderlic and NFL Performance

This research attempted to establish a quantitative link between Wonderlic scores gathered during the NFL Combine and future NFL performance. Results indicated that scores on the Wonderlic are not predictive of NFL performance and overall selection in the NFL Draft. In addition, the use of this measure produced significant ethnic discrepancies.

Brian D. Lyons, University at Albany, SUNY
John W. Michel, University at Albany, SUNY
Brian J. Hoffman, University of Tennessee

Submitted by Brian D. Lyons, bl536526@albany.edu

203-19. The Effect of Agreement on Managerial Expectations and Performance Change

Using a feedback-oriented intervention, the present study examined the effects of agreement of organizational goals on the relationship of managerial expectations and organizational performance change. Results indicated that although expectations were not directly related to performance change, agreement was identified as a moderator of this relationship.

Moshe Feldman, University of Central Florida
Shannon A. Irving, University of Central Florida
Robert D. Pritchard, University of Central Florida

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

203-20. The Search for Curvilinearity in Personality-Job Performance Relationships

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-contextual job performance relationships.

Greg A. Barnett, Hogan Assessment Systems

Submitted by Greg A. Barnett,
gbarnett@hoganassessments.com

203-21. Motivational Antecedents and Performance Outcomes of Continuous Learning

This study examined antecedents and outcomes of continuous learning activity (CLA) in a sample of Korean workers. Workers who reported high levels of CLA received significantly higher performance ratings from supervisors. Mastery goal orientation predicted CLA through its effects on feedback seeking and learning self-efficacy.

Tae Young Han, Kwangwoon University
Kevin J. Williams, University at Albany, SUNY

Submitted by Tae Young Han, tyounghan@kw.ac.kr

203-22. Experienced Job Challenge and Overchallenge: Conceptualization, Antecedents, and Consequences

Individual and job-contextual antecedents, and employee affective and behavioral consequences of experienced challenge and overchallenge in the job, are conceptually explored and tested in a sample of 511 employee-supervisor dyads. Structural equation modeling reveals differential relationships between these 2 constructs and the proposed antecedents and consequences.

Koen Dewettinck, Ghent University
Dirk Buyens, Ghent University

Submitted by Dirk Buyens, dirk.buyens@vlerick.be

203-23. Shiftwork, Strain and Performance: A Diary Assessment of Two Waves

The influence of shiftwork on job strain and job performance was assessed using a diary methodology across a nursing sample. Results showed that shiftwork might not necessarily contribute to negative work outcomes. Implications of the results and future recommendations are highlighted.

Roxane L. Gervais, University of Manchester
Robert G. Hockey, University of Leeds

Submitted by Roxane L. Gervais,
roxane.gervais@alumni.fdu.edu

203-24. Social Facilitation and Inhibition During Maximum Versus Typical Performance Situations

This study tested the importance of a theoretical overlap between typical and maximum performance and social facilitation and inhibition. Results revealed a social inhibition effect in the maximum performance condition for participants of the low self-efficacy conditions. Implications and directions for future research are discussed.

Ute-Christine Klehe, University of Zurich
Neil R. Anderson, University of Amsterdam
Esther A. E. Hoefnagels, University of Amsterdam

Submitted by Ute-Christine Klehe,
u.klehe@psychologie.unizh.ch

203-25. Workload History Effects on Task Performance: A Closer Look

Effects of sudden shifts in workload on performance were investigated using a vigilance task. Results supported previous research suggesting a decrease in workload

results in performance decrement. More importantly, this study reports that a sudden increase or decrease could lead to a loss in accuracy and a slowing of response.

Luz-Eugenia Cox-Fuenzalida, University of Oklahoma
Amanda D. Angie, University of Oklahoma
Laura Sohl, University of Oklahoma
Benn Carr, University of Oklahoma,
Anne Vorndran, University of Oklahoma

Submitted by Luz-Eugenia Cox-Fuenzalida,
cox-fuenzalida@ou.edu

203-26. A Feedback Environment-Role Clarity Model of Job Performance

This study, involving 170 subordinate-supervisor dyads, presents a model which demonstrates that subordinates who perceive a supportive feedback environment indicate more feedback seeking, higher role clarity, and had higher supervisory performance ratings. Furthermore, results suggest that effort costs may moderate the relationship between the feedback environment/feedback seeking link.

Brian G. Whitaker, University of Akron
Jason Dahling, University of Akron

Submitted by Brian G. Whitaker, bgw111@yahoo.com

203-27. Schemas for Organizational Citizenship Behavior in Gender-Stereotyped Jobs

We tested whether there was a relationship between gender-typed jobs and OCB schema content. In general, differences in schema content between gender-typed jobs were consistent with differences found in past research between genders. Results varied to some extent based on the type of job and the gender of the rater.

Mark G. Ehrhart, San Diego State University
Ellen Godfrey, Campbell Soup Company
Silvia Morales, San Diego State University

Submitted by Mark G. Ehrhart, mehrhart@sunstroke.sdsu.edu

203-28. Role-Definition Antecedents: Attitudinal, Dispositional, and Contextual Influences

A field study based on data from 204 line and supervisory employees examined dispositional, contextual, and attitudinal predictors of role definition. Results indicated that both contextual (trust in organization) and dispositional (employee exchange ideology) variables predicted broader roles. Implications for research and practice are highlighted.

Dan S. Chiaburu, Washington Metropolitan Area Transit Authority
 Kathryn L. Baughman, George Mason University
 Submitted by Kathryn L. Baughman, kbaughma@gmu.edu

203-29. Turnover Intentions and Political Behavior as Related to Organizational Injustice

Drawing upon a sample of 201 Malaysian managers, we examined the mediating impact of frustration on the relationship of perceived injustice with turnover intentions and political behavior. Results showed that organizational injustice relates positively to fight/flight behavior. Frustration partially mediates the relationship of distributive injustice with turnover intentions and political behavior.

Rehana Aafaqi, University Science Malaysia
 Mahfooz A. Ansari, University Science Malaysia
 May Sim Chow, University Science Malaysia
 Zainal A. Ahmad, University Science Malaysia

Submitted by Mahfooz A. Ansari, mahfooz@usm.my

203-30. Person Predictors of Academic and Work Performance

Cognitive ability, knowledge, and nonability measures were administered to 105 cooperative education students. Composite trait factor scores were used to predict academic and job performance. All trait domains were significant predictors of academic performance, but only the nonability trait composite factors predicted job performance.

Ruth Kanfer, Georgia Institute of Technology
 Mark B. Wolf, Georgia Institute of Technology
 Tracy Kantrowitz, Georgia Institute of Technology

Submitted by Ruth Kanfer, rk64@prism.gatech.edu

204. Community of Interests: Saturday, 1:30–2:20 Pasadena (Lower Level)

Nonprofit Organizations

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

205. Interactive Posters: Saturday, 1:30–2:20 Los Feliz (Lobby Level)

CEMA Sponsored Session: Diversity Issues in Recruitment and Selection

205-1. Glass Ceiling Bias: Effects of Nonstandard Accent on Management Hiring

Speakers of standard English received higher recommendations for managerial positions than did the speaker of nonstandard English. These American subjects judged the nonstandard accented candidate to be significantly lower in Interpersonal Influence, and as hypothesized, the bias works through the assumed lower influence of nonstandard accented speakers.

Marcia Frideger, Holy Names University
 Jone L. Pearce, University of California-Irvine

Submitted by Jone L. Pearce, jlpearce@u.washington.edu

205-2. AA/EO Statements and Whites' Job Attitudes: A Social-Identity Perspective

We conducted a scenario-based laboratory study to understand Whites' reactions to Affirmative Action/ Equal Opportunity (AA/EO) statements in recruitment materials. Grounding our work in social identity theory, we hypothesized that in-group attitudes, out-group attitudes, and the race-specificity of AA/EO statements interact to predict job-related attitudes. Our results generally support our hypotheses.

Gary Shteynberg, University of Maryland
 Lisa M. Leslie, University of Maryland
 Andrew P. Knight, University of Pennsylvania

Submitted by Gary Shteynberg, gshteynberg@psyc.umd.edu

205-3. Diversity Information in Recruitment Advertisements and Organizational Attraction

We investigated job seekers' reactions to diversity information in recruitment advertisements. The results showed that job seekers reacted more positively to an inclusion rather than representation strategy and were more attracted to brochures that included diverse rather than homogeneous photographs. Further, the results highlighted the moderating effects of gender.

Quinetta M. Roberson, Cornell University
 Christopher Collins, Cornell University
 Sarah Yeung, Cornell University

Submitted by Quinetta M. Roberson, qmr3@cornell.edu

205-4. Prejudice in Employment Decisions: Role of Interview Content and Race

The purpose of the present study was to identify the role of prejudice on cognitive-based and interpersonal-based structured interviews. The results suggested that cognitive-based interviews create less favorable attitudes toward the Black applicants than the interpersonal-based questions.

Erron Pipkin, Alliant International University
Calvin C. Hoffman, Alliant International University
Nurcan Ensari, Alliant International University

Submitted by Nurcan Ensari, nensari@hotmail.com

206. Special Event: Saturday, 2:00–2:50 San Jose (Level 2)

Research Funding and I-O Psychology

This panel of experts will highlight the importance of research funding for I-O psychology, both in terms of enhancing the capability of I-O psychologists to conduct meaningful basic and applied research projects, and in terms of improving the status and prestige of I-O psychology within the broader scientific community. Panelists will also provide an overview of available funding sources for both academic and applied projects, and highlight specific strategies for obtaining funding and managing relationships with funding agencies.

John R. Hollenbeck, Michigan State University, *Chair*
Daniel R. Ilgen, Michigan State University, *Panelist*
Rodney A. McCloy, HumRRO, *Panelist*
Jeffrey M. Stanton, Syracuse University, *Panelist*
Stephen J. Zaccaro, George Mason University, *Panelist*

207. Practitioner Forum: Saturday, 2:00–2:50 Avalon (Level 3)

Remembrance of Surveys Past: The Evolution of the Employee Survey

Employee surveys have evolved from novelties used in forward-thinking companies to standard tools for employee input. Over the years every aspect of the survey, including the role of the survey professional, has changed. This forum will assess these changes and speculate on the future of employee surveys.

Paul M. Mastrangelo, Genesee Survey Services, *Chair*
Charles Corace, Johnson & Johnson, *The Evolution of the Johnson & Johnson Credo Survey*
Sarah R. Johnson, Genesee Survey Services, Karen B. Paul, 3M, *The Changing Role of the Survey Professional*

W. Warner Burke, Teachers College, Columbia University, *Trends in Organizational Surveys: Past, Present, Future*

Submitted by Sarah R. Johnson,
sarah.johnson@gensurvey.com

208. Practitioner Forum: Saturday, 2:00–2:50 Beaudry B (Lobby Level)

Organizational Needs and Innovative Implementation of Proctored Versus Unproctored Assessments

Traditional practices teach that selection assessments should be proctored. However, expanding technologies give organizations the option to administer unproctored selection assessments, often lowering costs and administrative burden. In this session, practitioners address the major advantages and disadvantages of both modes, presenting case studies and trends in program design, management, and outcomes.

Jennifer Mattocks, ePredix, Inc., *Chair*
Anjani Panchal, Pepsi Americas, *Striking a Balance Between the Preferred Way and the Practical Way: A PepsiAmericas Case Study*
Jana Fallon, American Express, *Moving from Proctored to Unproctored Assessments: An American Express Case Study*
Mitchell W. Gold, Sprint, *Proctored Testing at Sprint: A New Model and Partnership*
Lizzette Lima, ePredix, Inc., *Discussant*
Submitted by Jennifer Mattocks,
jennifer.mattocks@epredix.com

Coffee Break Saturday, 3:00–3:30 Multiple Locations

209. Symposium: Saturday, 3:30–4:50 San Jose (Level 2)

Not the Usual Suspects: Expanding Our Conception of Workplace Stigma

This session will explore the applicability of stigma theory to the devaluing of individuals in the workplace on the basis of attributes that have received little or no research attention. The attributes that will be the focus of discussion are “disagreeable” personalities, contingent worker status, transgender employees, and linguistic accent.

Ann Marie Ryan, Michigan State University, *Chair*
 Frederick P. Morgeson, Michigan State University, *Co-Chair*

Anthony S. Boyce, Michigan State University, Ann Marie Ryan, Michigan State University, Anna Imus, Michigan State University, Frederick P. Morgeson, Michigan State University, *"Temporary Worker, Permanent Loser?": A Model of the Stigmatization of Contingent Workers*

Brian Welle, Harvard University, *The Stigmatization of Transgender Employees*

Murray R. Barrick, University of Iowa, *Stigma Due to Your Own Personality?*

Guillermo Wated, Florida International University, Juan I. Sanchez, Florida International University, *Beliefs Associated With English Speakers Who Have a Spanish Accent*

Robert L. Dipboye, University of Central Florida, *Discussant*

Submitted by Ann Marie Ryan, ryanan@msu.edu

210. Symposium: Saturday, 3:30–4:50 San Francisco (Level 2)

Making Leadership Research More Relevant

Some say leadership is the most studied but least understood area in I-O psychology. Hyperbole aside, we could have a greater impact on how leadership is practiced. This session provides 4 perspectives on making our research more relevant to industry along with commentary from a corporate consumer of leadership research.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*
 Stephen J. Zaccaro, George Mason University, *The Direct and Indirect Influences of Organizational Leaders: Bridging the Gap Between Leadership Research and Practice*

Robert B. Kaiser, Kaplan DeVries Inc., Stuart G Ferrell, Kaplan DeVries Inc., *What Do We Mean by Leadership "Effectiveness"?*

David V. Day, Pennsylvania State University, *Identifying, Evaluating, and Using Indigenous Leadership Theories in Organizations*

Robert T. Hogan, Hogan Assessment Systems, *The Secret Life of Organizations*

Ben E. Dowell, Bristol-Myers Squibb, *Discussant*

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

211. Symposium: Saturday, 3:30–4:50 Sacramento (Level 2)

Faking Research: New Methods, New Samples, and New Questions

In this symposium, the 4 papers investigate questions related to faking on personality tests using novel data sets and novel techniques. Large samples of longitudinal data, real applicant test-retest data, computer simulations, and covariance modeling are used to investigate questions related to the nature, prevalence, and consequences of faking.

Michael J. Zickar, Bowling Green State University, *Chair*
 Scott A. Davies, Hogan Assessments Systems, Dwayne G. Norris, American Institutes for Research, *Cheating, Guessing Faking, and Self-Presentation in Assessment Responses*

Neil D. Christiansen, Central Michigan University, Chet Robie, Wilfrid Laurier University, Paul R. Bly, Personnel Decisions International, *Using Covariance to Detect Applicant Response Distortion of Personality Measures*

Jeffrey D. Fecteau, Hogan Assessment Systems, *How Often Does Faking Affect Actual Selection Decisions?*

Frederick L. Oswald, Michigan State University, Neal W. Schmitt, Michigan State University, *The Impact of Faking Corrections on Measures Used in Selection Settings*

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

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

212. Symposium: Saturday, 3:30–4:50 Avalon (Level 3)

Employee Turnover Research: Prediction and Assessment Challenges

Recent empirical research addressing the prediction of turnover will be presented, focusing largely on attitudinal measures. This session reflects a broad range of research perspectives, including academic, consulting, large national government, and local government. Along with key research findings, presenters will discuss implications and challenges for research and practice.

John A. Weiner, Psychological Services, Inc., *Chair*
 Amy Cooper Hakim, Office Depot, Chockalingam Viswesvaran, Florida International University, *Different Commitment Forms Predicting Turnover and Turnover Intentions: An Integrative Review*

John A. Weiner, Psychological Services, Inc., *Targeting Turnover—Development and Validation of a Preemployment Attitude Assessment*

J. Peter Leeds, U.S. Department of Army, Civilian Personnel, Murray J. Mack, U.S. Department of the Army, *Attitudinal Predictors of Turnover and the Incremental Contribution of Job Performance*

Donna L. Denning, City of Los Angeles, *The Dimensionality of Attrition*

Submitted by John A. Weiner, john@psionline.com

213. Symposium: Saturday, 3:30–4:50 Emerald Bay (Level 3)

Major Issues in Employment Litigation Discrimination

This symposium marks publication of the latest book in SIOP's Practitioner Series. The presentations are by 4 of the 22 authors, with topics focusing on sex and race discrimination, most notably, sexual harassment, exclusionary rules, institutionalized racism, and new rules affecting adverse impact and pattern or practice claims.

Frank J. Landy, SHL, *Chair*

Donald L. Zink, Personnel Management Decisions, *Trends in Employment Discrimination Charges Alleging Sexual Harassment*

Margaret S. Stockdale, Southern Illinois University-Carbondale, *Disparate Treatment Sex Discrimination: More Than Meets the Eye*

James L. Outtz, Outtz and Associates, *Race Discrimination Cases: Past, Present, and Future*

Arthur Gutman, Florida Institute of Technology, *Internet Recruitment and Selection: New Rules?*

Wayne F. Cascio, University of Colorado, *Discussant*

Submitted by Arthur Gutman, artgut@aol.com

214. Symposium: Saturday, 3:30–5:20 Santa Anita A (Lobby Level)

Moving From Laboratory to Field: Investigating Situation in Faking Research

The importance of the situation in influencing faking on personality tests has been virtually overlooked.

Research aimed at increasing theoretical understanding of the importance of situational perceptions, as well as results supporting the use of warnings as a situational remedy to the negative outcomes associated with response distortion, are presented.

Jennifer P. Bott, Ball State University, *Chair*

Christopher C. Rosen, University of Akron, *Co-Chair*
Jennifer P. Bott, Ball State University, Christopher C. Rosen, University of Akron, *Moving From the Laboratory to the Field: An Investigation of the Situation in Faking Research*

Jennifer P. Bott, Ball State University, Andrea F. Snell, University of Akron, Jason Dahling, University of Akron, *Predicting Within-Person Elevation: A Comparison of Individual Differences and Situational Perceptions*

Alfred James Illingworth, University of Akron, Andrea F. Snell, University of Akron, Christopher C. Rosen, University of Akron, *Effects of Warnings and Individual Differences on the Criterion-Related Validity of Noncognitive Tests*

Victoria Pace, University of South Florida/Personnel Decisions Research Institutes, Xian Xu, University of South Florida, Lisa M. Penney, University of Houston, Walter C. Borman, Personnel Decisions Research Institutes, Ronald M. Bearden, Navy Personnel Command, *Using Warnings to Discourage Personality Test Faking: An Empirical Study*

Andrew D. English, ThoughtLink, Inc., Richard L. Griffith, Florida Institute of Technology, Yukiko Yoshita, Florida Institute of Technology, Abhishek Gujar, Florida Institute of Technology, Tina Malm, Florida Institute of Technology, Randolph Jerome Socin, Oakland University, *It's All How You Frame It: The Impact of Instructional Sets on Applicant Faking Behavior*

Stephen A. Dwight, Bristol-Myers Squibb, *Discussant*

Submitted by Richard L. Griffith, griffith@fit.edu

215. Academic-Practitioner Collaborative Forum: Saturday, 3:30–4:50 Santa Anita B (Lobby Level)

What Value Does Psychology Add to Executive Coaching?

In theory, psychological training should be a substantial benefit to executive coaching, although little research has addressed this question. 2 teams engaged in research on this topic will present their studies, share lessons learned, and engage the audience in exploring implications and next steps for research.

David B. Peterson, Personnel Decisions International, *Chair*

John Muros, University of Minnesota, *Co-Chair*

Joyce E. Bono, University of Minnesota, David B.

Peterson, Personnel Decisions International,

Radostina Purvanova, University of Minnesota, John

Muros, University of Minnesota, Annette Towler,

Illinois Institute of Technology, Sarah K. Stoeber,
University of Minnesota-Twin Cities, *A Comparison
of the Practices of Psychologist and Nonpsychologist
Executive Coaches, A Study of the Variability in
Achieving Change through Executive Coaching*

Submitted by John Muros, muro0008@umn.edu

216. Symposium: Saturday, 3:30–5:20 Santa Anita C (Lobby Level)

Examining Meso-Mediation Relationships in Industrial-Organizational Psychology

Meso-mediation involves modeling cross-level relationships that are mediated by one or more variables that may reside at different levels of analysis. We present four empirical examples of such relationships in I-O psychology and discuss theoretical, methodological, and analytic challenges that they present along with implications for practice.

