21st ANNUAL CONFERENCE PROGRAM
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Trusty, Michael L.
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Van Katwyk, Paul T.
Vancouver, Jeffrey B.
Vandenberg, Robert J.
Vandenberghe, Christian
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Vecchiotti, Robert A.
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21st Annual SIOP Preconference Workshops
Thursday, May 4, 2006

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 Press Club/Registration Office (2nd floor-H).

1. **Defending Minimum Qualifications for E-Applicants and Beyond**
2. **The I-O Psychologist and the Executive Committee: Lessons From the Front Line**
3. **High-Impact Leadership Development Systems**
4. **Driving Business Success Through Understanding and Leveraging Corporate and National Cultures**
5. **Employment Law: That Was the Year That Was—and What Might Be Next**
6. **The State-of-the-Art in E-Learning**
7. **Separating Wheat From Chaff: Interpreting Results From Contemporary Analytic Methods**
8. **Global Talent Management: An Idea Whose Time Has Come**
9. **Recent Practical, Methodological, and Statistical Advances in the Detection of Adverse Impact and Test Bias**
10. **Designing and Implementing Performance Management: Best Practices and Applied Realities**
11. **Breathing New Life Into Assessment Centers: Leveraging Assessment, Learning, and Technology to Develop Top Talent**
12. **The Ropes to Learn and the Ropes to Skip: Facilitating Executive On-Boarding**
13. **Driving Higher Performance Within Your (Internal or External) Consulting Practice**
14. **Understanding the Financial Context of Organizations: What I-O Psychologists Should Know**

******

20th Annual SIOP Conference Sunday Seminars
Sunday, May 7, 2006

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. **Interdisciplinary Research**
2. **Strategies for Enhancing the Collection of Internet-Based Data**
3. **Cutting-Edge Topics in Teams Research**
4. **Counterproductive Work Behavior: A Scientist–Practitioner Workshop**

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Other CE Opportunities

There is no extra charge for these sessions. Sessions 85 and 205 carry 1.5 hours of CE credit and Sessions 55, 129, and 157 each carry 2 hours of CE credit.

1. **Session 55: Media Training Workshop: Preparing for the Media Interview**
2. **Session 85: Measuring and Maximizing the ROI of Executive Coaching**
3. **Session 129: SIOP Goes to Washington: Advocating for I-O Psychology**
4. **Session 157: Introduction to the Generalized Graded Unfolding Model and Its Estimation**
5. **Session 205: Using Statistical Techniques to Correct Rater Bias in Multisource Ratings.**

SIOP REGISTRATION HOURS
Press Club/Registration Office (Second Floor-H)

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
Remington (Fourth Floor-H)

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

EXHIBIT HALL HOURS
Lonestar A-B (Second Floor-CC)

FRIDAY: 10:00 AM–6:00 PM

SATURDAY: 8:30 AM–6:00 PM

SUNDAY: 8:30 AM–11:00 AM

INTERNATIONAL CAFÉ
A Welcoming Forum for International Members
Live Oak (2nd Floor-H)

Friday: 7:30–8:30 AM

MEMORIALS
(Third Floor-CC)

MARY TENOPYR   FRIDAY: 12:30 PM–1:20 PM San Antonio B

WILLIAM OWENS   SATURDAY: 8:00 AM–8:50 AM State Room 4

NAMBURY RAJU   SATURDAY: 9:00 AM–9:50 AM State Room 4

SIOP RECEPTIONS

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Thursday, May 4th from 5:00–6:00 PM Lonestar C4 (Second Floor-CC)

SIOP WELCOME RECEPTION
Thursday, May 4th from 6:00–8:00 PM Lonestar Preconvene (Second Floor-CC)

INTERNATIONAL MEMBERS' RECEPTION
Friday, May 5th from 5:00–6:00 PM Austin 3 (Second Floor-H)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION
Friday, May 5th from 4:30–5:30 PM Austin 1 (Second Floor-H)

EVENING RECEPTION
Friday, May 5th from 6:00–8:00 PM Lonestar Preconvene (2nd floor-CC)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
Saturday, May 6th from 4:30–5:30 PM Austin 3 (2nd floor-H)

LEADING EDGE AND BEYOND RECEPTION
Saturday, May 6th from 5:00–6:00 PM Austin 1 (2nd floor-H)

EVENING RECEPTION
Saturday, May 6th from 6:00–8:00 PM Lonestar Preconvene (Second Floor-CC)
Top Posters on display from 6:00 to 6:50 PM