John E. Mathieu, University of Connecticut, *Chair*
Gilad Chen, Texas A&M University, *Modeling the
Cross-Level Interplay Between Individual and
Team Motivation*

Mark B. Gavin, Oklahoma State University, Janaki Gooty,
Oklahoma State University, *The Impact of Leader,
Team, and Individual Mood on Helping: Testing a
Complex, Moderated, Meso-Mediation Model*

Mark Griffin, Queensland University of Technology,
Claire Mason, Queensland University of
Technology, Sharon K. Parker, University of New
South Wales, *Transforming Groups Through
Leadership*

John E. Mathieu, University of Connecticut, Travis
Maynard, University of Connecticut, Scott R.
Taylor, University of Connecticut, Lucy L. Gilson,
University of Connecticut, Tom Ruddy, Siemens
Corporation, *A Meso-Mediation Model of
Contextual and Work Design Influences on Team
Processes and Performance*

Richard P. DeShon, Michigan State University, *Discussant*

Submitted by John E. Mathieu,
jmathieu@business.uconn.edu

217. Theoretical Advancement: Saturday, 3:30–5:20 Palos Verdes (Lobby Level)

Evolutionary Psychology's Relevance to I-O Psychology

Although evolutionary psychology is becoming an important, integrative theoretical framework in many

areas of psychology, it has made fewer inroads into applied psychology. We describe its basic tenets, discuss possible applications to I-O psychology, and present examples of theory and research in I-O psychology that employ an evolutionary psychological perspective.

Stephen M. Colarelli, Central Michigan University, *Chair*
Stephen M. Colarelli, Central Michigan University,
Evolutionary Psychology and I-O Psychology

Xiao T. Wang, University of South Dakota,
*Evolutionary Psychology and Risk Management in
Organizational Contexts*

Kingsley Browne, Wayne State University, *Evolutionary
Psychology and the "Glass Ceiling"*

Jennifer Spranger, Central Michigan University, *Genetic
Density as a Predictor of Nepotism in the Family
Firm*

Chulguen Yang, Central Michigan University, Stephen
M. Colarelli, Central Michigan University,
Kyunghye Han, Central Michigan University, *The
Psychological Contract and Organizational
Commitment from an Evolutionary Perspective*

David Funder, University of California, Riverside,
Discussant

Monica A. Hemingway, The Dow Chemical Company,
Discussant

Submitted by Stephen M. Colarelli, colar1sm@cmich.edu

218. Symposium: Saturday, 3:30–5:20 San Fernando (Lobby Level)

Toward a Better Understanding of Emotion Regulation At Work

Five papers examine emotion regulation at work. A variety of emotion regulation strategies are considered, with an emphasis on understanding the individual and situational factors that lead to their use. These papers also explore the psychological experience of emotion regulation and its effects on employee and customer outcomes.

Robin H. Gosserand, The Olinger Group, *Chair*
James M. Diefendorff, University of Colorado-Denver,
Co-Chair

Simon Moon, University of Wisconsin-Oshkosh,
*Preconscious Emotional Regulation Processes in
Emotional Labor*

James M. Diefendorff, University of Colorado-Denver,
Erin M. Richard, Louisiana State University, Jane
Yang, Louisiana State University, *Emotion
Regulation: Linking Strategies to Affective Events
and Discrete Emotions*

Stephane Cote, University of Toronto, *Do Emotionally
Intelligent People Manage Their Emotions Wisely?*

Erin M. Richard, Louisiana State University, Natalie T. Bourgeois, Louisiana State University, James M. Diefendorff, University of Colorado-Denver, *A Process Model of the Psychological Experience of Emotional Labor*

Thorsten Hennig-Thurau, Bauhaus-University of Weimar, Markus Groth, University of New South Wales, Michael Paul, Bauhaus-University of Weimar, *Emotional Contagion in Service Delivery: How Employee Emotions Impact Customers*
Theresa M. Glomb, University of Minnesota, *Discussant*

Submitted by Robin H. Gosserand,
rgosserand@olingergroup.com

219. Symposium: Saturday, 3:30–5:20 San Gabriel A (Lobby Level)

Diversity and Decision Making

Diversity has great potential benefits for group decision making processes. Research and practice suggest, however, that diversity may be detrimental as well as beneficial to group performance on such tasks. Tackling this issue, this symposium identifies a range of contingencies of the relationships between diversity and decision-making performance.

Daan Van Knippenberg, Erasmus University-Rotterdam, *Chair*

Wendy van Ginkel, Erasmus University-Rotterdam, Daan Van Knippenberg, Erasmus University-Rotterdam, *Knowledge of Informational Diversity and Group Decision Making: The Role of Shared Mental Models*

Hanneke J. M. Kooij-de Bode, Erasmus University-Rotterdam, Daan Van Knippenberg, Erasmus University-Rotterdam, *Group Composition and Group Decision Making: (Un)Balancing Diversity by Focus on Consensus*

Susan Mohammed, Pennsylvania State University, Tracey Rizzuto, Louisiana State University, Kim Erickson, Pennsylvania State University, Nathan J. Hiller, Florida International University, Daniel A. Newman, University of Maryland, Tina T. Chen, Sempra Energy Utilities, *Individual Differences and Group Negotiation: The Role of Polychronicity, Dominance, and Decision Rule*

Astrid C. Homan, University of Amsterdam, John R. Hollenbeck, Michigan State University, Stephen E. Humphrey, Florida State University, Daan Van Knippenberg, Erasmus University-Rotterdam, Dustin Jundt, Michigan State University, Christopher J. Meyer, Michigan State University, Daniel R. Ilgen, Michigan State University,

Diversity in Teams: How Reward Structure and Openness to Experience Can Influence Categorization and Performance

Felix C. Brodbeck, Aston University, Yves R. F. Guillaume, Aston University, Nick Lee, Aston University, *Diversity as a Multilevels Construct: Ethnic Diversity in Student Learning Groups and Individual Learning Outcome*

Submitted by Daan Van Knippenberg,
dvanknippenberg@fbk.eur.nl

220. Panel Discussion: Saturday, 3:30–5:20 San Gabriel B (Lobby Level)

Have You Ever Wondered? Research Ponderables From Employee Survey Experiences

Panel and audience discussion on 7 research inquiries inspired by practitioner experiences and implications for survey design and analysis. Topics include norm differences by industry, influence of anonymity, differences between those who do and don't make comments, influence of extreme ratings on comments, group size effects, and early versus late responders.

Jeffrey A. Jolton, Genesee Survey Services, *Chair*
Sarah R. Johnson, Genesee Survey Services, *Co-Chair*
Larry D. Eldridge, Genesee Survey Services, *Panelist*
Sara P. Weiner, IBM, *Panelist*

Kathleen J. Suckow, Microsoft Corporation, *Panelist*
Jeffrey A. Jolton, Genesee Survey Services, *Panelist*
Lindsay A. Bousman, University of Nebraska-Omaha; Microsoft Corporation, *Panelist*

Paul M. Mastrangelo, Genesee Survey Services, *Panelist*
Stella Kaplow Lee, Memorial Sloan-Kettering Cancer Center, *Panelist*

Submitted by Jeffrey A. Jolton, jeff.jolton@gensurvey.com

221. Practitioner Forum: Saturday, 3:30–4:50 San Gabriel C (Lobby Level)

Driving Strategic Change With Technology

This practitioner forum will bring together 3 organizations that have used technology innovations as a key driver in creating strategic change in the way they engage, develop, and manage talent. We will discuss the strategic goals of introducing the new technologies, the impact of the technology, and lessons learned.

Belinda G. Hyde, Dell Inc., *Chair*
 Belinda G. Hyde, Dell Inc., *Driving Employee Engagement and Building Bench Strength With Talent Management Technology*
 Rhonda K. Kidwell McGown, Wachovia Corporation, *Understanding Employee Engagement and Driving Action Through Engagement Survey, Data Analysis, and Reporting Technology*
 Norman E. Perreault, Starwood Hotels & Resorts,
 Michelle M. Crosby, Starwood Hotels & Resorts, *Leveraging Technology for Strategic Talent Management*

Submitted by Belinda G. Hyde, belinda_hyde@dell.com

222. Master Tutorial: Saturday, 3:30–5:20 San Pedro (Lobby Level)

*Two CE Credits Available for Attending!
 Register at the Session*

Getting Started With Computer-Based Testing

Computers offer test developers a great opportunity for innovation. The purpose of this tutorial is to show that developing computerized tests can be manageable for industrial-organizational psychologists. This tutorial includes presenters from academia, the professional testing industry, and the end-user to provide a comprehensive perspective.

Bradley James Brummel, University of Illinois-Urbana Champaign, *Presenter*
 Scott Bedwell, IPAT/University of Illinois-Urbana Champaign, *Presenter*
 Alan D. Mead, Baker Thomsen Associates, *Presenter*
 Siang Chee Chuah, University of Illinois-Urbana Champaign, *Presenter*
 Douglas D. Molitor, 3M, *Presenter*

Submitted by Siang Chee Chuah, chuah@uiuc.edu

223. Symposium: Saturday, 3:30–4:50 Santa Barbara A (Lobby Level)

U.S., German, and Canadian Perspectives on Employment Discrimination Against Immigrants

The United States, Germany, and Canada welcome immigrants, who, because of their skills, can contribute to the national economies. Paradoxically, however, immigrants often face discrimination that undermines their economic contribution and lowers their psychological well-being. The symposium presents 4 research

projects on antecedents of discrimination against immigrants in these countries.

Joerg Dietz, University of Western Ontario, *Chair*
 Arjun Bhardwaj, University of Western Ontario, *Co-Chair*
 Chetan Joshi, University of Western Ontario, *Co-Chair*
 Dianna L. Stone, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, T. Nichole Philips, University of Central Florida, *The Relationships Between Race, Differences in Cultural Values, and Experienced Discrimination of Immigrants in the U.S.*

Lars Petersen, University of Halle-Wittenberg, Joerg Dietz, University of Western Ontario, *Escalation of Commitment and Employment Discrimination Against Immigrants*

Joerg Dietz, University of Western Ontario, Victoria Esses, University of Western Ontario, Arjun Bhardwaj, University of Western Ontario, Chetan Joshi, University of Western Ontario, *Employment Discrimination Against Ethnic Immigrants: The Role of Foreign Credentials*

Tatjana Ilic, University of Western Ontario, Susan Pepper, University of Western Ontario, *Work Values and Job Satisfaction: A Study of Immigrants from Former Yugoslavia*

Adrienne J. Colella, Texas A&M University, *Discussant*

Submitted by Joerg Dietz, jdietz@ivey.uwo.ca

224. Symposium: Saturday, 3:30–5:20 Santa Barbara B (Lobby Level)

Finding the Balance: Innovative Research on Reducing Work–Family Conflict

A recent surge of research related to work–family conflict (WFC) and workers' challenge to create balance has emerged. Negative consequences associated with WFC for both individuals and organizations are evident. Research presented in this symposium includes provocative research examining strategies aimed at reducing WFC.

Angela K. Pratt, Wayne State University, *Chair*
 April M. Boyce, Wayne State University, *Co-Chair*
 Boris B. Baltes, Wayne State University, *Co-Chair*
 Leslie B. Hammer, Portland State University, Margaret B. Neal, Portland State University, *An Examination of Crossover Effects of Work–Family Coping Strategies on Spouses' Work–Family Conflict and Well-Being*

Lindsey Marie Young, Wayne State University, Angela K. Pratt, Wayne State University, April M. Boyce, Wayne State University, Lucy Zhadanova, Wayne State University, Boris B. Baltes, Wayne State

University, *A Closer Look at SOC: Examining the Role of Specific SOC Strategies in Reducing Work-Family Conflict*

Denise Rotondo, Salisbury University, Joel F. Kincaid, Salisbury University, *Work-Family Conflict, Work-Family Enhancement, and Individual Coping Style: Toward an Understanding of Organizational and Personal Sustainability*

Melenie J. Lankau, University of Georgia, Suzanne de Janasz, University of Mary Washington, Scott J. Behson, Fairleigh Dickinson University, *An Examination of Individual-Level Variables as Antecedents of Perceptions of Work-Family Culture in an Organization*

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

Submitted by Angela K. Pratt, apratt@sun.science.wayne.edu

225. Symposium: Saturday, 3:30–5:20 Santa Barbara C (Lobby Level)

Sexual Harassment Law and Psychology: Agreements and Disagreements

Recent sexual harassment research has detailed the way situational and dispositional variables may affect the judgments about alleged hostile work environments. These papers will focus on agreements and disagreements between the law governing sexual harassment and factors (such as situational context and individual differences) that shape liability and damage judgments.

Richard L. Wiener, University of Nebraska-Lincoln, *Chair*
Roni Reiter-Palmon, University of Nebraska-Omaha, *Co-Chair*

Richard L. Wiener, University of Nebraska-Lincoln, Roni Reiter-Palmon, University of Nebraska-Omaha, Ryan Winter, City University of New York, Lucy Arnot, City University of New York, *Submissive Sexual Harassment Complainants: Protecting or Blaming the Victim?*

Roni Reiter-Palmon, University of Nebraska-Omaha, Richard L. Wiener, University of Nebraska-Lincoln, Ronda Smith, Union Pacific Railroad, Greg C. Ashley, University of Nebraska-Omaha, *The Effect of Empathy in Judgments of Sexual Harassment Complaints*

Charles A. Pierce, University of Memphis, Herman Aguinis, University of Colorado-Denver, *Ethical Standards Versus Legal Standards: Responses to Sexual Harassment Claims Stemming From Dissolved Workplace Romances*

William Foote, *Assessing Damages in Sexual Harassment Cases*

Jane Delahunty-Goodman, University of New South Wales, *Discussant*

Barbara A. Gutek, University of Arizona, *Discussant*

Submitted by Roni Reiter-Palmon, rreiter-palmon@mail.unomaha.edu

226. Master Tutorial: Saturday, 3:30–5:20 San Bernardino (Lobby Level)

*Two CE Credits Available for Attending!
Register at the Session*

Preparing Tests for Traveling: Pitfalls and Remedies in Multicultural/Multilingual Testing

For scholars and practitioners in personnel selection and related fields, this Master Tutorial addresses issues, pitfalls, and remedies in dealing with multicultural/multilingual testing and test adaptations. Participants' competence will be enhanced in an interactive learning environment through lecturettes, case illustrations, and experiential exercises.

Catherine Quee Eng Sim, Alliant International University

Submitted by Catherine Quee Eng Sim, csim@alliant.edu

227. Symposium: Saturday, 3:30–4:50 Beaudry A (Lobby Level)

Let the Wicked Fall, While I Escape Safely: Avoiding Methodological Pitfalls 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 structural) require a deeper understanding of the limitations of analytic techniques. The papers in this symposium describe efforts to identify and redress such limitations.

Jose M. Cortina, George Mason University, *Chair*
Jeffrey R. Edwards, University of North Carolina, Enno Siemsen, University of North Carolina, Tae-Yeol Kim, City University of Hong Kong, *Inevitable Data Redundancies in Moderated and Curvilinear Structural Equation Models*

Tine Koehler, George Mason University, Jose M. Cortina, George Mason University, *What if You Can't Find What You Know is There? Interactions in I-O*

Scott R. Taylor, University of Connecticut, John E. Mathieu, University of Connecticut, Susan Mohammed, Pennsylvania State University, *Examining Theoretical and Methodological Issues in Upward Influence Models Through Relational Selected Scores*

Jose M. Cortina, George Mason University, Gilad Chen,
Texas A&M University, *Supporting Inferences
From the Observational Design*
Lawrence R. James, Georgia Tech, *Discussant*

Submitted by Jose M. Cortina, jcortina@gmu.edu

228. Special Event: Saturday, 3:30–4:20 Beaudry B (Lobby Level)

Committee on Ethnic Minority Affairs (CEMA)

All SIOP conference participants interested in minority affairs are encouraged to attend this session to discuss past and future activities of CEMA. A presentation of past CEMA activities will be followed by a discussion of future initiatives and projects to be undertaken by the committee. This session also provides the opportunity for students and professionals to meet and develop mentoring relationships.

Miguel A. Quinones, University of Arizona, *Chair*

229. Poster Session: Saturday, 3:30–4:20 Pasadena (Lower Level)

Groups, Teams

229-1. Personality and Team-Member Exchange in a Virtual Environment

170 students participated in a semester-long virtual team simulation as part of a required business core course. The personality constructs of dispositional trust, extraversion, agreeableness, and intellect were related to team-member exchange (TMX). TMX was related to perceived performance, actual performance, and satisfaction with the virtual experience.

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

229-2. Internal and External Fit in Decentralized Team Structures: Beyond Empowerment

The present study examines issues of external and internal fit with regard to centralized and decentralized team

structures. Results suggest that the positive effects of decentralization are contingent upon an external fit with the demands of the task and an internal fit with team leaders and staffs' personality.

Aleksander P. J. Ellis, University of Arizona
John R. Hollenbeck, Michigan State University
Daniel R. Ilgen, Michigan State University
Stephen E. Humphrey, Florida State University
Andrew Li, University of Arizona

Submitted by Andrew Li, andrew@eller.arizona.edu

229-3. Capitalizing on Diversity: A Multisample Study on Team Innovation

Task-related diversity is assumed to contribute positively to team outcomes such as innovation. Empirical results, however, are inconsistent. We tested in 2 samples of healthcare workers ($n = 66$ and $n = 56$ teams) whether the effect of task-related diversity is contingent on the quality of team processes. Results support the hypothesis.

Doris Fay, Aston University
Carol S. Borrill, Aston University

Submitted by Doris Fay, d.fay@aston.ac.uk

229-4. Team Communication and Performance During Sustained Working Conditions

There have been few controlled studies on the effects of prolonged conditions on complex decision making or team performance. This report describes a systematic investigation of team communication and performance during prolonged, high-tempo conditions. With an emphasis on measurement, the approach, issues, measures, findings, and lessons learned are described.

Donald L. Harville, Air Force Research Laboratory
Linda R. Elliott, U.S. Army Research Lab
Christopher Barnes, Michigan State University
Nadia Lopez, Air Force Research Laboratory

Submitted by Donald L. Harville, Harville@ix.netcom.com

229-5. Social Exchange and Transformational Leadership as Work Unit Phenomena

We examined whether aggregated organizational support and transformational leadership relate to absenteeism and service quality at the work unit level of analysis. Results showed that POS and transformational leadership were negatively related to work unit absen-

teeism and suggested that perceptions of support and leadership may be meaningful work unit phenomena.

Anika Gakovic, UBS Financial Services, Inc.
Lois E. Tetrick, George Mason University
Henry L. Phillips, Naval Aerospace Medical Institute
Submitted by Anika Gakovic, agakovic@yahoo.com

229-6. Share and Share Alike! Emergent Shared Leadership in Teams

In complex team settings, single leaders are unlikely to exhibit the variety of behaviors necessary to facilitate team effectiveness. Thus, the team itself is an important source of leadership. The purpose of the present study was to examine the effect of emergent shared leadership on team processes and outcomes.

Jacqueline A. Zelno, University of Tennessee
Erika E. Small, University of Tennessee
Shaun W. Davenport, University of Tennessee
Joan R. Rentsch, University of Tennessee
Shawn Bergman, University of Tennessee

Submitted by Jacqueline A. Zelno, jzelno@utk.edu

229-7. Team Stability, Team Outcomes, and Departmental Performance: An Empirical Investigation

This study examines the relationships between team stability, team outcomes, and departmental performance following a team-designed intervention. A significant positive relationship was found between team stability and team efficiency. Interestingly, a significant negative relationship was found between team stability and departmental performance improvement. Research and practical implications are discussed.

Renee Eileen DeRouin, University of Central Florida
Lisa N. Littrell, University of Central Florida
Robert D. Pritchard, University of Central Florida

Submitted by Renee Eileen DeRouin, renee@derouin.com

229-8. Us or Them? Group Identification and Cross-Level Efficacy Relationships

This study extends social cognitive theory to multilevel contexts by exploring the cross-level effects of group potency on the self-efficacy of individuals performing managerial tasks in groups over time. Group identification moderated cross-level efficacy relationships, such

that the relationship between potency and self-efficacy was higher when group identification was higher.