SIOP 2006 ANNUAL CONFERENCE
ALL CONFERENCE ACTIVITIES

THURSDAY, MAY 4   Lonestar C4 (2nd Floor-CC)
5:00 – 6:00 PM

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Hosts: Julie B. Olson-Buchanan, California State University-Fresno

Talya N. Bauer, Portland State University

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, MAY 4   Lonestar Preconvene (2nd floor-CC)
6:00 – 8:00 PM

SIOP WELCOME RECEPTION
(cash bar)

FRIDAY, MAY 5   Grand Hall (1st floor-CC)
7:30 – 8:30 AM

COFFEE BREAK

FRIDAY, MAY 5   Dallas B-C (1st floor-CC)
8:30 – 10:00 AM

PLENARY SESSION:
PRESIDENTIAL ADDRESS AND PRESENTATION OF SIOP
AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
Jeffrey J. McHenry, Microsoft Corporation, ***Host***

Leaetta M. Hough, Dunnette Group, Ltd., ***Chair***

FRIDAY, MAY 5   Lonestar A-B (2nd floor-CC)
10:00 – 10:30 AM

COFFEE BREAK

FRIDAY, MAY 5   Multiple Locations
3:00 – 3:30 PM

COFFEE BREAK

FRIDAY, MAY 5   Austin 1 (2nd floor-H)
4:30 – 5:30 PM

RECEPTION FOR LESBIAN, GAY, BISEXUAL, AND
TRANSGENDER COMMITTEE AND ALLIES

FRIDAY, MAY 5   Austin 3 (2nd floor-H)
5:00 – 6:00 PM

INTERNATIONAL MEMBERS' RECEPTION

FRIDAY, MAY 5   Lonestar Preconvene (2nd floor-CC)
6:00 – 8:00 PM

EVENING RECEPTION
Top Posters on display from 6:00 to 6:50 PM

SATURDAY, MAY 6   Lonestar Preconvene (2nd floor-CC)
7:30 – 8:00 AM

COFFEE BREAK

SATURDAY, MAY 6   Multiple Locations
10:00 – 10:30 AM

COFFEE BREAK

SATURDAY, MAY 6   Multiple Locations
3:00 – 3:30 PM

COFFEE BREAK

SATURDAY, MAY 6   Austin 3 (2nd floor-H)
4:30 – 5:30 PM

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS (CEMA)

SATURDAY, MAY 6   Austin 1 (2nd floor-H)
5:00 – 6:00 PM

THE LEADING EDGE AND BEYOND RECEPTION

SATURDAY, MAY 6   Lonestar Preconvene (2nd floor-CC)
6:00 – 8:00 PM

EVENING RECEPTION

SUNDAY, MAY 7   Multiple Locations
7:30 – 8:00 AM

COFFEE BREAK

SUNDAY, MAY 7   Multiple Locations
10:00 –10:30 AM

COFFEE BREAK

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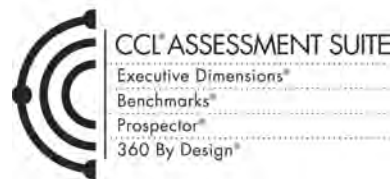
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Coffee Break
Friday, 7:30–8:30
Grand Hall (1st floor-CC)

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

Friday, 8:00–9:50
Dallas B-C (1st floor-CC)

Shaping Our Destiny

Jeffrey J. McHenry, Microsoft Corporation, **Host**
Leaetta M. Hough, Dunnette Group, Ltd., **Chair**

Submitted by Jeffrey J. McHenry, jmchenry@microsoft.com

Coffee Break
Friday, 10:00–10:30
Lonestar A-B

2. Practice Forum: Friday, 10:30–11:50
San Antonio A (3rd floor-CC)

Global Talent Management: Challenges and Opportunities

Representatives from Dell, Inc.'s 3 business regions (Americas, EMEA, Asia-Pacific) will describe the challenges and opportunities in driving globally consistent yet locally relevant talent management processes and programs. Presenters will focus on the global challenges to developing leaders, defining career development, identifying "key talent," and maintaining a strong corporate culture.

Mike Summers, Dell, Inc., **Chair**
Tobin V. Anselmi, Dell, Inc., **Building Leadership Capability Across Europe, Middle East, & Africa**
James D. Eyring, Dell, Inc., **Economic, Cultural and Practical Challenges to Talent Management in Asia-Pacific**
Mark D. Harris, Dell, Inc., **Talent Management and the Employee Value Proposition in Latin America and Canada**

Submitted by Tom Rauzi, Tom_Rauzi@Dell.com

> **L** Sessions marked with this symbol indicate that this session or event is part of the *Leading Edge and Beyond* mini-track.