Katrina A. Zalatan, Hartwick College & University at Albany

Submitted by Katrina A. Zalatan, zalatank@hartwick.edu

229-9. The Influence of Intragroup Trust on Team Performance

Role ambiguity and interdependence were examined as moderators of the relationship between intragroup trust and 3 indicators of team performance (perceived, aggregated individual, global). Trust had a significant, positive relationship with all 3 types of performance, and was more strongly related to aggregated individual performance for teams higher in interdependence.

Michelle M. Harrison, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Judd H. Michael, Pennsylvania State University
Zoe Barsness, University of Washington-Tacoma

Submitted by Michelle M. Harrison, mmh218@psu.edu

229-10. The Role of Core and Noncore Team Members in Performance

We develop a theory of core team membership, which suggests that certain team members have a greater impact on performance. We test this theory by examining 3 experience factors and task ability. Our results demonstrate that these characteristics had a greater impact on performance for core rather than noncore members.

Stephen E. Humphrey, Florida State University
Frederick P. Morgeson, Michigan State University
Michael J. Mannor, Michigan State University

Submitted by Stephen E. Humphrey,
stephen.humphrey@fsu.edu

229-11. Virtual Distance and Team Performance: A Preliminary Study

A distance construct is developed with implications for trust, citizenship, and other important outcomes for teams. Our model showed a good fit to a small dataset providing some preliminary evidence for the construct's validity. Virtual distance can be applied to better understand and manage teams that include virtual interactions.

Richard R. Reilly, Stevens Institute of Technology

Submitted by Richard R. Reilly, rreilly@stevens.edu

229-12. Group Interdependence, Type of Feedback, and Changes in Productivity

This study tested the proposition that there would be a negative relationship between group member interdependence and productivity gains following an intervention to improve productivity. Results indicated support for this hypothesis, and moderators of this relationship were also explored. Implications for team training and self-managing teams are discussed.

Christina M. Garofano, University of Central Florida
Dana L. Kendall, University of Central Florida
Robert D. Pritchard, University of Central Florida

Submitted by Christina M. Garofano, cgarofan@ist.ucf.edu

229-13. Understanding Coordination in Computer-Mediated Versus Face-to-Face Groups

Groups performed intellectual and judgmental tasks in face-to-face (FTF) or computer-mediated (CMC) settings after receiving or not receiving teamwork training. Performance was lower in CMC than FTF groups, but training increased CMC group performance. Teamwork behaviors varied depending on the media used and task performed, and training affected seeking behaviors.

Nancy J. Stone, Creighton University
Matthew Posey, Creighton University

Submitted by Nancy J. Stone, nstone@creighton.edu

229-14. Relationship Between Trust and Perceived Effectiveness in Virtual Teams

This study explored the relationship between trust and perceived effectiveness in virtual teams. Results of the study showed a strong relationship between trust and perceived team effectiveness. Cognitive-based trust had an especially strong relationship to perceived team effectiveness. The study concludes with implications for virtual teams and future research.

Kimberly K. Walters, Hewitt Associates

Submitted by Kimberly K. Walters,
kkgwalters@ameritech.net

229-15. Effects of Altering Group Goal Content on Group Processes

The content of group goals was tested for effects on group member interaction and performance. During planning, teams assigned learning goals discussed more

strategic information than performance goal teams. Goal type affected the accurate formation of collective efficacy, whereby, performance groups formed efficacy based on task performance; learning groups did not.

Steve L. Winton, Saint Louis University
Thomas D. Kane, Southwest Missouri State University

Submitted by Steve L. Winton, wintonsl@slu.edu

229-16. Group Diversity and Group Functioning: Disentangling Objective and Subjective Diversity

Group diversity research has failed to include perceptions of diversity as a construct, distinct from traditional measurement-based conceptualization. This research addresses the need for this differentiation and examines the independent effects of subjective and objective diversity on group functioning. Results highlight the role of subjective diversity in group processes.

Kelly De Chermont, Rice University
Miguel A. Quinones, University of Arizona

Submitted by Kelly De Chermont, kellyd@rice.edu

229-17. The Role of Team Leadership in Enhancing Team Reflexivity

We investigated whether team reflexivity can be enhanced in work teams. In a field study among 32 work teams, we found support for a model in which transformational team leadership led to the adoption of a shared vision, leading to more team reflexivity and enhanced team performance.

Michaela C. Schippers, Erasmus University-Rotterdam
Deanne N. Den Hartog, Erasmus University-Rotterdam
Paul Koopman, Free University-Amsterdam
Daan Van Knippenberg, Erasmus University-Rotterdam

Submitted by Daan Van Knippenberg,
dvanknippenberg@fbk.eur.nl

229-18. Task Complexity and Transactive Memory Systems

This research examined the extent to which groups with different transactive memory systems differ in performance of the same task. Contrary to prediction, data from 22 student groups suggest that groups perform better on a divisible high complexity task when they have an integrated rather than differentiated transactive memory system.

Naina Gupta, University of Illinois at Urbana-Champaign

Submitted by Naina Gupta, ngupta5@uiuc.edu

229-19. Developing a Taxonomy of Team Leadership Behavior in Self-Managing Teams

This paper develops a taxonomy of leadership behaviors that team leaders perform in the context of self-managing teams. A review of the leadership and team effectiveness literature identified 517 unique behavioral items. These items were classified into 15 behavioral categories that will serve as a new measure of team leadership.

Daniel Scott Derue, Michigan State University
Frederick P. Morgeson, Michigan State University

Submitted by Daniel Scott Derue, derue@msu.edu

229-20. The Role of Emotional Stability in Hierarchical Decision-Making Teams

The widespread use of hierarchical decision-making teams (HDMTs) has been emphasized in many organizations. Meanwhile, the role of personality in teams has recently received much attention. This study addresses the importance of personality dimensions (e.g., emotional stability) that facilitate interdependence in HDMTs and the possible mediating role of intragroup processes.

Marcus M. Butts, University of Georgia
Lillian T. Eby, University of Georgia
Carrie S. McCleese, University of Georgia

Submitted by Marcus M. Butts, mmbutts@uga.edu

229-21. Deviation From Explicit Team Norms: Personality Matters

Deviance below norms were investigated at individual and group levels. Extraversion and conscientiousness predicted deviance below norms. A norm of structuring and constraining the behavior of other team members (metanorm) reduced the deviation below group conflict resolution, goal-setting/performance management, and planning/task coordination norms.

Simon Taggar, Wilfrid Laurier University
Robert Ellis, Wilfrid Laurier University
Greg Irving, Wilfrid Laurier University

Submitted by Simon Taggar, staggar@wlu.ca

229-22. The Role of Analytic-Holistic Thinking on Sensemaking

Organizations manage information in complex situations. This study found holistic thinking to be positively correlated with the situational but not the dispositional recognition of information supporting its role in attention. It also found correlations with situational and dispositional attribution. Together, attention and attribution relates to organizational problem identification and sensemaking.

Mei-Hua Lin, Wright State University
Helen Altman Klein, Wright State University

Submitted by Mei-Hua Lin, lin.8@wright.edu

229-23. Tradeoffs in Rewarding Teams: Enhancing Teamwork and Taskwork

The assertion that rewarding teams involves the tradeoffs between teamwork and taskwork was investigated in a lab study of 80 3-member teams. Reward interdependence was found to have positive effect on teamwork and negative effect on taskwork over and above the effects of task interdependence. Implications for team designs were discussed.

Chi Dang, Michigan State University
Daniel R. Ilgen, Michigan State University

Submitted by Chi Dang, dangchi@msu.edu

229-24. Action-State Orientation at the Team Level of Analysis

The purpose of this study was to investigate the effect of variability on action-state orientation on collective efficacy and team performance. Results revealed that intragroup variability on the hesitation/initiation dimension was negatively related to collective efficacy, and intragroup variability on the volatility/persistence dimension was negatively related to team performance.

Susan Mohammed, Pennsylvania State University
Lori A. Ferzandi, Pennsylvania State University
Michelle M. Harrison, Pennsylvania State University
Jodi L. Buffington, Pennsylvania State University

Submitted by Lori A. Ferzandi, laf192@psu.edu

229-25. Team Composition Variables and Team Performance: A Comprehensive Meta-Analysis

A meta-analysis of the relationships between team composition variables and performance was conducted. In

lab settings, GMA and task-relevant expertise were strong predictors of performance, while personality variables had weak or no relationship with performance. In contrast, agreeableness and conscientiousness were the strongest predictors of performance in field settings.

Suzanne T. Bell, DePaul University

Submitted by Suzanne T. Bell, sbell11@depaul.edu

229-26. Moderators Explaining the Effects of Teamwork on Team Performance

Results of this study ($n = 69$ teams) suggest that team processes influence team task performance. Legitimacy of need and stage of team's development moderate these effects such that task performance is higher when there is a high legitimate need and when teams are in early stages of their development.

Christopher O. L. H. Porter, Texas A&M University
Jenny Keng, Texas A&M University
Cheinfeng Yu, Texas A&M University
Celile I. Gogus, Texas A&M University

Submitted by Christopher O. L. H. Porter, colhp@tamu.edu

229-27. The Softer Side of Teams: Teamwork and the Work-Family Interface

We examine teamwork's ability to reduce interrole work-family conflict. Survey results show job interdependence (JI) was directly negatively related to work-family conflict, and JI and coworker backup interactively affected work-family conflict. Basically, working in highly interdependent jobs provides the strongest interrole strain relief when coworkers frequently engage in backup behavior.

Jessica R. Mesmer-Magnus, Florida International University
Juanita A. Lopez, Florida International University
Leslie A. DeChurch, Florida International University
Milani Jimenez, Florida International University
Gregory Hyman, Florida International University
Diana Keith, Florida International University
Marta Leon, Florida International University

Submitted by Leslie A. DeChurch, dechurch@fiu.edu

229-28. The Impact of Hybrid Team Structures on Performance and Adaptation

We focused on structural ways to maximize both initial

team performance and structural adaptability. Based on 64 teams that completed a command and control simulation, our results suggest that hybrid structured teams performed well initially and successfully adapted to structural change, while teams structured mechanistically or organically did not.

Dustin Jundt, Michigan State University
Daniel R. Ilgen, Michigan State University
John R. Hollenbeck, Michigan State University
Stephen E. Humphrey, Florida State University
Michael Johnson, Michigan State University
Christopher J. Meyer, Michigan State University

Submitted by Dustin Jundt, jundtdus@msu.edu

230. Community of Interests: Saturday, 3:30–4:20 Pasadena (Lower Level)

Cross-Cultural Issues

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

231. Interactive Posters: Saturday, 3:30–4:20 Los Feliz (Lobby Level)

Mentoring

231-1. Making Mentoring Meaningful: The Role of Similarity and Mentor Leadership

We investigated the effects of mentor-protege similarity and mentors' leadership effectiveness on the amount of mentoring received and proteges' performance. Results indicated that similarity increased the amount of mentoring and that a mentor's leadership effectiveness predicted protege performance. Leadership effectiveness moderated the effects of similarity and mentoring received on performance.

Scott Tonidandel, Davidson College
Derek R. Avery, Saint Joseph's University
McKensy T. Gruelle, Davidson College

Submitted by Scott Tonidandel, sctonidandel@davidson.edu

231-2. An Investigation of Personality as a Predictor of Mentoring Behavior

The present study tested relationships between personality, using the 5-factor model (FFM), and mentoring behavior in the context of a formal peer-mentoring program. Openness to Experience consistently emerged as a significant predictor of both academic career development and psychosocial support across three rating sources.

Dana L. Kendall, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Lizzette Lima, ePredix, Inc.
Tammy D. Allen, University of South Florida

Submitted by Dana L. Kendall, dana1976@juno.com

231-3. Protege Goal Orientation as a Predictor of Learning and Mentor Satisfaction

We investigated the relationship between protege goal-orientation, interactivity of mentor–protege discussions, and knowledge-based learning. 212 freshmen were randomly assigned to mentors. The results suggest that interactivity impacts learning above and beyond psychosocial and career development functions and that avoid goal orientation moderates gains in knowledge.

Moshe Feldman, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Charyl Staci Singleton, University of Central Florida

Submitted by Charyl Staci Singleton, charylstaci2@aol.com

231-4. Expectations in Mentoring: How Race and Gender Influence Prerelationship Expectations

The present study investigated effects of demographic variables on prerelationship expectations using policy capturing. Amounts of supportive and advancement functions a protege expected to receive were related to race and gender of a mentor. Satisfaction with the pairing was linked with the amounts of mentoring functions proteges expected to receive.

Alicia Sanchez, Institute for Simulation and Training
Kimberly A. Smith-Jentsch, University of Central Florida
Steven Lorenzet, Rider University
Gabriel E. Lopez, NAVAIR Orlando/University of Central Florida
Nic Bencaz, University of Central Florida

Submitted by Kimberly A. Smith-Jentsch,
kjentsch@mail.ucf.edu

232. Special Event: Saturday, 4:30–5:30 Beaudry B (Lobby Level)

Committee on Ethnic Minority Affairs (CEMA) Reception

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.

Miguel A. Quinones, University of Arizona, *Host*

233. Poster Session: Saturday, 4:30–5:20 Pasadena (Lower Level)

Recruitment, Selection Practice

233-1. Perceived Fairness of a Biodata Form and Job Knowledge Test

Job applicants were asked to provide their perceptions of procedural justice and face validity for a biodata form and a written job knowledge test. Significant mean differences, by job type, in candidates' perceptions were obtained with engineering aides favoring the biodata as more just and the plumbers the written exam.

Anna Forsberg, California State University-San Bernardino
Kenneth S. Shultz, California State University-San Bernardino

Submitted by Kenneth S. Shultz, kshultz@csusb.edu

233-2. Money Matters: The Role of Financial Need in Early Job Search

This longitudinal study examined the role of financial need in the job-search process. Support was found for the moderating role of job-search locus of control and the mediating role of psychological distress on job-search success. Results suggest that distress experienced early in the search process may enhance job search intensity.

Craig D. Crossley, Bowling Green State University
Ashley M. Guidroz, Bowling Green State University

Submitted by Ashley M. Guidroz,
aguidro@bgnet.bgsu.edu

233-3. An Exploration of Procedural Justice Perceptions Across the Recruitment Cycle

This longitudinal study examined the influence of justice rules on fairness perceptions at three critical stages of a recruitment cycle. Results revealed that fairness perceptions change across the recruitment cycle and the importance of any particular justice rule may be dependent on the stage at which perceptions are assessed.

Crystal Michele Harold, George Mason University
Brian C. Holtz, George Mason University

Submitted by Crystal Michele Harold, charold@gmu.edu

233-4. A Pseudogrouping Method for Evaluating Similarity of Work Categorizations

Developed an analysis method to examine the similarity of jobs. The method provides a way to evaluate the degree to which job requirements are similar enough to be considered a random sample of incumbents with the same job.

Michael J. Keeney, American Institutes for Research
Wayne A. Baughman, Department of Defense

Submitted by Michael J. Keeney, mkeeney@air.org

233-5. Recruiters' Inferences and Their Relationship to Hiring Recommendations

Using data collected from 244 recruiters and 122 job applicants, we found type of job opening moderated relationships between recruiter inferences of applicant personality traits and recruiter judgments of applicant employability. Results showed Conscientiousness correlated with employability ratings for Conventional jobs while Extraversion was associated with ratings for Enterprising jobs.

Michael Cole, University of St. Gallen, Switzerland
Hubert S. Feild, Auburn University
William F. Giles, Auburn University
Stanley G. Harris, Auburn University
Jeremy B. Bernerth, Auburn University

Submitted by Jeremy B. Bernerth, bernejb@auburn.edu

233-6. Recruiters' Perceptions and Use of Applicant Resume Information

Although resumes are used as an initial step in most employment decisions, researchers have not adequately examined the influence of applicants' resume qualifications on initial impressions of employability. Experienced recruiters evaluated 122 actual resumes. Results

indicate the interactive effects of resume activity on employability ratings.

Michael Cole, University of St. Gallen, Switzerland
Hubert S. Feild, Auburn University
William F. Giles, Auburn University
Jeremy B. Bernerth, Auburn University

Submitted by Jeremy B. Bernerth, bernejb@auburn.edu

233-7. Applicant Personality Characteristics as Predictors of Job Pursuit Decisions

This study examined the effects of the Big Five personality dimensions on applicant decision making among job seekers who registered with an online recruitment company. Results indicate small effects of Extraversion (positive) and Agreeableness (negative) on job pursuit, after having controlled for the effects of person-organization fit, location, and recruitment delay.

Edwin A. J. Van Hooft, Free University-Amsterdam
Robert G. Jones, Southwest Missouri State University
Marise Born, Erasmus University-Rotterdam

Submitted by Edwin A. J. Van Hooft,
eaj.van.hooft@psy.vu.nl

233-8. Successfully Managing Mergers and Acquisitions: The Role of Managerial Behaviors

The link between behavioral competencies and ratings of managerial success during times of mergers and acquisitions was investigated. Competencies related to contextual and task performance dimensions as well as flexibility and tolerance significantly differentiated between successful and unsuccessful managers. Managerial competencies for times of mergers and acquisitions are discussed.

Juergen Deller, University of Applied Sciences-Lueneburg
Sebastian Laube, University of Lueneburg
Ruth Klendauer, University of Lueneburg

Submitted by Sebastian Laube, laube@fhnon.de

233-9. Aligning Managerial Behaviors With Strategic Organizational Outcomes: A Validation Study

The linkage between managerial competency models (Borman & Brush, 1993; Tett et al. 2000) and a multi-dimensional performance criterion, measuring general, task, and contextual outcomes is investigated. Applied

multisource data (subordinates, managers, directors) indicate that different behavioral competencies significantly account for large portion of variance in the multifaceted performance outcome.

Sebastian Laube, University of Lueneburg
Juergen Deller, University of Applied Sciences-Lueneburg
Submitted by Sebastian Laube, laube@fhnon.de

233-10. The Role of "Initial Favorites" in Job Search and Choice

This study contributes to the recruitment literature by exploring the role of initial favorite status in an employee's job choice decision. We explore whether receiving an offer from a "favorite" changes one's job search behaviors, whether individuals reject "favorites" (and why), and the role of dissonance reduction in the process.

Wendy R. Boswell, Texas A&M University
Mark V. Roehling, Michigan State University
Lisa Moynihan, London Business School
Marcie LePine, University of Florida

Submitted by Wendy R. Boswell, wboswell@tamu.edu

233-11. Emotional Reactions to Employment Advertisements: Test of a Mediation Model

We investigate the process by which employment advertisements influence attitudes and intentions. Tests of a mediation model suggest that the intensity of immediate emotional reactions to specific information within the advertisement influences memory for that information, which in turn impacts organizational attraction and intentions to pursue.

Charlie L. Reeve, University of North Carolina-Charlotte
Jan L. Boe, Jeanneret and Associates, Inc.

Submitted by Charlie L. Reeve, clreeve@email.uncc.edu

233-12. Law Enforcement Leadership Competencies: A Multirater Validation Study

Today's police leaders must possess an extraordinary range of skills and competencies in today's complex environment. This paper (a) examined the psychometric properties of a 360° competency assessment of police leaders, and (b) investigated the criterion validity of the 360° tool. The 360° instrument was highly reliable and reasonably valid.

Connie S. Weiss, Center for Creative Leadership
Charles Tatum, National University

Submitted by Charles Tatum, ctatum@nu.edu

233-13. Agreement in Ratings on a Practice Analysis

A fundamental step in the development of a credentialing examination is the establishment of content validity. This paper examines job analysis procedures used to establish content validity for a credentialing examination, comparing mean task ratings provided by a committee of subject matter experts with a field sample of professionals.

Nadine LeBarron McBride, Virginia Tech/CASTLE
Worldwide, Inc.

Submitted by Nadine LeBarron McBride,
nmcbride@nc.rr.com

233-14. An Experimental Study of Work Design, Stress, Creativity, and Personality

This experiment manipulates time pressure, complexity, autonomy, and support, work design characteristics that have been identified as important predictors of both stress and creativity. Results indicated that many effects of work design are contingent on levels of complexity. Neuroticism and openness to experience also moderated some work design effects.

Ben J. Searle, Macquarie University

Submitted by Peter H. Langford, peter.langford@mq.edu.au

233-15. Patterns of Recruitment Source Use Among Job Applicants

We know little about how applicants' use of different sources covaries. In this study, 54 applicants reported which sources they used and their perceptions of the organization. Principal components analysis showed three source categories, although these categories differed from traditional categorizations. Furthermore, these categories correlated with applicant experience and perceptions.

Michael Horvath, Clemson University
Matthew Richard Millard, Clemson University
James M. Dickinson, Clemson University

Submitted by Michael Horvath, mhorvat@clemson.edu

233-16. Attracting Applicants Via Work–Life Policies: Who Values Which Benefits?

This policy capturing study examined the influence of work–life benefits on job choice. Overall, childcare benefits were significantly more influential than flex-time, telecommuting, and eldercare benefits. A marginally significant gender effect suggested that childcare benefits were especially appealing to women. As expected, Internet self-efficacy predicted the attractiveness of telecommuting opportunities.

Kimberly M. Robbins, RTI International
Lori Foster Thompson, North Carolina State University

Submitted by Lori Foster Thompson,
lfthompson@ncsu.edu

233-17. Expanding Job Analysis Accuracy: A Strategic Criterion-Related Validity Approach

This study compared three approaches to job analysis accuracy: (a) criterion-related validity approach (i.e., correlating KSAO ratings by department managers to the strategic criterion of interest—department customer satisfaction), (b) the traditional accuracy approach (e.g., interrater reliability), and (c) the commonly used practitioner criticality approach (e.g., mean plus $\frac{1}{2}$ s.d.).

Julie S. Lyon, University of Maryland
Anu Ramesh, University of Maryland
David M. Mayer, University of Maryland
Benjamin Schneider, Personnel Research Associates, Inc.

Submitted by Julie S. Lyon, jlyon@psyc.umd.edu

233-18. Personality and Goal Orientation as Predictors of Job Preferences

We examined relationships between personality and goal orientation and an individual's job preferences. A model was tested linking the dispositional variables to four categories of job preferences. Results showed that some dispositional variables can indeed predict job preferences, which can provide organizations information on how to target and improve recruitment efforts.

Satoris S. Youngcourt, Texas A&M University
Pedro Ignacio Leiva, Texas A&M University
Jaime Henning, Texas A&M University

Submitted by Satoris S. Youngcourt, syoungcourt@tamu.edu

233-19. JCV Predicting DOT Worker-Trait Requirements From CMQ Job Analysis Ratings

We used job-component validity (JCV) to predict worker-trait ratings for Dictionary of Occupational Titles (DOT) occupations using job dimension scores collected via the Common-Metric Questionnaire (CMQ). Results indicated that worker-requirement ratings were generally quite predictable via JCV, giving practitioners a new tool to cope with the loss of the DOT.

Teresa A. Wagner, University of South Alabama
Robert J. Harvey, Virginia Tech

Submitted by Robert J. Harvey, rj@pstc.com

233-20. The Development of an Applicant Reaction Questionnaire for the Military

This study reports on the development of an applicant reaction questionnaire for the Belgian military. First, items were formulated on the basis of existing applicant reaction models and interviews with 250 applicants. Then, 53 selection officers sorted and labeled all items. Multidimensional scaling and additive tree modeling revealed good fits.

Eva Derous, Erasmus University-Rotterdam
Bert Schreurs, Belgian Ministry of Defense

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

233-21. Critical Components of Pretest Explanations for Novel Selection Instruments

This study examined whether information about face validity and the participative elements of a computer adaptive test affects examinees' reactions. Results indicate that information included in a pretest explanation affects important personnel selection outcomes like test anxiety, perceptions of job attractiveness, and affective reactions to the test.

Starr L. Daniell, University of Georgia
Scott Tonidandel, Davidson College

Submitted by Starr L. Daniell, stdaniell@hotmail.com

233-22. Applicants' Reactions to Drug Testing: An Application of Fairness Theory

We investigated the effects of explanations on reactions to drug testing. Based on fairness theory, we predicted that explanations would affect counterfactual thoughts and perceptions of fairness. Results revealed some effect of explanations on counterfactual thoughts but no significant effect on perceptions of fairness.

Michael D. Sutton, University of Idaho
Todd J. Thorsteinson, University of Idaho

Submitted by Todd J. Thorsteinson, tthorste@uidaho.edu

233-23. What Were You Thinking?! Cognitive Bias in Applicant Responding

A new measure of people's cognitive bias was developed inspired by conditional reasoning methodology. It was found to predict their perceptions of employment testing, which have been linked to patterns of contextual responding or faking. This study relates patterns of contextual responding to different ways of thinking or cognitive biases.

Aarti Shyamsunder, University of Akron
Andrea F. Snell, University of Akron

Submitted by Aarti Shyamsunder, as31@uakron.edu

233-24. Proctored Versus Unproctored Testing: Differences in Applicant Reactions by Location

Few researchers have examined applicant reactions in terms of proctored/unproctored environments. The current study examined 257 applicants' reactions in proctored versus unproctored settings. The results supported the idea that reactions are more favorable in proctored settings. Organizations should carefully consider the use of unproctored testing in hiring situations.

Sarah S. Fallaw, Qwiz, Inc.
Craig R. Dawson, Qwiz, Inc.
Corey S. Munoz, University of Georgia

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

233-25. An Affective Events Model of Applicant Responses to Selection Systems

An affective events model of job applicant responses to selection systems is proposed which incorporates justice perceptions and affective responses during the selection process. The model draws upon research on organizational justice, attitudes, and cognitive appraisal theories of emotion. Specific hypotheses regarding antecedents and consequences of applicant responses are proposed.

Gunnar Schrah, Booth Research Group

Submitted by Gunnar Schrah, gschrah@hotmail.com

233-26. The Framing Effect of Explanations on Applicants' Attribution Processes

Role-playing applicants in the 50% selection ratio condition were more likely to attribute their failure to external and uncontrollable causes than those in the 10% selection ratio condition when the selection ratio was negatively framed. However, the opposite was true when it was positively framed.

Gunna (Janet) Yun, George Mason University
Louis C. Buffardi, George Mason University

Submitted by Gunna (Janet) Yun, gyun1@gmu.edu

233-27. Applicants' Justice and Performance Perceptions as Predictors of Reapplication Decisions

We investigated applicants' procedural justice perceptions and perceived performance as predictors of their reapplication decisions. Results suggested that neither procedural justice nor perceived performance were significant predictors. However, they did interact: The relationship between procedural justice and the probability of reapplying was stronger when perceived performance was higher.

David M. LaHuis, Wright State University
Charles N. MacLane, U.S. Office of Personnel Management
Brad Schlessman, Wright State University

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

233-28. Effects of Test Preparation on Applicant Reactions to Selection

The effects of providing applicants with a test preparation packet on applicant reactions were examined within an organizational justice framework. Evidence indicated that the packet had minimal influence overall. However, amongst those who failed the test, providing information markedly improved perceptions of fairness and satisfaction with the testing process.

Brian Siers, Central Michigan University
Gary N. Burns, Central Michigan University
Neil D. Christiansen, Central Michigan University
Emily Bailey, Central Michigan University
Geeta C. D'Souza, Central Michigan University

Submitted by Gary N. Burns, burns1gn@cmich.edu

233-29. Affective Applicant Reactions to Selection Procedure Duration and Outcome

This study was conducted to clarify the factors that influence an applicants' perception of the hiring process and decision. Focusing on the duration of the selection process, the relationship between the duration of an application and the hiring decision that followed was compared for those hired versus not hired.

Alicia Stachowski, St. Cloud State University
John Kulas, St. Cloud State University
Yuko Miyaji, St. Cloud State University

Submitted by John Kulas, jtkulas@stcloudstate.edu

234. Community of Interests: Saturday, 4:30–5:20 Pasadena (Lower Level)

Mentoring/Socialization

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

235. Interactive Posters: Saturday, 4:30–5:20 Los Feliz (Lobby Level)

Customer Service

235-1. Influence of Leader Attitudes on Customer Orientation: A Multilevel, Multifunctional Investigation

Leader attitudes toward customers influence the formation of customer-oriented climates, which in turn positively influence employee attitudes toward customers. This and related propositions were tested by collecting data from 612 leaders and 11,360 employees working in 130 business units of a multinational corporation. Significant support was found for all propositions.

Mahesh V. Subramony, University of Wisconsin-Oshkosh

Submitted by Mahesh V. Subramony, subramon@uwosh.edu

235-2. Emotional Mechanisms That Link Climate for Service and Customer Outcomes

We present a model where employees' affective service delivery serves as an intermediary through which positive emotionality generated from climate for service

leads to favorable customer outcomes. We propose 3 mechanisms through which service organizations can help employees deliver affective service effectively: motivation, carryover, and compensation. Model implications are discussed.

Jane Yang, Louisiana State University
Yongmei Liu, Florida State University
Kevin W. Mossholder, Louisiana State University

Submitted by Jane Yang, jyang4@lsu.edu

235-3. Remediation Strategies and Consequences of Interpersonal Discrimination Toward Obese Customers

Using a customer service paradigm, confederates portrayed as heavy or average weight entered stores and asked for assistance. Results indicate that heavy shoppers face more interpersonal discrimination than average-weight individuals and that removing perceivers' justification for prejudice (controllability) decreases interpersonal discrimination. A third study demonstrates negative bottom-line consequences of interpersonal discrimination.

Stacey L. Turner, Rice University
Sarah L. B. Singletary, Rice University
Jenessa Shapiro, Arizona State University
Eden B. King, Rice University
Michelle (Mikki) Hebl, Rice University

Submitted by Stacey L. Turner, stacey@rice.edu

235-4. OCB and Service Climate: Examining Multilevel Antecedents of Customer Satisfaction

This study takes a multilevel approach to investigate the relationships between OCB and service climate to customer satisfaction. Drawing on theory and research on multilevel issues, OCB, and service climate, results from 2 studies demonstrate the incremental validity of store-level OCB and service climate in predicting department-level customer satisfaction.

David M. Mayer, University of Maryland
Mark G. Ehrhart, San Diego State University

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

Evening Reception: Saturday, 6:00–8:00 Pool Plaza (Level 4)

Weather permitting, otherwise reception will be held in Sacramento/San Francisco (Level 2)

**Contact Information:**

Voice: (804) 364-4121

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McDaniel@workskillsfirst.com**Principals:**

Michael A. McDaniel, Ph.D.

Deborah L. Whetzel, Ph.D.

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- For a police department, developed competency models and corresponding performance appraisal system and provided training on how to use the system
- For a pharmaceutical firm, conducted job analyses, built a job family taxonomy, and provided recommendations on a test battery
- For an auto parts manufacturer, conducted job analyses of supervisory positions and provided recommendations on a test battery
- For the U.S. Navy, developed and administered employment interview training for the position of Financial Services Intern
- For a large pension and benefits management company, conducted job analyses for a test transportability study
- For international staffing firm, conducted job analyses, test development and validation studies
- For an electric utility, served as EEI Testing Specialist, conducted job analyses, identified selection batteries, reviewed and recommended sales and marketing selection tools
- For a computer certification firm, provided technical support in test development

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- Still have your "I got VG from Frank Schmidt" button
- Determine how housebroken your pet is using a behaviorally anchored rating scale
- Use a structured interview to select your child's play dates
- Use the Handbook of I/O Psychology as lifting weights instead of barbells
- Discuss the latest research findings on training design and development—are there any?
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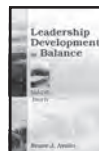
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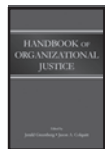
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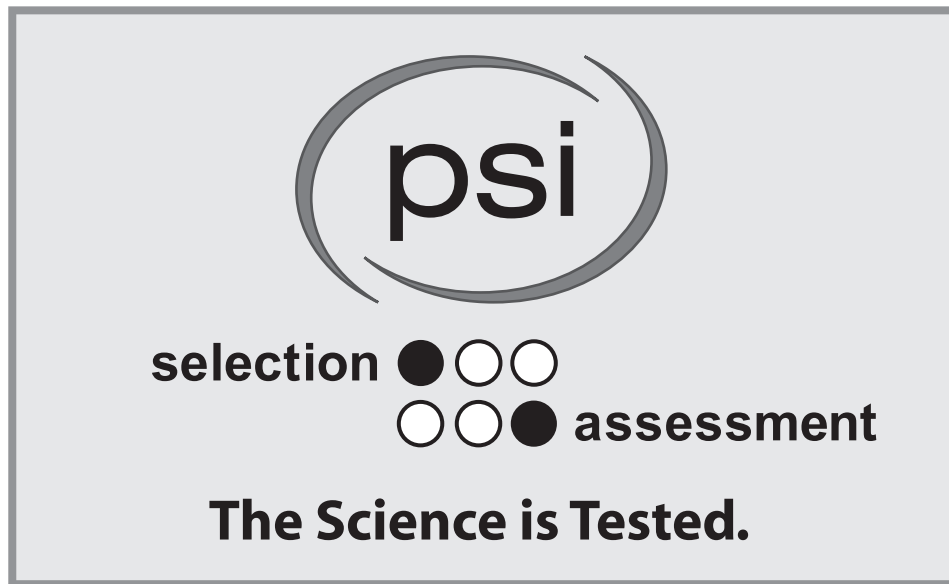
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Coffee Break
Sunday, 7:30–8:00
Multiple Locations

236. Symposium: Sunday, 8:00–9:50
Avalon (Level 3) ★

Cut Scores in Employment Discrimination Cases: Where We Are Today

The past 5 years of employment discrimination cases has engendered debate about selection cut scores. This symposium reviews key issues in recent court decisions and evaluates existing cut score methods against emerging legal criteria. Implications are discussed for methodology and human resource policy.

Jerard F. Kehoe, Selection & Assessment Consulting, *Chair*

Angie L. Olson, SHL, *A Historical Review of Key Cases and Court Decisions Regarding Cut Scores*

Jerard F. Kehoe, Selection & Assessment Consulting, *A Review of Key Methodological Issues*

P. Richard Jeanneret, Jeanneret & Associates, Inc., *Reflections on the Delaware Case: Authorities and Reverse Regression*

Bernard R. Siskin, LECG, *Statistical Issues in Setting Cutoff Scores*

Wayne S. Flick, Latham & Watkins, L.L.P., *The View From Counsel's Table*

Frank J. Landy, SHL, *The Socio-Political and Policy Context of Cut Scores*

Submitted by Jerard F. Kehoe,
 jkehoe@selectionconsulting.com

237. Symposium: Sunday, 8:00–9:20
San Gabriel A (Lobby Level) ★

New Theoretical Approaches Linking the Work–Family Interface and OHP

This symposium explores theoretical and methodological approaches that can help the field of occupational health psychology advance in understanding complex relationships between work and family. Theoretical and empirical studies that examine the work–family interface from the perspectives of individual, dyad, and organizational level phenomena will be presented.

Janet L. Barnes-Farrell, University of Connecticut, *Chair*
 Russell A. Matthews, University of Connecticut, *Co-Chair*
 Jennifer C. Cullen, Portland State University, Leslie B.

Hammer, Portland State University, *Work–Family Conflict and Employee Safety Performance: Presentation of a Theoretical Model*

Nancy Yanchus, University of Georgia, Lillian T. Eby, University of Georgia, Sabrina Drollinger, University of Georgia, *The Impact of Emotional Labor on Work–Family Balance Outcomes*

Russell A. Matthews, University of Connecticut, Regan Del Priore, University of Connecticut, Linda K. Acitelli, University of Houston, *Partner Perceptions of Work-to-Family Conflict as a Crossover Moderator: A Dyadic Study Design*

Alicia A. Grandey, Pennsylvania State University, Bryanne L. Cordeiro, Pennsylvania State University, Candace Blair Cronin, Pennsylvania State University, *Breaking Down the Barriers: The Moderating Role of Family-Friendly Culture on the Family Needs-Policy Use Relationship*

Julian I. Barling, Queen's University, *Discussant*

Submitted by Russell A. Matthews,
 Russell.Matthews@uconn.edu

238. Education Forum: Sunday, 8:00–9:50
San Gabriel C (Lobby Level) ★

Teaching Diversity: Building Multicultural Competence for the Next Twenty Years

This forum will focus on building multicultural competence through diversity instruction. Brief presentations will identify unique issues involved in diversity instruction and provide techniques to facilitate diversity instruction in diversity courses as well as throughout the curriculum. An extended question and answer period will also allow for audience interaction.

Kecia M. Thomas, University of Georgia, *Chair*
 C. Douglas Johnson, Michelin North America, *Resistance to Integrating Diversity into I-O and OB Courses*

Derek R. Avery, Saint Joseph's University, *Dealing With Political Correctness in Diversity Management Education*

Wendy Reynolds-Dobbs, University of Georgia, Amanda G. Gewin, University of Georgia, Kecia M. Thomas, University of Georgia, *Confronting Diversity Resistance: Identifying Diversity-Related Fears and Hopes*

Special Sunday morning programming has been selected on the topic of The Future of I-O Psychology Research, Teaching, and Practice: What Lies Ahead for the Next 20 Years? These 22 themed sessions are marked with the following symbol: ★

Donna Chrobot-Mason, University of Colorado-Denver, *Diversity Drama: Developing Multicultural Competence Through Interactive Theatre*
 Peter D. Bachiochi, Eastern Connecticut State University, *Demonstrating Social Class and Addressing Stereotypes of the Poor*
 Mark D. Agars, California State University-San Bernardino, *The Benefits of Integrating Diversity Concepts in Core I-O Courses*
 Jimmy Davis, University of Georgia, *Discussant*
 Submitted by Kecia M. Thomas, kthomas@uga.edu

239. Practitioner Forum: Sunday, 8:00–9:20 San Pedro (Lobby Level)

Accelerating High Potential Development at Dell

Increasingly, organizations understand that the ability to build leadership capability will afford them strategic advantage in the marketplace. Given Dell's aggressive growth strategy, we are emphasizing accelerated development of our leadership pipeline at the local, regional, and global levels. This forum details these programs, critical success factors, and lessons learned.

MaryBeth Mongillo, Dell, Inc., *Chair*
 Cheryl Heitzler, Dell, Inc., *Co-Chair*
 John R. Adcock, Dell, Inc., *Key Talent-High Potential Development: A Local Program*
 Jennifer Hutcheson, Dell, Inc., Belinda G. Hyde, Dell Inc., *Key Talent-High Potential Development: The Leadership Excellence Program*
 Angela G. McDermott, McDermott Consulting, Kathleen Woodhouse, Dell, Inc., *Global Key Talent-High Potential Development: The EMEA Leadership3 Programme*
 MaryBeth Mongillo, Dell, Inc., *Leadership Edge: Accelerated Executive Development at Dell*

Submitted by MaryBeth Mongillo,
 MaryBeth_Mongillo@Dell.com

240. Symposium: Sunday, 8:00–9:50 Santa Barbara A (Lobby Level)

Modeling Dynamic Criteria: New Insights for Theories Involving Longitudinal Change

This symposium presents 4 unique studies utilizing longitudinal data to examine dynamic criteria. Results illustrate how typical criterion measures taken at a single point in time fail to capture important effects related to team dynamics, employee turnover intentions, indi-

vidual contribution to organizations, and performance relationships with cognitive tests by race.

Greg L. Stewart, University of Iowa, *Chair*
 John E. Mathieu, University of Connecticut, Tammy L. Woods, University of Connecticut, *Laying the Foundation for Successful Team Performance Trajectories: The Roles of Team Charters and Deliberate Plans*
 Gilad Chen, Texas A&M University, Robert E. Ployhart, University of South Carolina, Paul D. Bliese, Walter Reed Army Institute of Research, *Explaining Turnover Intentions: Changes Over Time in Job Attitudes Matter*
 Greg L. Stewart, University of Iowa, Amit K. Nandkeolyar, University of Iowa, *Understanding Situational Factors as Explanations for Unsystematic Variation in Intraindividual Performance Outcomes*
 Donald G. Gardner, University of Colorado-Colorado Springs, Diana L. Deadrick, Old Dominion University, *Moderating Effects of Race on the Ability-Performance Relationship Over Time*
 Paul J. Hanges, University of Maryland, *Discussant*
 Submitted by Greg L. Stewart, Greg-Stewart@uiowa.edu

241. Academic-Practitioner Collaborative Forum: Sunday, 8:00–9:50 Santa Barbara B (Lobby Level)

The Future of Leadership Development and Selection: What Lies Ahead?