3. Practice Forum: Friday, 10:30–12:20
San Antonio B (3rd floor-CC)

Recent Developments in Employment Discrimination Law and I-O Psychology

This session will address recent developments in employment discrimination as they relate to I-O psychology. Specific topics include issues in testing, assessment centers, and cutoff scores. A 4th presentation will review legal decisions regarding overweight employees and applicants. We conclude with a presentation on Daubert issues and I-O psychology.

Michael M. Harris, University of Missouri-St. Louis, **Chair**
Jerard F. Kehoe, Selection & Assessment Consulting, **Cut Scores in Court: Judges, Employers, and Psychologists**
David W. Arnold, Wonderlic, Inc., **Current Trends and Issues in Testing**
George C. Thornton, Colorado State University, **Employment Discrimination Litigation Involving Assessment Center Practices**
Wayne F. Cascio, University of Colorado, **Weight-Based Discrimination in Employment: Legal and Psychological Considerations**
Michael M. Harris, University of Missouri-St. Louis, **Daubert and I-O Psychology in the Courtroom: An Update**

Submitted by Michael M. Harris, mharris@umsl.edu

4. Academic–Practitioner Collaborative Forum: Friday, 10:30–11:50
Houston A (3rd floor-CC)

Leadership and Practical Science: Advancing Knowledge, Improving Organizations

Two teams will describe separate collaborations of theoretical and applied interest in leadership. Each is an example of researchers and practitioners working together on real organizational problems. Both scientific and applied perspectives will be discussed to illustrate mutual benefits—making research more relevant and practice more disciplined.

Robert B. Kaiser, Kaplan DeVries Inc., **Chair**
Robert B. Kaiser, Kaplan DeVries Inc., Pam Mayer, Granite Construction, Inc., **Identifying and Developing Engaging Leader Behaviors at Granite**
Stephen J. Zaccaro, George Mason University, Eric Weiss, Command and General Staff College, Michael D. Matthews, United States Military Academy, **Assessing and Developing Small-Unit Adaptive Leadership: An Example of a Research-Practice Symbiosis**

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

5. Symposium: Friday, 10:30–12:20 Houston B (3rd floor-CC)

Culture and Applicant Perceptions of Selection Procedures

System acceptability across cultures is a key concern of selection designers. The purpose of this symposium is to describe what various selection system designers are doing to unravel the role of culture in applicant reactions to selection tools and what they have found in cross-country differences in tool acceptability.

Ann Marie Ryan, Michigan State University, **Chair**
Robert E. Gibby, Procter & Gamble, Nathan J. Sestak, University of Akron, Angela K. Pratt, Wayne State University, Jennifer L. Irwin, Procter & Gamble, ***Candidate Reactions to Messaging and Assessments of a Global Selection System***
Dustin Jundt, Michigan State University, Gordon B. Schmidt, Michigan State University, Sonia Ghumman, Michigan State University, Anthony S. Boyce, Michigan State University, Ann Marie Ryan, Michigan State University, ***The Role of Culture in Selection Tool Perceptions***
Joy Fisher Hazucha, Personnel Decisions International, Roxanne M. Laczo, United Health Group, Hannah L. Jackson, University of Minnesota, Seonaid Farrell, Personnel Decisions International, ***Cultural Differences in Satisfaction With Simulation-Based Assessment: Separating Response Bias From True Differences in Perceptions***
Smriti Shivpuri, Michigan State University, Ann Marie Ryan, Michigan State University, ***Culture and Reactions to Inconsistency, Insensitivity and Lack of Explanations in Selection***
Kristophor G. Canali, University of Connecticut, Tanya C. Delany, IBM, ***Relationship Between Test Validity Practices and Cultural Differences in Applicants' Test Reactions***

Submitted by Ann Marie Ryan, ryanan@msu.edu

6. Symposium: Friday, 10:30–11:50 Houston C (3rd floor-CC)

New Directions in Core Self-Evaluations Research

Research on core self-evaluations (CSE; Judge, Locke, & Durham, 1997) has largely focused on the internal validity of the construct. Now an established construct, the next wave of CSE research has begun. The purpose of the current symposium is to highlight new directions in which CSE research can proceed.