The past several years have seen an increased interest in leadership selection and development at both the academic and professional levels. This forum offers the opportunity to discover if there is currently alignment and congruence between leadership academies and the competencies required and desired in the business and corporate environment. A discussion on past, current, and future collaborative efforts between academics, leadership academies, and practitioners in regards to leadership selection and development will be presented.

Mark C. Frame, University of Texas-Arlington, *Chair*
 Ashley Tipton, University of Texas-Arlington, *Co-Chair*
 Dale Thompson, Leadership Worth Following, *Discussant*
 Scott C. Erker, DDI, *Discussant*
 James Campbell Quick, University of Texas-Arlington, *Discussant*
 Andrew A. Rivers, Bowling Green State University, *Discussant*
 Jay Conger, Claremont McKenna College, *Discussant*
 Submitted by Ashley Tipton, ashley@lifeexpeditions.com

**242. Practitioner Forum: Sunday,
8:00–9:50
Santa Barbara C (Lobby Level)** ★

**Getting Action From Organizational
Surveys: A Discussion of New Methodologies**

Authors from the New Methods section of Allen Kraut's upcoming (2005) SIOP Professional Practices Series book, *Getting Action From Organizational Surveys: New Concepts, Methods, and Applications*, will highlight their findings. Each presenter will discuss new methodologies at a different stage (planning, administration, analysis, and reporting/follow-up) of the typical survey program.

Kyle Lundby, Gantz Wiley Research, *Chair*
Joe Colihan, IBM, Janine Wacławski, Pepsi-Cola
Company, *Pulse Surveys: The Era of Modern
Polling Enters the Workplace*

Kristofer J. Fenlason, Data Recognition Corp, Kathleen
J. Suckow, Microsoft Corporation, *Leveraging Web
Functionality to Improve Surveys*

Jeff W. Johnson, Personnel Decisions Research
Institutes, Kyle Lundby, Gantz Wiley Research,
*Relative Weights of Predictors: What is Important
When Many Forces are Operating*

Marc C. A. Berwald, Clear Picture Corporation,
*Planning, Taking, and Managing Action to
Improve Survey Results*

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

Submitted by Kyle Lundby, klundby@gantzwiley.com

**243. Symposium: Sunday, 8:00–9:50
Beaudry A (Lobby Level)** ★

**Off the Beaten Path: Investigations Into
Neglected OCB Topics**

Although organizational citizenship behavior (OCB) has been widely studied, important topics have been slighted. This session involves investigations into neglected topics including negative consequences of OCB; relationships between OCB, group process variables, and team performance; and links between OCB theory and transaction cost economics. Attendees may find the results surprising.

Dennis W. Organ, Indiana University, *Chair*
Linn Van Dyne, Michigan State University, Jennifer B.
Ellis, Michigan State University, *Job Creep,
Complaints, and Criticism: Reactance and
Defensive Voice as Consequences of OCB*

Thomas E. Becker, University of Delaware, *Negative
Consequences of Prosocial Behaviors in
Organizations*

Dennis W. Organ, Indiana University, Jeong-Yeon Lee,
Indiana University, *Organizational Citizenship
Behavior and Transaction Cost Economics*

Ronald F. Piccolo, University of Florida, Jeffery A.
LePine, University of Florida, Christine Jackson,
Purdue University, *Group Processes and Group
Performance: Not Much More Than Members'
Organizational Citizenship Behavior*

Stephan J. Motowidlo, University of Minnesota,
Discussant

Submitted by Thomas E. Becker, becker@lerner.udel.edu

**244. Symposium: Sunday, 8:00–9:20
Beaudry B (Lobby Level)**

**Who Cares Most About Justice? A
Theoretically Based Individual Difference
Perspective**

Despite the plethora of research on organizational justice, presently there is limited knowledge regarding boundary conditions of justice effects. All papers in this symposium take a theoretical approach to understand how individual differences affect justice perceptions and behaviors, thus helping to explain when and for whom justice is most important.

David M. Mayer, University of Maryland, *Chair*
M. Susan Taylor, University of Maryland, *Co-Chair*
D. Ramona Bobocel, University of Waterloo, Katrina
Louise Goreham, University of Waterloo,
*Dispositional Determinants of Justice: The Roles
of Self- and Other Focus*

John C. Shaw, Mississippi State University, Cindy P.
Zapata, University of Florida, Jason A. Colquitt,
University of Florida, *Personality Moderators of
Explanation Effects: Fairness Theory as a Guide*

Hui Liao, Rutgers University, Deborah E. Rupp,
University of Illinois at Urbana-Champaign, Jaewon
Ko, University of Arizona, Kidok Nam, Korea
Military Academy, Michael R. Bashshur, University
of Illinois at Urbana-Champaign, *Justice Climate:
The Effects of Moral Values and Measurement
Strategies*

David M. Mayer, University of Maryland, M. Susan
Taylor, University of Maryland, *A Needs-Based
Theory of Justice and Individual Differences*
Jerald Greenberg, The Ohio State University,
Discussant

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

245. Poster Session: Sunday, 8:00–8:50 Pasadena (Lower Level)

Performance Appraisal, 360 Degree, Withdrawal

245-1. Predicting Goal Attainment From Administrative and Developmental Multisource Feedback Ratings

This study examined the external validity of multi-source feedback ratings made for developmental purposes compared to administrative purposes. Results for a sample of 396 managers showed that both ratings demonstrated external validity. Contrary to expectations, ratings made for administrative purposes had stronger relationships with external criterion measures than developmental ratings.

Ryan D. Zimmerman, University of Iowa
Michael K. Mount, University of Iowa
Maynard Goff, University of Minnesota

Submitted by Ryan D. Zimmerman,
ryan-zimmerman@uiowa.edu

245-2. Weighting Criteria: The Impact on Validity and Subgroup Differences

This study examines how weighting criteria by job importance affects predictor–criterion relationships and subgroup differences in performance ratings. Results reveal that weighted criteria result in less racial subgroup differences than the use of unweighted criteria, with no loss in criterion-related validity.

Lynn A. McFarland, Clemson University
Paige Porter Wolf, George Mason University
Jackie Diem Nguyen, George Mason University

Submitted by Lynn A. McFarland, lmcfarl@clemson.edu

245-3. Understanding Peer Ratings of Performance: Applying the Social Relations Model

The present research takes a new approach to examining peer ratings of performance. The Social Relations Model is utilized to determine if variance in ratings is attributed to characteristics of the rater or the ratee. Results demonstrate that for all performance dimensions examined variance was present due to both sources.

Meredith L. Cracraft, George Mason University
Krista L. Langkamer, George Mason University

Jat Thompson, Horizon Performance

Submitted by Meredith L. Cracraft, mcracraf@gmu.edu

245-4. Disentangling the Effect of Race on Supervisor–Subordinate Agreement

This study was conducted to examine the effects of race and Confucian work dynamism on the congruency between self- and supervisor ratings. Results indicated that race (Asian vs. Caucasian) and Confucian work dynamism moderated the relationship between self- and supervisor ratings.

Samantha Le Chau, University of Akron
Paul E. Levy, University of Akron

Submitted by Samantha Le Chau,
samantha_le_chau@hotmail.com

245-5. Measurement Equivalence and Gender Differences on a 360-Degree Feedback Instrument

This study was conducted to assess the measurement equivalence of a 360-degree feedback instrument between males and females. Once the assumption of measurement equivalence was substantiated, the extent and direction of mean differences in performance ratings were then assessed between gender groups.

Daniel J. Wilman, Hewitt Associates/IIT
Nambury S. Raju, Illinois Institute of Technology
Mark C. Frame, University of Texas-Arlington
Paul R. Bly, Personnel Decisions International

Submitted by Daniel J. Wilman, wilmdan1@iit.edu

245-6. Why is Big Brother Watching? Examining the Purpose Behind EPM

This study examined whether the reason offered for electronic performance monitoring (EPM) influenced participants' performance and reactions. Participants performed a data-entry task in 1 of 5 experimental conditions (unmonitored, no explanation, research, development, and administrative). Administrative condition participants had higher motivation and performance yet relatively low stress and dissatisfaction levels.

Lynn K. Bartels, Southern Illinois University-
Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-
Edwardsville
Jason R. Mallo, Dale Carnegie & Associates, Inc.

Submitted by Lynn K. Bartels, LBartel@siue.edu

245-7. Some People Never Change! Predicting Anchoring on Initial Employee Performance

When required to make judgments of others, people are often anchored by their first impressions. An experimental study found that managers' implicit person theory (IPT) regarding the malleability of personal attributes (e.g., personality and ability) predicted the extent to which they anchored on their initial impressions of employee performance.

Peter A. Heslin, Southern Methodist University
Don VandeWalle, Southern Methodist University

Submitted by Peter A. Heslin, heslin@cox.smu.edu

245-8. Judgment Analysis of Faculty Performance Appraisal

The purpose of this study is to examine the performance judgments faculty members make on a typical academic performance appraisal with some systematic elements. This research allows us to identify the cue weightings used by raters completing faculty performance evaluations and compare them to given performance dimension weights.

Jessica L. Swink, Clemson University
Mary Anne Taylor, Clemson University
Fred S. Switzer, Clemson University
Thomas W. Britt, Clemson University

Submitted by Jessica L. Swink, jessicalsp@bellsouth.net

245-9. Working Memory Effects on Accuracy and Halo in Performance Ratings

Raters who know what the rating dimensions are before observing performance make more accurate ratings, presumably because they can update dimensional judgments while observing performance episodes. Raters who are distracted with a secondary task while recalling performance information make more haloed ratings, presumably because they cannot suppress overall impressions.

Radostina Purvanova, University of Minnesota
Stephan J. Motowidlo, University of Minnesota

Submitted by Radostina Purvanova,
purva002@umn.edu

245-10. The Mediating Effect of Reactions to Multisource Feedback

This study examined the relationships between multi-source feedback characteristics, reactions to feedback,

and goal setting in a sample of 390 managers. Findings revealed that managers' reactions to feedback mediated the relationships between rating discrepancies, source credibility, rater observational opportunity, and internal performance attributions and the outcome measure of goal setting.

Lori Anderson Snyder, University of Oklahoma
George C. Thornton, Colorado State University
Rob Edwards, The Home Depot

Submitted by Lori Anderson Snyder,
lsnyder@psychology.ou.edu

245-11. Evaluation of 360-Degree Feedback: Criterion-Related Validity of a Multisource Instrument

This study evaluates self-, peer, and supervisor ratings of 195 employees in a Dutch public organization. Overall interrater agreement between and within rater categories was moderate. Using an intelligence test, an AC exercise, and a personality questionnaire as external criteria, little evidence was found for the criterion-related validity of the 360-degree ratings.

Edwin A. J. Van Hooft, Free University-Amsterdam
Henk van der Flier, Free University-Amsterdam
Marjolein R. Minne, Free University-Amsterdam

Submitted by Edwin A. J. Van Hooft,
eaj.van.hooft@psy.vu.nl

245-12. Understanding Performance Appraisal Leniency: Antecedents and Consequences of Rating Discomfort

We examined leniency as a response to rater discomfort with providing negative performance feedback. As hypothesized, expectations of ratee challenge and ratee feedback acceptance were associated with rater discomfort, which mediated rating leniency. In addition, direct effects of appraisal purpose and incentive to rate accurately on rating leniency were replicated.

Kristophor G. Canali, University of Connecticut
Stephanie Alton, University of Connecticut
Norman E. Perreault, University of Connecticut
David Rusbasan, University of Connecticut
Amy L. Reese, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitted by Kristophor G. Canali,
kristophor.canali@uconn.edu

245-13. Self-View Certainty as a Moderator of Feedback Reactions

The present study investigated whether employees react favorably to positive feedback or to feedback that confirms their self-views and if these reactions are moderated by self-view certainty. Results showed that feedback scores were the main determinant of feedback reactions. Self-view certainty moderated perceived utility of feedback for the competency Decisiveness.

Frederik Anseel, Ghent University
Filip Lievens, Ghent University

Submitted by Frederik Anseel, Frederik.Anseel@ugent.be

245-14. I Can Handle the Truth! Impact of "Objectives Statements" on Multirater Feedback

A content analysis of a voluntary "objective statement" was evaluated for 158 participants in a multirater feedback process. Requesting negative feedback was related to decreased response rates and increased rating variability but not to mean rating.

Tom Rauzi, Dell Inc.
Alan D. Mead, Baker Thomsen Associates
Brandy Orebaugh Agnew, Dell Inc.

Submitted by Alan D. Mead, amead@alanmead.org

245-15. Importance of Accountability, Group Discussion, and Consensus in Rater Groups

This study explores the role of accountability, group discussion, and consensus in determining behavioral accuracy. Results, based on 213 raters, suggest that accountability correlates with behavioral accuracy, involvement in group discussion influences accountability, and that the process of reaching consensus significantly improves behavioral accuracy. Implications are discussed.

Sylvia G. Roch, University at Albany, SUNY
Submitted by Sylvia G. Roch, roch@albany.edu

245-16. An Investigation of Behavioral Specificity and Rater Agreement

This study empirically investigated the relationship between behavioral specificity and rater agreement, performance rating, and difficulty perceptions. The results, based on 312 raters, suggest that raters agree more on

nonspecific items. Also, on the dimension level, rater agreement was higher on dimensions perceived as more difficult to rate.

Sylvia G. Roch, University at Albany, SUNY
Anthony R. Paquin, Western Kentucky University

Submitted by Sylvia G. Roch, roch@albany.edu

245-17. Beyond Measurement Invariance: Investigating Performance Ratings Covariates Using MIMIC Modeling

This study assessed the measurement invariance of self- and supervisor ratings. Moreover, MIMIC modeling was used to examine potential covariates of task and contextual performance ratings. Results demonstrated measurement invariance across rates. However, both subordinate and supervisor demographic variables (age, sex, and tenure) were found to influence latent performance ratings.

Brian G. Whitaker, University of Akron
Jason Dahling, University of Akron
Samantha Le Chau, University of Akron
Hsien-Yao Swee, University of Akron

Submitted by Brian G. Whitaker, BGW111@yahoo.com

245-18. Performance Appraisal Congruency: An Important Aspect of Person-Organization Fit

This paper reports on an instrument to assess employee perceived performance appraisal congruency. An Internet survey completed by 135 individuals showed performance appraisal congruency predicted overall system satisfaction, perceived usefulness, and fairness. Also, the less respondents knew about their performance appraisal system, the less satisfied they were with it.

Hal J. Whiting, University of Calgary
Theresa J. B. Kline, University of Calgary
Lorne M. Sulsky, Wilfrid Laurier University

Submitted by Hal J. Whiting, hjwhitin@ucalgary.ca

245-19. A Meta-Analytic Review of the Performance-Cue Bias

A meta-analytic review of research on the performance-cue bias (PCB) revealed that the PCB is of a sufficient magnitude to exert influence on ratings of leaders, groups, and the self. Importantly, the subjective-objective nature of the rating instrument and the amount of individuating information provided to raters moderated the PCB.

Annie Moody, Montana State University
 Julie Maertens, Montana State University
 Richard F. Martell, Montana State University
 Jennifer Boldry, Montana State University

Submitted by Richard F. Martell, martell@montana.edu

245-20. Leadership and Same-Gender Bias: Content Analysis of Promotion Recommendations

Analysis of promotion recommendations from a federal agency revealed no gender discrimination. Content analysis of promotion recommendation narratives revealed a same-gender bias. Female supervisors use more task leadership and people leadership language when describing female subordinates. Male supervisors use more of both types of language when describing male subordinates.

Thomas A. Stetz, National Geospatial-Intelligence Agency
 John M. Ford, U.S. Merit Systems Protection Board

Submitted by John M. Ford, john.ford@mspb.gov

245-21. Evaluation of a 360-Feedback Program: Implications for Best Practices

Managers (67) and raters (127) participating in a corporate leadership program utilizing a 360-feedback instrument were asked about reactions 1 year later. Participants reported that positive and negative feedback was largely expected; the feedback increased motivation to make behavior changes largely on development areas (82.1%) as opposed to strengths (18.9%).

Kenneth M. Nowack, Organization Performance Dimensions

Submitted by Kenneth M. Nowack, knowack@opd.net

245-22. 360 Feedback and Change: "Effort to Change" is the Key

65 managers who had previously participated in 360° feedback were surveyed to measure change in self-ratings on leadership dimensions, effort to improve, and participation in follow-up development activities over a 2–3 year period. Participants changed between Time 1 and Time 2. Effort to improve was predictive of Time 2 self-ratings.

Sarah J. Murphy, MDA Leadership Consulting
 Robert C. Barnett, MDA Leadership Consulting

Submitted by Robert C. Barnett,
 bbarnett@mdaleadership.com

245-23. Investigating Employees' Turnover Intentions From a Time Perspective

The motives underlying employees' intentions to leave the organization at different time periods were studied using the investment model, expectancy theory, and theory of planned behavior. Both similar and different motives appeared important with the largest difference between intention to stay and intentions to leave at some point in time.

Karen Van Dam, Tilburg University

Submitted by Karen Van Dam, K.vanDam@uvt.nl

245-24. Predicting Voluntary Turnover Through Prehire Attitude Assessment: An Empirical Study

Prehire assessments of job applicant work attitudes were examined as predictors of subsequent voluntary turnover in customer service representative positions. This longitudinal study examined turnover at 2 time intervals and explored the utility of attitude assessments in predicting both turnover and job performance, as well as relationships between these criteria.

John A. Weiner, Psychological Services, Inc.
 Martha Reed Helland, Citigroup

Submitted by John A. Weiner, john@psionline.com

245-25. Hostile Attributional Style as a Predictor of Stress and Turnover

This study investigates the influence of hostile attribution styles on stress levels and turnover intentions. Specifically, stress is predicted to mediate the relationship between attributions and turnover intentions. Results support the hypothesized model, suggesting that attribution style may be a predictor of both stress levels and turnover.

Paul Harvey, Florida State University

Submitted by Paul Harvey, np02@fsu.edu

245-26. Effect of Situational Judgment Test Response Instructions on Validity

This study investigated the effects of response instructions (i.e., most/least likely and most/least effective) for situational judgment tests (SJT). Effective SJT scores were more strongly related to reasoning ability than the likely SJT scores. However, the likely SJT scores (but not the effective SJT scores) predicted supervisory ratings of professionalism.

Nicholas L. Vasilopoulos, George Washington University
Rebecca Goldenberg, Bureau of Customs and Border Protection

Jeffrey M. Cucina, George Washington University
Theodore L. Hayes, The Gallup Organization
Julia McElreath, U.S. Department of Homeland Security

Submitted by Nicholas L. Vasilopoulos, nlv@gwu.edu

245-27. Effects of Multiple Employment Mobility Measures on Retail Employee Turnover

Unionized retail workers' ($N = 3,645$) perceptions of 3 employment mobility factors were examined utilizing an objective measure of turnover. All 3 elements of employment mobility predicted turnover, while utility analyses revealed unique contributions of the costs of turnover and quality of economic alternatives.

Kristin Charles, Portland State University
J. Alison Dezsofi, Portland State University
Robert R. Sinclair, Portland State University
James E. Martin, Wayne State University

Submitted by J. Alison Dezsofi, dezsofi@pdx.edu

246. Community of Interests: Sunday, 8:00–8:50 Pasadena (Lower Level)

Emotions

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

247. Interactive Posters: Sunday, 8:00–8:50 Los Feliz (Lobby Level)

Coping and Social Support

247-1. Models of Social Support and Work–School Conflict

In a survey of 255 employed college students, we found that work–school conflict (WSC) was negatively related to job satisfaction and positively related to anxiety. Instrumental support, but not emotional support, was related to reduced WSC. Neither form of support moderated WSC's relationship with job satisfaction and anxiety.

Adam B. Butler, University of Northern Iowa

Katie Viet, University of Northern Iowa
Elissa Narigon, University of Northern Iowa
Emily Taylor, University of Northern Iowa

Submitted by Adam B. Butler, adam.butler@uni.edu

247-2. Personality and Coping Strategies as Predictors of Counterproductive Work Behaviors

The present study examined the relationship between personality and coping strategies and the performance of counterproductive work behaviors (CWBs). We found significant relationships between CWBs, selected personality variables, and various methods of coping. Furthermore, results of moderated regression analyses indicated that personality variables and coping strategies interact to predict CWBs.

John Zehr, MDA Leadership Consulting
Lisa M. Perez, Minnesota State University-Mankato

Submitted by Ryan Riley, Ryan.Riley@mnsu.edu

247-3. Deal With It: Coping Style and Occupational Stress

In 2 separate organizations, the potential moderating effects of 3 employee coping styles (active, emotion-focused, avoidance) and exercise exertion on the relationship between chronic job stress and 4 organizational outcomes (job satisfaction, physical health, emotional well-being, energy level) were assessed. Moderating effects of active and emotion-focused coping styles were identified.

L. Jean Whinghter, Bowling Green State University
Christopher J. Cunningham, Bowling Green State University

Mo Wang, Bowling Green State University

Submitted by L. Jean Whinghter, lmcmull@bgnet.bgsu.edu

247-4. Affectivity, Social Support, and Job Burnout Among High School Teachers

Two competing models linking burnout experiences, positive and negative affectivity, and emotional social support were tested. Data from high school teachers indicated that burnout may mediate the relationship between affectivity and seeking social support, rather than emotional social support acting as a mediator of affectivity and burnout.

Kimberly T. Schneider, Illinois State University

Jeffrey H. Kahn, Illinois State University
 Theresa M. Jenkins, Illinois State University
 Laura L. Moyle, Illinois State University

Submitted by Kimberly T. Schneider, ktschne@ilstu.edu

248. Special Event: Sunday, 8:30–9:50 San Jose (Level 2) ★

Symposium: The Changing Face of Work

This session is designed to discuss upcoming trends likely to impact the management of people in organizations in the next 20 years. Presenters will discuss technology, legal, and a variety of other workforce trends expected to influence future organizational practices in the private and public sectors.

Wayne F. Cascio, University of Colorado, *Chair*
 Leo Brajkovich, Gantz Wiley Research, *Presenter*
 R. Jason Weiss, DDI, *Presenter*
 Brian S. O'Leary, U.S. Office of Personnel
 Management, *Presenter*
 David W. Arnold, NCS Pearson, Inc., *Presenter*

249. Symposium: Sunday, 8:30–9:50 Sacramento (Level 2)

Evolutions of Fit: Understanding the Temporal Nature of Person–Environment Fit

Although theories of person–environment fit emphasize its interactive nature over time, much of the research in this domain is cross-sectional. This leaves a dearth of knowledge regarding changes in fit over time. This session seeks to inform, through conceptual advances and empirical analysis, research on the temporal nature of fit.

Annelies E. M. Van Vianen, University of Amsterdam, *Chair*
 Amy L. Kristof-Brown, University of Iowa, *Co-Chair*
 Abbie J. Shipp, University of North Carolina, Jeffrey R. Edwards, University of North Carolina, *The Moving Window of Fit: The Meaning and Effects of Past, Present, and Future P–E Fit*
 Todd Darnold, University of Iowa, Amy L. Kristof-Brown, University of Iowa, Timothy A. Judge, University of Florida, *Antecedent, Evolution, and Consequences of Goal-Based P–O Fit*
 Scott Derue, Michigan State University, Frederick P. Morgeson, Michigan State University, Remus Ilies, Michigan State University, Stephen E. Humphrey, Florida State University, *Changes in Person–Team Fit as a Function of Positive Affect: A Longitudinal Study of Fit in the Team Context*

Annelies E. M. Van Vianen, University of Amsterdam,
 Jan Stoelhorst, University of Amsterdam, *The Theoretical Foundations of P–E Fit and the Attraction–Selection–Attrition Model: An Evolutionary Perspective*

Karen J. Jansen, Pennsylvania State University, *Discussant*

Submitted by Amy L. Kristof-Brown,
 amy-kristof-brown@uiowa.edu

250. Panel Discussion: Sunday, 8:30–9:50 Emerald Bay (Level 3) ★

You Want Me to do What? Internet-Age Consulting Challenges

New technologies and business demands influence how organizations deploy staffing systems. In this environment, traditional best-practice guidance may not meet clients' needs. This session will examine common requests from business and present best-practice suggestions from panelists representing several I-O firms. Issues will focus on assessment quality, efficiency, and legal risk.

Douglas H. Reynolds, DDI, *Chair*
 James C. Beaty, ePredix, *Panelist*
 Sarah S. Fallaw, Qwiz, Inc., *Panelist*
 Nathan J. Mondragon, Taleo, *Panelist*
 Mark J. Schmit, SHL USA, Inc., *Panelist*
 Evan F. Sinar, DDI, *Panelist*

Submitted by Douglas H. Reynolds,
 doug.reynolds@ddiworld.com

251. Practitioner Forum: Sunday, 8:30–9:50 San Fernando (Lobby Level)

Leadership as a Driver of Engagement and Performance at Motorola

Organizational intangibles such as the quality of senior management, culture, and the ability to attract world-class talent can account for as much as 35% of a company's valuation. A team of scientist-practitioners will review research conducted on the effect leadership effectiveness has on driving employee engagement and actual business performance.

Jeffrey Becker, Motorola, *Chair*
 David Rider, Motorola, *Presenter*
 David Tan, Motorola, *Presenter*
 Andrew N. Odze, Motorola, *Presenter*

Submitted by Andrew N. Odze,
 Andrew.N.Odze@Motorola.com

252. Panel Discussion: Sunday, 8:30–9:50 San Gabriel B (Lobby Level)



Doctoral Training in I-O Psychology: Current Trends and Future Needs

Represented by SIOP membership, and the number of graduate programs, I-O psychology has grown over the past 20 years. Continued success of I-O psychology as a discipline depends largely on training and education. This panel will discuss current and future needs of doctoral training in I-O psychology from multiple perspectives.

Jesse S. Michel, Wayne State University, *Co-Chair*
Jenell L. Senter, Wayne State University, *Co-Chair*
Michael B. Hargis, Wayne State University, *Co-Chair*
James M. LeBreton, Wayne State University, *Co-Chair*
Milton Hakel, Bowling Green State University, *Panelist*
Sigrid B. Gustafson, American Institutes for Research, *Panelist*

Jeffrey D. Fecteau, Hogan Assessment Systems, *Panelist*
Thomas W. Mason, Personnel Decisions International, *Panelist*

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

Julia McElreath, U.S. Department of Homeland Security, *Panelist*

Submitted by Jesse S. Michel, jmichel@wayne.edu

253. Symposium: Sunday, 8:30–9:50 San Bernardino (Lobby Level)



Measuring and Changing Attitudinal Barriers Toward Hiring People With Disabilities

Many Americans with disabilities have not received employment parity with the rest of the population because many employers hold negative attitudes about people with disabilities. The papers in this symposium describe recent research projects that address this need by exploring the reliability and validity of different attitudinal measures to disability.

Nathan D. Ainspan, Department of Labor, *Chair*
Megan Leasher, Wright State University, Corey E. Miller, Wright State University, *Rater Effects and Attitudinal Barriers Affecting People with Disabilities in Personnel Selection*
Izabela Schultz, University of British Columbia, *Employer Attitudes Towards Psychological/Neuropsychological Disabilities and Job Accommodation in Mental Health Conditions*

James D. Westaby, Columbia University, Matt Kleinman, Columbia University, Avina Gupta, Columbia University, *The Role of Work on Quality of Life for Individuals With Disabilities*
Adrian Thomas, Auburn University, Andrea L. Doyle, Tennessee Department of Personnel, *Development of an Implicit Association Test Measuring Attitudes Toward Individuals with Disabilities*
Susanne M. Bruyere, Cornell University, *Discussant*
Submitted by Nathan D. Ainspan, Nate@Ainspan.com

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

254. Sunday Seminar: Sunday, 9:00–12:00 Santa Anita A (Lobby Level)

Sunday Seminar 1: Collecting and Analyzing Data Using Experience Sampling Methods

Howard M. Weiss, Purdue University, *Presenter*
David A. Hofmann, University of North Carolina, *Presenter*
Daniel J. Beal, Rice University, *Coordinator*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

255. Sunday Seminar: Sunday, 9:00–12:00 Santa Anita B (Lobby Level)

Sunday Seminar 2: Item Response Theory

Nambury S. Raju, Illinois Institute of Technology, *Presenter*
Oleksandr Chernyshenko, University of Canterbury, *Presenter*
Stephen Stark, University of South Florida, *Presenter*
Herman Aguinis, University of Colorado-Denver, *Coordinator*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

256. Sunday Seminar: Sunday, 9:00–12:00 Santa Anita C (Lobby Level)

Sunday Seminar 3: Emerging Perspectives of Work and Family Interfaces

Jeanette N. Cleveland, Pennsylvania State University, *Presenter*
Debra A. Major, Old Dominion University, *Presenter*
Deborah K. Ford, CPS Human Resource Services, *Coordinator*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

257. Sunday Seminar: Sunday, 9:00–12:00 Palos Verdes (Lobby Level)

Sunday Seminar 4: I-O Participation in Federal Research Grants

Thomas F. Hilton, National Institutes of Health–NIDA,
Presenter

Eduardo Salas, University of Central Florida, *Presenter*
Boris B. Baltes, Wayne State University, *Coordinator*

258. Poster Session: Sunday, 9:00–9:50 Pasadena (Lower Level)

Statistics, Research Methods, Technology

258-1. Focused Attention and Error Detection in a Prescription-Checking Task

43 participants completed a 40-minute simulated prescription-checking task. Focused attention was measured using the d2 Test of Attention. Hit ratios, false-alarm ratios, and work pace were the dependent measures. As expected, results showed that d2 test performance predicted hit ratios on the checking task.

Kraig L. Schell, Angelo State University
Cory Hunsaker, Angelo State University
Kyle Kelley, Angelo State University

Submitted by Kraig L. Schell, kraig.schell@angelo.edu

258-2. Problems of Item Parceling with CFA Tests of Measurement Invariance

Combining items into parcels in confirmatory factor analysis can improve model estimation and fit. The impact of using parcels in tests of measurement invariance was examined with simulated data. Models using parcels as indicators erroneously indicated that measurement invariance existed more often than models using items as indicators.

Adam W. Meade, North Carolina State University
Christy Kroustalis, North Carolina State University

Submitted by Adam W. Meade, adam_meade@ncsu.edu

258-3. Sensitivity of DFIT Tests of Measurement Invariance for Likert Data

While popular, few studies have assessed the efficacy of the Differential Functioning of Items and Tests (DFIT) methodology for assessing measurement invariance with Likert data. Monte-Carlo analyses indicate a lack of sensitivity of the DFIT methodology for identifying lack of measurement invariance under some conditions of differential functioning.

Adam W. Meade, North Carolina State University
Gary J. Lautenschlager, University of Georgia

Submitted by Adam W. Meade, adam_meade@ncsu.edu

258-4. Sample Size and Tests of Measurement Invariance

Though widely used, confirmatory factor analysis tests of measurement invariance are not well understood. Results of a simulation study indicated that the power of invariance tests varied widely depending on sample size, factor overdetermination, and item communality. Accurate estimation of parameters provide a possible explanation for these results.

Adam W. Meade, North Carolina State University

Submitted by Adam W. Meade, adam_meade@ncsu.edu

258-5. Reducing Hindsight Bias: Debiasing Methods in Applied Organizational Research

This study investigated whether hindsight bias or “knew-it-all-along effect” could be reduced in organizational research and consulting by using a debiasing technique that builds on predictions. Findings indicate that individuals perceive research results as less obvious, more surprising, and more interesting when they have previously made predictions about outcomes.

Ingwer Borg, ZUMA
Christiane Spitzmueller, University of Houston
Alex Milam, University of Houston

Submitted by Christiane Spitzmueller,
christiane.spitzmueller@mail.uh.edu

258-6. Use of r_{wg} Versus SE_M and a Variance Ratio VR_{wg}

New light is shed on r_{wg} versus SE_M and the type of inference that each index addresses. An index P_{xx} is reviewed that assesses SE_M relative to a predetermined standard. Next it is proposed that the variance ratio underlying r_{wg} be interpreted directly rather than converted to a “reliability-like” form.

Gregory M. Hurtz, California State University-Sacramento

Submitted by Gregory M. Hurtz, ghurtz@csus.edu

258-7. Confirmatory Factor Analyses of the Equity Preference Questionnaire

The Equity Preference Questionnaire (Sauley & Bedeian, 2000) is subjected to confirmatory factor analysis resulting in a 2-factor solution that is cross-validated in another sample. Samples are then combined ($n = 857$), poorly performing items are identified, and an 8-item revised questionnaire shows better fit to the data.

Brian Keith Miller, James Madison University

Sara J. Finney, James Madison University

Submitted by Brian Keith Miller, millerbk@jmu.edu

258-8. Experience Sampling Methodology and Industrial-Organizational Psychology

Many variables treated as stable by industrial psychologists do fluctuate within-person over time. This variation raises concerns about the accuracy of global retrospective reports of behavior and affect. It also offers opportunities to build new theory about within-person processes. Experience sampling methodology is recommended to address these concerns and opportunities.

Cynthia D. Fisher, Bond University

Submitted by Cynthia D. Fisher, cynthiaf@bigpond.net.au

258-9. A Test of Slope Differences for Three-Way Interactions

A significance test for slope differences for 3-way interactions is developed, and its importance for testing psychological hypotheses illustrated. Using Monte Carlo simulations, we examined how sample characteristics affect the test's power. We conclude with a discussion of the test's applicability and usefulness for psychological research.

Jeremy F. Dawson, Aston University

Andreas W. Richter, Aston University

Submitted by Jeremy F. Dawson, j.f.dawson@aston.ac.uk

258-10. Correcting Profile Similarity Scores for Range Restriction

To date, there has been little research regarding correcting for range restriction when using profile similarity indices as a selection methodology. This study demonstrates a method for correcting profile similarity indices for range restriction by comparing past applicants to a profile for which they did not take the assessment.

William C. Roedder, Corporate Psychology Resources

Jelena Crawford, Corporate Psychology Resources

James M. LeBreton, Wayne State University

Jesse S. Michel, Wayne State University

Submitted by William C. Roedder,

croedder@corporatepsych.com

258-11. A Within-Person Test of Image Theory's Screening-Stage Model

This study employed the use of within-person analyses to examine the postulates of Image Theory's (Beach & Mitchell, 1987) screening-stage model in the context of making initial job pursuit decisions. The overall pattern of results provided little support for Image Theory's propositions. Implications of these results are discussed.

Lisa Schultz, Purdue University

Charlie L. Reeve, University of North Carolina-Charlotte

Submitted by Lisa Schultz, lschultz@psych.purdue.edu

258-12. Construct Validity of Fit Measures: Conceptual Ambiguity and Empirical Reality

Employing multitrait, multimethod methodologies, we assess the extent to which correlations among measures of work-environment fit provide evidence for or against the construct validity of currently utilized alternative approaches to fit measurement. Results demonstrate that even after accounting for differences in fit conceptualizations, different measurement approaches are not equivalent.

Kevin D. Carlson, Virginia Tech

Andrew O. Herdman, Virginia Tech

Submitted by Kevin D. Carlson, KevinC@Vt.edu

258-13. Research Progress: A Cumulative Knowledge Perspective

We propose a modified approach to research that employs measures of the “precision” and “generalizability” of our predictions of important outcomes as the core metrics of research progress. We discuss how this approach supports cumulative knowledge development and examine why current research practices are likely to hinder such efforts.

Kevin D. Carlson, Virginia Tech
Donald E. Hatfield, Virginia Tech

Submitted by Kevin D. Carlson, KevinC@Vt.edu

258-14. Adapting the Computer System Usability Questionnaire for Evaluating Web Sites

Responses from 1,089 participants were used to analyze the validity of the Computer System Usability Questionnaire (CSUQ). The analysis revealed a valid 1-factor solution instead of the 3-factor solution reported by the original author. This demonstrates that usability questionnaires for complete computer systems do not necessarily translate well to Web sites.

Kyle Huff, North Carolina State University
Joan Michael, North Carolina State University

Submitted by Kyle Huff, kchuff@unity.ncsu.edu

258-15. An Examination of Electronic Performance Monitoring, Procedural Justice, and Stress

This study examined the effects of electronic performance monitoring (EPM) characteristics on procedural justice and stress among call center workers in 3 service organizations. The results indicated that mean levels of fairness and stress were different among organizations that employed EPM systems with different characteristics.

Joseph Cohen, Alliant International University
Mazyar Baniasadi, Alliant International University
Joy Womble, Alliant International University
Devin Flot, Alliant International University
Paul G. Michael, Alliant International University

Submitted by Paul G. Michael, pmichael2@alliant.edu

258-16. Methods of Estimating Battery Norms Using Individual Test Norms

This study examines the effectiveness of 2 methods for estimating battery norm tables from individual test norms. Results in 4 applicant samples suggest that both

methods are effective, with error levels low enough to be acceptable in most settings. Practical applications of these estimation methods are discussed.

Victor Jockin, Psychological Services, Inc.

Submitted by Victor Jockin, tory@psionline.com

258-17. Assessing the Construct Validity of Three Neglected Work Values Scales

Work values researchers have just begun to examine how diverse work values constructs interrelate and empirically map the range of work values. In this spirit, this study reports the initial development and validation of new scales to measure 3 lesser researched work values: humanistic, Marxist, and social work values.

Ian S. Little, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitted by Ian S. Little, iansl@bgnet.bgsu.edu

258-18. One is the Loneliest Number: A Meta-Analytic Look at Single-Item Measure Validities

The debate on single-item reliability has brought the use of these measures to the forefront of measurement theory. The current study investigates how validity coefficients between 2 affective variables and an organizational outcome. Meta-analytic results support the view that single-item measures may not be the best choice for achieving maximum effect sizes.

Christopher R. Warren, Tulane University
Ronald S. Landis, Tulane University

Submitted by Christopher R. Warren, cwarren@tulane.edu

258-19. Effect-Size Reporting in Applied Psychology Journals and Beyond

This study examined effect-size reporting across a number of psychological subdisciplines. Empirical articles from 5 journals were coded with regard to quantitative practices. Frequency and logit analyses indicated that articles in applied psychology journals were more likely to report effect sizes than were journals from other disciplines.

Eric M. Dunleavy, American Institutes for Research
Christopher D. Barr, University of Houston
Kristina Renee Miller, University of Houston
Dana M. Glenn, University of Houston

Submitted by Eric M. Dunleavy, edunleavy@air.org

258-20. A Cautionary Note on Range Restriction and Predictor Intercorrelations

A unique form of range restriction can have dramatic effects on predictor intercorrelations when both predictors are combined into a composite and used for selection. Three approaches are used to illustrate the issue: simulation, a concrete applied example, and a reanalysis of a meta-analysis of ability–interview correlations.

Christopher M. Berry, University of Minnesota
Paul R. Sackett, University of Minnesota
Filip Lievens, Ghent University
Richard N. Landers, University of Minnesota

Submitted by Paul R. Sackett, psackett@tc.umn.edu

258-21. Tactile Interruption Management: A Resource-Efficient Method for Managing Multiple Tasks

We examined the idea that tactile interruption management transforms task-switching from a resource-intensive, time-based prospective memory task to an event-based prospective memory task, requiring fewer cognitive resources. Tactile cues efficiently directed attention to interruptions, enabling participants to allocate more resources to task performance, resulting in superior performance on both tasks.

Pamela J. Hopp, Colorado State University
C. A. P. Smith, Colorado State University
Benjamin A. Clegg, Colorado State University
Eric D. Heggestad, Colorado State University

Submitted by Pamela J. Hopp,
phopp@lamar.colostate.edu

258-22. Factors Affecting the Utility of Artificial Neural Networks

A Monte Carlo simulation was conducted comparing the performance of artificial neural networks versus regression analysis in detecting nonlinear relationships. Type of nonlinearity (intrinsic vs. simple), amount of random error, degree of missing data, and sample size were manipulated. Neural networks outperformed regression for intrinsic, but not simple, nonlinear data.

Lisa M. Leslie, University of Maryland
Paul J. Hanges, University of Maryland

Submitted by Lisa M. Leslie, lleslie@psyc.umd.edu

258-23. Organizational Web Site Usability and Attractiveness Effects on Viewer Impressions

Viewers' reactions to several *Fortune* 500 company recruitment Web sites were evaluated. Results indicated that viewers' ratings of company familiarity and favorability and attractiveness of the organization as an employer were affected by its recruitment Web site. Moreover, these changes were directly related to the usability and visual attractiveness of the Web sites.

Phillip W. Braddy, North Carolina State University
Adam W. Meade, North Carolina State University
Christy Kroustalis, North Carolina State University

Submitted by Adam W. Meade, adam_meade@ncsu.edu

258-24. Affective Variables and the Learning Process During Web-Based Training

This study examined the impact of affective variables on the learning process of 236 participants during a Web-based training course. Results indicate that emotional engagement and training satisfaction have an influence on training outcomes.

Ann Williams Howell, Denison Consulting

Submitted by Ann Williams Howell,
ahowell@alumni.rice.edu

258-25. The Internet Knowledge (iKnow) Scale

This paper presents a new, internally consistent, 17-item self-report measure of individuals' general knowledge and proficiency regarding the Internet. Correlations between Internet ability, computer experience, Internet self-efficacy, and biographical characteristics are presented. Initial results support the construct validity of the "iKnow" measure.

Denise Potosky, Pennsylvania State University

Submitted by Denise Potosky, dxp16@psu.edu

258-26. The Assumed Linearity of Organizational Phenomena

Theory followed by statistical techniques should model the true nature of proposed relationships. However, implicit scholarly assumptions can create knowledge bases that do not accurately reflect theory. We argue that assumptions of linearity have driven both theory and method, creating a body of organizational scholarship that is, at best, incomplete.

Gerald R. Ferris, Florida State University
 Michael G. Bowen, University of South Florida
 Darren C. Treadway, University of Mississippi
 Wayne A. Hochwarter, Florida State University
 Angela T. Hall, Florida State University
 Pamela L. Perrewe, Florida State University

Submitted by Angela T. Hall, ath6462@cob.fsu.edu

258-27. Violations of Trait Unidimensionality on Differential Item Functioning Identification

This study explored the relationship between item–trait association and DIF identification using a real-world data set. Implementing Zumbo’s (1999) extension of the binary logistic regression model to the polytomous case, DIF effect size was found to become increasingly inflated as violations of trait unidimensionality increased.

John Kulas, St. Cloud State University
 Jenny Merriam, St. Cloud State University
 Yuko Miyaji, St. Cloud State University

Submitted by John Kulas, jtkulas@stcloudstate.edu

258-28. Verbal Protocols and Demonstrating Performance of a Complex Skill

This study addresses the paucity of research on the use of concurrent verbal protocols for the cognitive task analysis of complex skills by demonstrating how procedures affect the performance and verbalizations produced by subject matter experts. Preliminary support for the use of verbal protocols for complex skill analysis is demonstrated.

Lauren E. McEntire, University of Oklahoma
 Eric A. Day, University of Oklahoma
 Jazmine Espejo, University of Oklahoma
 Paul R. Boatman, University of Oklahoma
 Vanessa Kowolik, University of Oklahoma
 Andrew M. Vert, University of Oklahoma

Submitted by Lauren E. McEntire, ljack0102@yahoo.com

258-29. Corroborating Self-Report With Empirical Data to Assess an Organizational Program

We conducted pre-/postassessments of knowledge, attitudes, social norms, and behaviors regarding energy consumption. In addition, meter readings regarding water and electricity consumption were collected and compared to a 3-year baseline. Results indicated that energy consumption was reduced and energy conservation knowledge and behaviors increased.

Kevin B. Tamanini, Ohio University
 Ryan J. Yoder, Ohio University
 Scott Finlinson, Ohio University
 Paula M. Popovich, Ohio University

Submitted by Ryan J. Yoder, ry133003@ohio.edu

258-30. Workplace Technology and the Myth About Older Workers

The present study explores individual characteristics (willingness to change and learn), commitment to technology change, and implementation satisfaction in the context of a multiorganization technology initiative. Analyses include relationships among these variables as well and hypotheses testing ageist stereotypes about older workers’ motivations to learn and technology.

Tracey E. Rizzuto, Pennsylvania State University
 Susan Mohammed, Pennsylvania State University

Submitted by Tracey E. Rizzuto, ter128@psu.edu

259. Community of Interests: Sunday, 9:00–9:50 Pasadena (Lower Level)

Self-Regulation

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

260. Interactive Posters: Sunday, 9:00–9:50 Los Feliz (Lobby Level)

Strategic HR

260-1. Customer-Driven HRM: A Consideration of Criteria

A framework for HRM based on the marketing construct of customer equity is presented. Value, brand, and retention equities are presented as conceptual criteria for the management of employees. The implications of this framework for operational criteria to measure the effectiveness of employees and of the HRM function are explored.

Robert L. Cardy, Arizona State University
 Janice S. Miller, University of Wisconsin-Milwaukee
 Sushil S. Nifadkar, Arizona State University

Submitted by Robert L. Cardy, Robert.cardy@asu.edu

260-2. Diagnosing the Maturity of Human Resource Management in the Organization

The study was conducted to create a diagnostic tool for HR maturity based on survey data on international HR practices collected by CRANET. To validate the tool, outside evaluations of company performance were correlated with HR maturity. Organizational performance tends to be better for higher stages of HR maturity.

Asta Bjarnadottir, Reykjavik University
Finnur Oddsson, Reykjavik University

Submitted by Asta Bjarnadottir, asta@ru.is

260-3. CEO Personality–Firm Strategy “Fit” and Firm Performance

In this study we propose a conceptual model with CEO characteristics (self-regulatory focus) on one axis and firm strategy on the other. We argue that there is a value from fit which will lead to growth in organizational performance.

Sankalp Chaturvedi, National University of Singapore

Submitted by Sankalp Chaturvedi, g0301021@nus.edu.sg

260-4. Managing Knowledge Requires That We Understand How We Use It

How we conceptualize knowledge influences how we attempt to manage it, and common definitions of knowledge do not support most knowledge management (KM) efforts. An alternative problem-centered conceptualization of knowledge—the knowledge matrix—is proposed. Knowledge matrixes view knowledge functionally rather than descriptively and offer greater support for KM efforts.

Kevin D. Carlson, Virginia Tech

Submitted by Kevin D. Carlson, KevinC@Vt.edu

Coffee Break Sunday, 10:00–10:30 Multiple Locations

261. Special Event: Sunday, 10:30–11:20 San Jose (Level 2) ★

Panel Discussion: The Future of I-O Psychology

This session is designed to discuss the future of I-O psychology. Panelists will discuss where I-O psycholo-

gy as a whole is heading as well as prospects for specific aspects of the field, such as teaching, research, and practice. Discussion will be informed by results of a survey of SIOP members.

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Chair*

Robert T. Hogan, Hogan Assessment Systems, *Presenter*

William H. Macey, Personnel Research Associates, *Presenter*

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

Lois E. Tetrick, George Mason University, *Presenter*

262. Symposium: Sunday, 10:30–11:50 Sacramento (Level 2)

Work–Family Issues and Job Insecurity in an International Context

Research has examined job insecurity and its consequences on job attitudes, behaviours, and health, both in a national and in an international context. However, only a small number of studies have looked at job insecurity and work–family. The symposium would like to address this issue in a global context.

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

Suzan Lewis, Manchester Metropolitan University,

Janet Smithson, Manchester Metropolitan

University, Siyka Kovacheva, Paissii Hilendarski

State University, Bram Peper, Erasmus University-

Rotterdam, *Job Insecurity and Work–Family*

Boundaries in Changing European Organisations

Khatera Sahibzada, Portland State University, Leslie B.

Hammer, Portland State University, *The Mediating*

Role of Job Insecurity on the Relationship

Between Work–Family Conflict and Type of

Employment Contracts

Zehava Rosenblatt, University of Haifa, Inbal Unger,

University of Haifa, *Explaining the Relationship*

Between Job Insecurity and Organizational

Commitment: Organizational Support Versus

Organizational Justice

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

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

263. Panel Discussion: Sunday, 10:30–11:50 Avalon (Level 3) ★

Robots in the Workplace: What Lies Ahead?

This panel discussion presents the emerging field of human–robot interaction as a potential research area in industrial-organizational psychology over the next 20

years. Topics to be discussed include the cognitive, social, and emotional issues that impact human-robot interaction and the potential impact of robotic technology in the workplace.

Jennifer L. Burke, University of South Florida, *Chair*
Michael D. Coovert, University of South Florida, *Co-Chair*
Clifford J. Nass, Stanford University, *Co-Chair*
Robin R. Murphy, University of South Florida, *Panelist*
Erika Rogers, California Polytechnic State University, *Panelist*

Submitted by Jennifer L. Burke, jlburke4@mail.usf.edu

264. Conversation Hour: Sunday, 10:30–11:20 Emerald Bay (Level 3) ★

Alternative Careers for I-O Psychologists: An Emerging Trend?

As our discipline has gained a reputation for generating good research methodologists, some I-O psychologists have found opportunities to work in other disciplines. This conversation hour provides opportunities for current and future I-O psychologists to discuss research and funding opportunities that are outside the “normal” bounds of our discipline.

Mark Alan Smith, American Institutes for Research, *Host*
David P. Baker, American Institutes for Research, *Co-Host*
Fred A. Mael, American Institutes for Research, *Co-Host*
Scott H. Oppler, American Institutes for Research, *Co-Host*

Submitted by Mark Alan Smith, msmith@air.org

265. Symposium: Sunday, 10:30–11:50 San Fernando (Lobby Level) ★

Emerging Multicultural Team Theory and Research

Global economic, political, and social interdependencies are driving an emphasis on multicultural teamwork. This symposium reports on cutting-edge theory building and research undertaken to investigate the nature of multicultural teams. Specifically, we present the findings from 2 predominately theoretical initiatives as well as the results from 2 empirical studies.

C. Shawn Burke, University of Central Florida, *Chair*
Janet Sutton, Army Research Lab, Linda G. Pierce, Army
Research Laboratory-Aberdeen, Eduardo Salas,
University of Central Florida, C. Shawn Burke,
University of Central Florida, *Cultural Adaptability*

C. Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, Kevin C. Stagl, University of Central Florida, Katherine A. Wilson-Donnelly, Institute for Simulation & Training, Linda G. Pierce, Army Research Laboratory-Aberdeen, *Team Adaptation in Multicultural Teams: A Theoretical Forum*

Donald D. Davis, Old Dominion University, Janet L. Bryant, Old Dominion University, Katherine A. Selgrade, Old Dominion University, Heather J. Downey, Old Dominion University, *Impact of Cultural Composition and Cultural Values on Teamwork*

Karen Goh, University of Southern California, *Emotion Suppression and Conflict Management in Virtual Teams*

Cristina B. Gibson, University of California-Irvine, *Discussant*

Submitted by Kevin C. Stagl, kcs224488@hotmail.com

266. Symposium: Sunday, 10:30–11:50 San Gabriel A (Lobby Level) ★

New Evidence on Individual Differences in Job Analysis Ratings

Researchers from academic and applied settings will present new findings on a variety of individual and group differences in job analysis ratings. Variables to be addressed include rater demographics, position level, tenure, and conscientiousness. Implications for rater selection and the reliability and accuracy of job information will be discussed.

Chad H. Van Iddekinge, HumRRO, *Chair*
Robert E. Ployhart, University of South Carolina, Deborah K. Ford, CPS Human Resource Services, *Meta-Analytic Estimates of Subgroup Differences in Job Analysis Ratings*

Kristin Freund Murphy, Nortel Networks, Mark A. Wilson, North Carolina State University, *Factors Affecting the Accuracy, Reliability, and Validity of Task Ratings*

Chad H. Van Iddekinge, HumRRO, Patrick H. Raymark, Clemson University, Carl E. Eidson, Wilson Learning Corporation, *The Accuracy and Incremental Value of Needed at Entry Ratings*

Robert J. Harvey, Virginia Tech, *IRT Strategies for Identifying Rater Quality in Job Analysis Ratings*

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

Submitted by Chad H. Van Iddekinge, cvaniddekinge@humrro.org

267. Roundtable: Sunday, 10:30–11:50 San Gabriel B (Lobby Level) ★

Should SIOP Develop a Master's Student Consortium?

Directors of I-O and I-O HRM master's programs, MA/MS students and faculty, master's level practitioners, and job placement directors are invited to consider the desirability, feasibility, and potential content of a SIOP Master's Consortium. Data from a national survey of program directors and students will serve as the basis for discussion.

Timothy J. Huelsman, Appalachian State University, *Host*
Geneva M. Phillips, The Boeing Company, *Co-Host*
Gwenith G. Fisher, Institute for Social

Research—University of Michigan, *Co-Host*
Nora P. Reilly, Radford University, *Co-Host*

Submitted by Nora P. Reilly, nreilly@radford.edu

268. Education Forum: Sunday, 10:30–11:20 San Gabriel C (Lobby Level) ★

I-O Undergraduate Education: Identity, Challenges, and New Directions

While SIOP provides guidelines for graduate education in I-O, undergraduate exposure to I-O varies. Presenters will discuss I-O education in introductory psychology, as presented in popular I-O and OB textbooks, and as a possible undergraduate concentration. I-O identity and the benefits of systematic undergraduate I-O education will be discussed.

Alice F. Stuhlmacher, DePaul University, *Chair*
Douglas C. Maynard, SUNY New Paltz, *Exposing*
Introductory Psychology Students to I-O:
Challenges and Resources

Maryalice Citra, SUNY New Paltz, Alice F.
Stuhlmacher, DePaul University, Anne-Sophie
Deprez-Sims, DePaul University, *I-O by the Book:*
A Review of I-O and OB Undergraduate Textbooks
Jane A. Halpert, DePaul University, *I-O Psychology at*
the Bachelor's Degree Level: Effective Education
for Most of our Students

Submitted by Alice F. Stuhlmacher, astuhlma@depaul.edu

269. Symposium: Sunday, 10:30–11:50 San Pedro (Lobby Level)

Selection Strategies for Maximizing Performance and Ethnic Diversity

Outside of predictor development and score adjustment, little research has been directed toward alternative means of maximizing validity and diversity in employee selection. This symposium investigates 4 strategies for achieving these outcomes: utilizing content-valid minimum qualifications, applicant test orientation, applicant pretest preparation time, and video presentation of test content.

Kyle E. Brink, Personnel Board of Jefferson County
AL, *Chair*

Jeffrey L. Crenshaw, DePaul University, *Co-Chair*

Stacey C. Lange, Central Michigan University, *Content*
Validity of Minimum Qualifications: Does it
Reduce Adverse Impact?

Kyle E. Brink, Personnel Board of Jefferson County AL,
Libby Miller, Personnel Board of Jefferson County
AL, *Selection Test Orientation: Characteristics of*
Attendees and the Influence on Subgroup

Brian L. Bellenger, Personnel Board of Jefferson
County AL, Robert M. Jones, Personnel Board of
Jefferson County AL, *Pretest Exposure and*
Preparation Time and the Effects on Subgroup
Test Performance

Jeffrey L. Crenshaw, DePaul University, *The Use of*
Video in the Structured Interview Process

Submitted by Kyle E. Brink, brinkk@pbjcal.org

270. Theoretical Advancement: Sunday, 10:30–11:50 Santa Barbara A (Lobby Level) ★

Types of Outstanding Leadership: Advancements From a Sensemaking Approach

We propose a new theoretical model exploring 3 alternative pathways to outstanding leadership: charismatic, ideological, and pragmatic. Based largely on sensemaking following a crisis, we propose that the 3 alternative types represent distinct, yet equally viable pathways. Empirical results from initial model testing and future research opportunities will be discussed.

Michael D. Mumford, University of Oklahoma, *Chair*
Ginamarie Millar Scott, Psychological Consultants, *Co-Chair*

Jill Mowry Strange, Self-Employed, *Co-Chair*

Michael D. Mumford, University of Oklahoma, Ginamarie Millar Scott, Psychological Consultants, Jill Mowry Strange, Self-Employed, Katrina Elizabeth Bedell, University of Oklahoma, Sam T. Hunter, University of Oklahoma, *Types of Outstanding Leadership: Advancements From a Sensemaking Approach*

Submitted by Jill Mowry Strange,
jill_strange@hotmail.com

271. Symposium: Sunday, 10:30–11:50 Santa Barbara B (Lobby Level)

New Ventures: A Fertile Ground for Testing and Refining I-O's Theories ★

Entrepreneurship researchers have increasingly drawn on the findings and theories of I-O psychology in studying the entrepreneurial process. However, I-O psychologists have largely overlooked new ventures as a potentially useful research setting. This symposium focuses on the potential benefits to I-O psychology of working in this new context.

Robert A. Baron, Rensselaer Polytechnic Institute, *Chair*
J. Robert Baum, University of Maryland, *New Ventures: A Beneficial Setting for Motivation Research*

Edwin A. Locke, University of Maryland, *The Relationship Between General Traits and Situationally Specific Goals in New Ventures*

Michael Frese, University of Giessen, *Towards a Concept of Planning: A Facet of Success in Entrepreneurship*

Robert A. Baron, Rensselaer Polytechnic Institute, *New Ventures: A Useful Arena for Research on Individual Difference Factors*

Angelo S. DeNisi, Texas A&M University, *Discussant*

Submitted by J. Robert Baum, jrbaum@rsmith.umd.edu

272. Practitioner Forum: Sunday, 10:30–11:50 Santa Barbara C (Lobby Level) ★

Global Employee Surveying: Past, Present, and Future

The globalization of organizations today has drastically impacted all aspects of business, including employee surveys. Practitioners from 4 global *Fortune* 500 organizations, each with flourishing survey programs, will share their experiences, insights, and observations regarding global employee opinion surveying in the past, present, and into the future.

Mathian (Mat) Osicki, IBM, *Chair*

Allan H. Church, PepsiCo, *The Changing Nature of Surveys*

Mathian (Mat) Osicki, IBM, *The Evolution of Employee Surveying at IBM*

Linda S. Carr, Sun Microsystems, *The Application of "Sun" Sigma Tools in a Global Survey Program*

Michele L. Ehler, Dow Chemical Company, Jennifer H. Frame, Dow Chemical Company, *Generating Income as an Internal Consultant: Licensing of a Global Survey to Joint Ventures*

Submitted by Mathian (Mat) Osicki, mosicki@us.ibm.com

273. Practitioner Forum: Sunday, 10:30–11:50 San Bernardino (Lobby Level) ★

Comments: Where Have We Been? Where Are We Going?

A "look backward" at comments is provided through histories of comment use and lessons learned in various organizational survey/360-feedback programs (e.g., rater training, safeguards). A "look forward" is provided by reporting on the application of new analyses and speculation about future improvements and technology options to increase comment utility.

Kristofer J. Fenlason, Data Recognition Corp, *Chair*
Kelly A. Burke, Payless ShoeSource, Inc., Terrance W.

Gaylord, Payless ShoeSource, Inc., *Using 360°*

Comments to Direct and Impact Development Plans

Frederick M. Siem, The Boeing Company, Liberty J.

Munson, The Boeing Company, *History of Survey*

Comments at The Boeing Company

Tom Rauzi, Dell Inc., *Two Attempts to Improve the Quality of 360° Survey Comments*

Carrie Christianson DeMay, Data Recognition Corporation, Anna Chandonnet, Data Recognition Corporation, Kristofer J. Fenlason, Data Recognition Corporation, *Realizing the Full Potential of Open-Ended Comments: Leveraging Online Technology*

Submitted by Anna Chandonnet,
achandonnet@datarecognitioncorp.com

274. Symposium: Sunday, 10:30–11:50 Beaudry A (Lobby Level)

Emotional Intelligence and its Impact on Job Performance

The purpose of the symposium is to expose the audience to the Bar-On approach to assessing emotionally

and socially intelligent behavior. This approach provides the theoretical basis for the EQ-i, which is an instrument measures social and emotional functioning. Specifically, the symposium will examine how emotional intelligence impacts job performance.

Peter Papadogiannis, Multi-Health Systems, Inc., *Chair*
 Steven J. Stein, Multi-Health Systems, Inc., *Co-Chair*
 Reuven Bar-On, University of Texas Medical Branch,
The Impact of Emotional Intelligence on Leadership

Suzanne M. Miklos, O.E. Strategies, Inc., *Emotional Intelligence, Customer Service Aptitude, and Problem Solving as Predictors of Service Behavior*
 Steven J. Stein, Multi-Health Systems, Inc., *Emotional Intelligence and Performance of CEOs of High-Growth Companies*

Peter Papadogiannis, Multi-Health Systems, Inc.,
Creation of a Leadership Report Using an Emotional Intelligence Framework

Submitted by Steven J. Stein, ceo@mhs.com

275. Symposium: Sunday, 10:30–11:50 Beaudry B (Lobby Level)

Team-Based Working and Organizational Effectiveness

Many organizations encourage team working. However, there is little empirical research to guide those wishing to

implement team-based working (TBW) across whole organizations. This symposium assembles 4 papers on team-based working that addresses this gap. Discussion will focus on practicalities of TBW and theory development.

Michael West, Aston University, *Chair*

Michael West, Aston University, Jeremy F. Dawson,
 Aston University, *Team-Based Working and Organizational Health and Safety in Hospitals*

Helen Shipton, Aston University, Michael West, Aston University, Jeremy F. Dawson, Aston University,
Teams, HRM, and Innovation: An Organizational-Level Analysis

Carol S. Borrill, Aston University, Andreas W. Richter,
 Aston University, Michael West, Aston University,
Does Team-Development Training Work? A Comparative Study

Kelly De Chermont, Rice University, Eden B. King,
 Rice University, Michael West, Aston University,
 Jeremy F. Dawson, Aston University, Michelle (Mikki) Hebl, Rice University, *Extent of Team - Based Working: Linking Use of Teams to Organizational Success*

Submitted by Michael West, m.a.west@aston.ac.uk

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Primary Content Areas (listed by session number; numbers following hyphens are posters)

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Friday, April 15

7:30	Coffee Break, California Ballroom Foyer (Level 2)											
8:00												
8:30	1. Plenary Session in San Francisco/San Jose (Level 2):											
9:00	Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results											
9:30												
10:00	Coffee Break, Pasadena Room (Lower Level)											
	San Jose	San Francisco	Sacramento	Avalon	Emerald Bay	Santa Anita A	Santa Anita B	Santa Anita C	Palos Verdes	San Fernando	San Gabriel A	San Gabriel B
10:30	2. Stereotype Threat	3. Personality Variables at Work	4. Net Questionnaire	24. Dist. Teach. Award	5. Women in Academe	6. Homology Models	7. ID Effects	8. P-E Fit	9. Master's in I-O	10. Lenses on Leadership	11. Models of Academic-Practitioner Collaboration	12. Talent Management
11:00												
11:30												
12:00	31. Training Principles	32. Desirability Scales, Faking	33. 360 Feedback	34. Early Career Award	35. eHR: Tech and HR	36. OHP	37. Net-Based Testing	38. I-O Teaching Tools	39. Web-Enabled Survey	40. Survey Nonresponse	41. Meet the TIP Editor	42. Talent Management
12:30												
1:00												
1:30	59. Fit: Multi-dimensional Approach	73. Security Issues	60. Developing Leaders	51. Myers Award	61. Personnel Selection	62. Improving Job Safety	63. Linkage Research	64. Examining Invariance	65. Sim-Based Training	66. Virtual Teams	67. Metrics—Measuring What Matters	
2:00												
2:30												
3:00	Coffee Break											
3:30	75. Leadership Development Theory/Rsrch	76. I-O Expert Testimony	77. Diversity-Related Outcomes	78. Research on Structured Interview Validity	79. HR Tech. Applications	80. Revenge: Theoretical/Empirical Advances	81. Linkage Research	82. Mediator & Moderator Variables	83. Computerized Assessment	84. Influences on Work Withdrawal	85. Credibility Assessment: New Approaches	86. Mergers & Acquisitions
4:00												
4:30												
5:00												
5:30												
6:00												
International Members' Reception, 4:30-5:30 pm, Beaudry A (Lobby Level)												
LGBT Reception, 5:00-6:00 pm, Beaudry B (Lobby Level)												
Friday Evening Reception, 6:00-8:00, Pool Plaza (Level 4)												

Saturday, April 16

	San Jose	San Francisco	Sacramento	Avalon	Emerald Bay	Santa Anita A	Santa Anita B	Santa Anita C	Palos Verdes	San Fernando	San Gabriel A	San Gabriel B
7:30	Coffee Break											
8:00	110. Dev. Assessment Centers	111. Org. Psych. 1986-2005	112. Strategic Coaching	113. Tech. Use in Selection	114. Applicant Faking	115. High Team Performance	116. Applying Validity Generalizations	117. Leadership, Affect, and Emotions	118. Influences by Org. Leaders	119. Web-Based Instruction	120. Training/Dev. Justice Train.	121. Career Transition in I-O
8:30												
9:00												
9:30												
10:00	Coffee Break											
10:30	137. Continuous Learning	138. Pract. Apps. of Org. Justice	139. Validity & Diversity Goals	140. Dist.Sci. Contrib.Award	141. Giving I-O Psych. Away	142. Training Doctors	143. Career Paths	144. Tyson-Merger Issues	145. Exp.-Based Prescreens	146. Effects of Motivation on Performance	147. Enhancing Recruitment	148. Select. Mgrs
11:00												
11:30												
12:00	177.Changing Nature of Work	178. Past Presidents	164. Power of Personality	160. Dist.Prof. 179. Executive Coaching	165. Validation Studies	166. Justice: Three Perspectives	167. Personal ROI	168. Rsrch Collab. Acad./Pract.	169. HR Split Personality	170. Ed. & Training in I-O Psychology	171. Govt. Work-Family Policies	
12:30												
1:00												
1:30	206. Rsrch Funding & I-O	188. Gaining Visibility	189. Ethical Cultures	207. Emp. Survey	190. Maintaining Test Security	191. Feedback to Applicants	192. Importance Stats in Org. Research	193. Growing Performance Feedback	194. Web-Based Recruitment	195. Leadership Assessments		
2:00												
2:30												
3:00	Coffee Break											
3:30	209. Workplace Stigma	210. Leadership Research	211. Faking Research: New Methods	212. Employee Turnover	213. Employee Litigation	214. Invest. Situation in Faking Research	215. Executive Coaching	216. Meso-Mediation Relationships	217. Evolutionary Psychology	218. Emotion Regulation at Work	219. Diversity and Decision Making	220. Employee Survey Experiences
4:00												
4:30												
5:00												
6:00	CEMA Reception, 4:30-5:30 pm Beaudry B (Lobby Level);											
10:00	Saturday Evening Reception, 6:00-8:00 pm, Pool Plaza (Level 4)											

Sunday, April 17

	San Jose	San Francisco	Sacramento	Avalon	Emerald Bay	Santa Anita A	Santa Anita B	Santa Anita C	Palos Verdes	San Fernando	San Gabriel A	San Gabriel B
7:30	Coffee Break											
8:00												
8:30	248. Changing Face of Work		249. Evolutions of Fit	236. Cut Scores in Discrimination Cases	250. Internet Age Consulting	254. Sunday Seminar 1: Experience Sampling Method	255. Sunday Seminar 2: Item Response Theory	256. Sunday Seminar 3: Perspective of Work-Family Interfaces	257. Sunday Seminar 4: Participation in Federal Research Grants	251. Leadership as a Driver	237. Work-Family & OHP	252. Doct. Training in I-O
9:00												
9:30												
10:00	Coffee Break											
10:30	261. Future of I-O		262. Work-Family & Job Insecurity	263. Robots in the Workplace	264. Alt. Careers to I-O					265. Multicultural Team Theory	266. Ind. Diff. in Job Analysis	267. SIOP Master's Consortium?
11:00												
11:30												

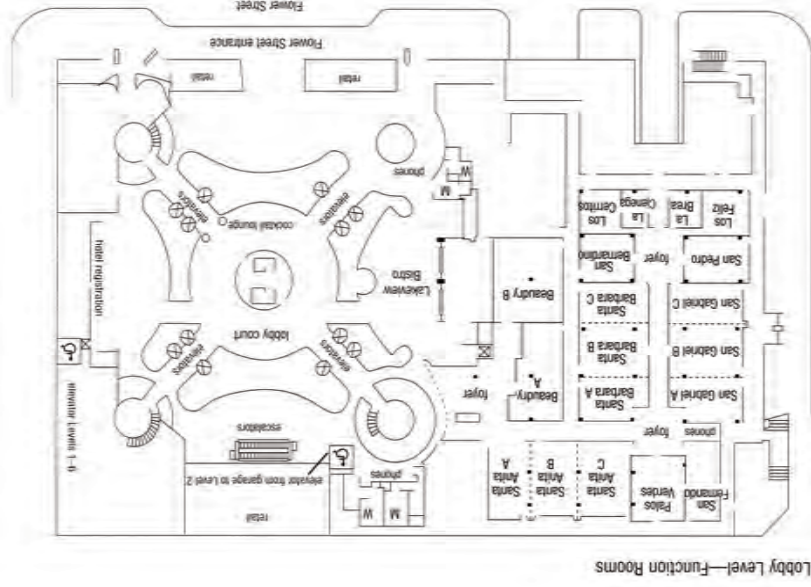
NOTE: Sessions with titles in *italics* carry CE credits.
Please refer to the session in the program for details.

10:00	Coffee Break, Pasadena Room (Lower Level)													
	San Gabriel C	San Pedro	Santa Barbara A	Santa Barbara B	Santa Barbara C	San Bernardino	Beaudry A	Beaudry B	Pasadena		Los Feliz			
10:30	13. Interactive Learning	14. Adaptive Skill	15. Knowledge Sharing	16. Change Mgmt.	17. ONR's Knowledge	18. Multitasking	19. Dispositional Factors	20. Digital Asset Protection	21. Global Diversity	22. COL: P-O Fit	23. IP: Training			
11:00				25. Work Motivation	26. Assess. Centers	27. Meta-Analysis			45. Leadership Development	28. Training, Legal, Pract.	29. COL: Incivility	30. IP: Faking		
11:30							48. Work-Family	49. COL: Org. Change		50. IP: Org. Image				
12:00	42. Job Analysis	43. SIOP Conf. Comm.	44. Leadership	56. Frontiers Series: Workplace Discrimination	57. Feedback Interventions/ Seeking	58. Internal HR Client Satisfaction	68. Exit Survey	69. Science and Technology	70. Motivation	71. COL: Graduate Ed.	72. IP: Net-Based Meas.			
12:30														
1:00	53. Workplace Diversity	54. References/ Rec. Letters	55. Work-Related Social Interaction/ Mood											
1:30														
2:00														
2:30														
3:00	Coffee Break													
3:30	87. Coaching Leaders Around Crit. Choices	88. Class-Certification Lawsuits	89. Evol. of Applying Technology to Teaching	90. Org. Support and Work-Family Outcomes	91. High-Performing Workforce	92. Telework as Option for Disabled Employees	93. Int'l. Affairs Meet.		94. Pers. Selection I	95. COL: Modeling	96. IP: Leader Trust			
4:00		107. Soc. Responsibility												
4:30								108. Six Sigma Applications by I-Os		99. Int'l. Mem. Rcp.	109. LGBT Reception			
5:00														
5:30														
6:00														
International Members' Reception, 4:30-5:30 pm, Beaudry A (Lobby Level)														
LGBT Reception, 5:00-6:00 pm, Beaudry B (Lobby Level)														
Friday Evening Reception, 6:00-8:00, Pool Plaza (Level 4)														

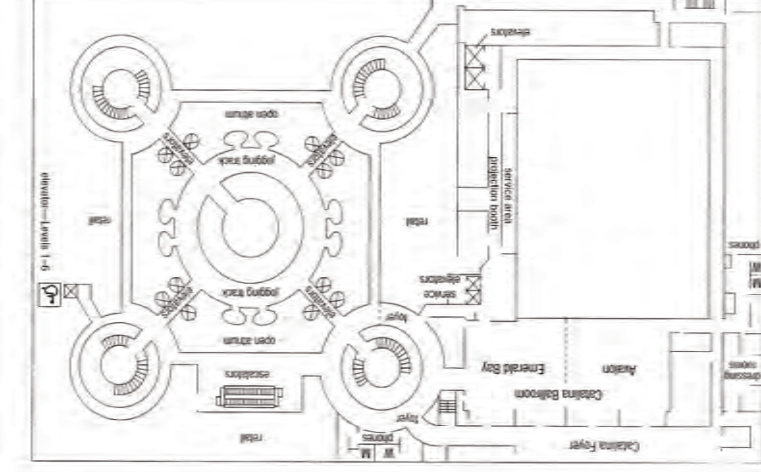
	San Gabriel C	San Pedro	Santa Barbara A	Santa Barbara B	Santa Barbara C	San Bernardino	Beaudry A	Beaudry B	Pasadena		Los Feliz
7:30	Coffee Break										
8:00	122. Fund. Of Employment Law	123.	124. A Master Tutorial by Sidney A. Fine	125. Measuring Affect in Orgs.	126. Levels of Analysis in Org. Research	127. Managing Errors in Orgs.	128. Benefits of Mentoring for Mentors	129. Understand/ Improving SJTs	130.	131. COL: Diversity	132. IP: Affective Att.
8:30		Credentialing Process							134. Personality	135. COL: OHP	136. IP: Org. Justice
9:00											
9:30											
10:00	Coffee Break										
10:30	149. Online Assessment	150. Training in OHP	151. Teaching I-O Effectively	152. Comp. Model as Change Tool	153. Climate Research in USA and Europe	154. Frame-of-Reference Training	155. Pers. Research Culture-Bound?	156. Goal Orient. In Context	157. Surveys	158. COL: Grant Writing	159. IP: Emotions
11:00									161. Pers. Selection II	162. COL: Work-Family	163. IP: Cult. Differences
11:30	172. Healthy Workplace Practices	173. Portfolio: Approach to Assessment	174. Internet Applicant	175. Affective Experiences at Work	181. Software for Older Adults	176. Legal Defensibility	182. Multinational	183. Assess. Destructive Leadership	184. Job Attitudes	185. COL: Lone SIOP	186. IP: Team Cog.
12:00									203. Job Performance	204. COL: Nonprofits	205. IP: CEMA
12:30											
1:00	196.	197. Sexual Harrassment	198. Self-Other Agreement	199. Building/ Developing Leaders	200. Successful Internships	201. Global Work	202. Impact on Performance	208. Org. Needs			
1:30	Coaching Impact										
2:00											
2:30											
3:00	Coffee Break										
3:30	221. Strat. Change With Technology	222. Computer-Based Testing	223. Discrim. Against Immigrants	224. Reducing Work-Family Conflict	225. Sexual Harrassment Law and Psychology	226. Preparing Tests for Traveling	227. Avoiding Pitfalls in I-O	228. CEMA Meeting	229. Groups, Teams	230. COL: Cross Cult.	231. IP: Mentoring
4:00								232. CEMA	233.	234. COL: Mentoring	235. IP: Cust. Service
4:30											
5:00								Reception	Recruitment		
6:00	CEMA Reception, 4:30-5:30 pm Beaudry B (Lobby Level);										
10:00	Saturday Evening Reception, 6:00-8:00 pm, Pool Plaza (Level 4)										

	San Gabriel C	San Pedro	Santa Barbara A	Santa Barbara B	Santa Barbara C	San Bernardino	Beaudry A	Beaudry B	Pasadena		Los Feliz	
7:30	Coffee Break											
8:00	238. Teaching Diversity	239. High Potential	240. Modeling Dynamic Criteria	241. Future of Leadership Development & Selection	242. Getting Action from Org. Surveys		243.	244. Justice: Ind. Diff. Perspective	245. Perf. Appraisal	246. COL: Emotions	247. IP: Coping	
8:30		Development				Hiring People w/ Disabilities	OCB Topics					
9:00										258. Rsrch. Methods	259. COL: Self-Reg.	260. IP: Strategic HR
9:30												
10:00	Coffee Break											
10:30	268. I-O Undergrad	269.	270. Types of	271.	272. Global	273. Where	274.	275. Team-				
11:00	Undergrad	Selection	Outstanding	Testing/Refining	Employee	Have We	Emotional	Based				
11:30		Strategies	Leadership	I-O's Theories	Surveying	Been?	Intelligence	Working				

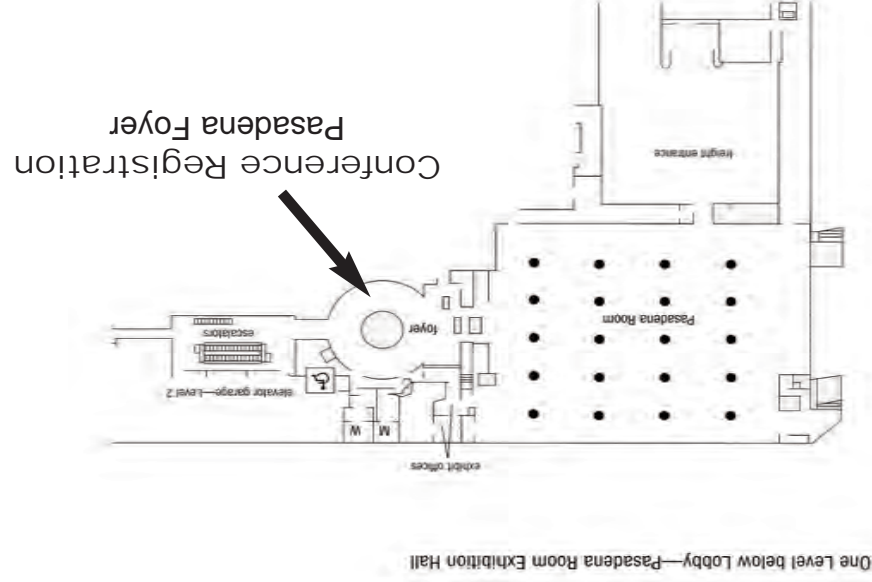
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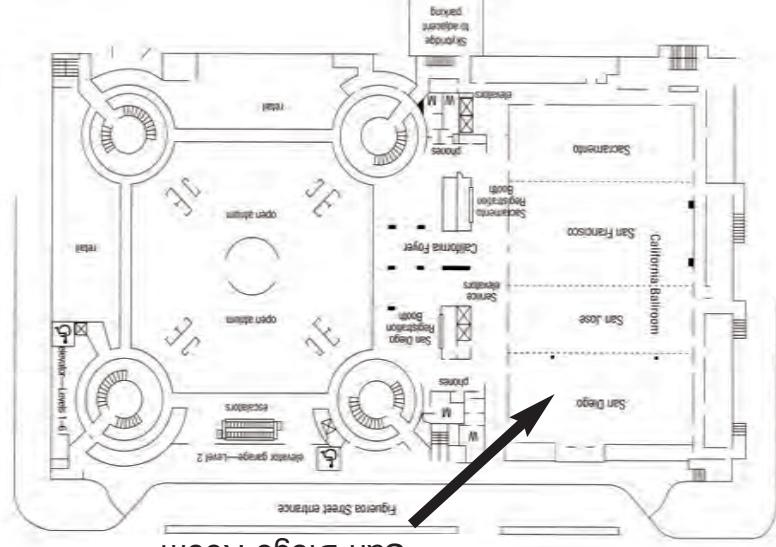
Lobby Level—Function Rooms



Level 3—Catalina Ballroom



One Level below Lobby—Pasadena Room Exhibition Hall



Level 2—California Ballroom

Placement Center
San Diego Room

Conference Registration
Pasadena Foyer



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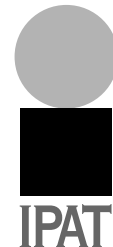
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