Daniel Heller, University of Waterloo, **Chair**
Lance Ferris, University of Waterloo, **Co-Chair**
Charlice Hurst, University of Florida, Timothy A. Judge, University of Florida, Remus Ilies, Michigan State University, ***The Benefits and Costs of Positive Core Self-Evaluations***
Kelly M. Schwind, Michigan State University, Remus Ilies, Michigan State University, ***Core Self-Evaluations and Psychological Well-Being: Further Validation Using Multiple Methodologies and Rating Perspectives***
Douglas J. Brown, University of Waterloo, Daniel Heller, University of Waterloo, Lance Ferris, University of Waterloo, Lisa M. Keeping, Wilfrid Laurier University, ***Core Self-Evaluations and Job Attitudes and Behaviors: The Mediating Role of Social Comparisons***
Russell E. Johnson, University of Akron, Christopher C. Rosen, University of Akron, Paul E. Levy, University of Akron, ***Getting to the Core of Core Self-Evaluations: A Critical Review***
David V. Day, Pennsylvania State University, **Discussant**

Submitted by Lance Ferris, dlferris@watarts.uwaterloo.ca

7. Practice Forum: Friday, 10:30–11:50 State Room 1 (3rd floor-CC)

Making the Cut: Practical Guidance for Setting Cut-Off Scores

Implementing cut-off scores in preemployment testing programs can be a complicated process that is characterized by multiple, conflicting goals. This forum will provide attendees with guidance from selection practitioners representing 4 different consulting firms about the processes and procedures that are available for establishing and implementing cut-off scores.

Jeffrey D. Facteau, Previsor, Inc., **Chair**
Lorin M. Mueller, American Institutes for Research, ***Using Simulated Contrasting Groups in Setting Cut Scores***
Scott H. Oppler, American Institutes for Research, Tracy E. Costigan, American Institutes for Research, Wayne A. Baughman, National Security Agency/Central Security Service, Fabian Elizondo, Hogan Assessment Systems, ***Using Archival Data to Establish and Evaluate Cut-Off Scores***
Thomas G. Snider-Lotz, Previsor, Inc., ***After Angoff: Putting the Finishing Touches on a Passing Score***
Richard A. McLellan, ePredix, Inc., ***Modeling Cut Score Effects on Validity, Utility, and Other Outcomes***

Submitted by Jeffrey D. Facteau, jfacteau@previsor.com

8. Symposium: Friday, 10:30–11:50 State Room 2 (3rd floor-CC)

Telework Today: The Latest Research From the Front Lines

Working remotely is no longer just about avoiding crowded highways or providing perks to star employees. We share the latest research in remote work, including keys to telework success and insights into the teleworker–supervisory relationship. Novel insights and practical advice assures an informative session for practitioners and academics alike.

Jennifer M. Verive, White Rabbit Virtual, Inc., *Chair*
Allan Fromen, IBM, *Co-Chair*
Allan Fromen, IBM, *The Key to Telework Success? Location, Location, Location*
Jennifer M. Verive, White Rabbit Virtual, Inc., Michelle Paul Heelan, Heelan Growth Systems, *Using Telework to Achieve Organizational Outcomes: The Effects of Program Formality*
Timothy Golden, Rensselaer Polytechnic Institute, John F. Veiga, University of Connecticut, *Superior–Subordinate Relationships and the Role of Virtual Work*
Donald D. Davis, Old Dominion University, Debra A. Major, Old Dominion University, Katherine A. Selgrade, Old Dominion University, Lisa M. Germano, Old Dominion University, *Leader–Member Exchange and Telework in Information Technology*
Roya Ayman, Illinois Institute of Technology, *Discussant*

Submitted by Allan Fromen, allan@fromen.com

9. Symposium: Friday, 10:30–12:20 State Room 3 (3rd floor-CC)

On the Front Line at Home: Helping Military Recruiters Cope

In highly competitive recruiting environments, a key aspect of the recruiting process that is often overlooked is the impact of recruiting on the recruiter. Military recruiters are often subjected to punishing working conditions, and in this symposium, research describing how these demands affect personal and organizational outcomes will be presented.

Lois E. Tetrick, George Mason University, *Chair*
Kara Marsh, Fors Marsh Group, *Co-Chair*
Brian K. Griepentrog, George Mason University/Fors Mars Group, *Being a Military Recruiter: Challenges and Obstacles to Engaging the Youth Market*
Whitney Botsford, George Mason University, Jordan M. Robbins, George Mason University, Lois E. Tetrick, George Mason University, *Job Demands and Resources: Prevention of Exhaustion and Disengagement*
Jordan M. Robbins, George Mason University, Whitney Botsford, George Mason University, Lois E. Tetrick, George Mason University, Kara Marsh, Fors Marsh Group, Luciano Viera, George Mason University, Andrea B. Zucker, Joint Advertising, Market Research and Studies, *The Effects of Fairness Perceptions on Strain in Military Recruiters*
Kara Marsh, Fors Marsh Group, Jose M. Cortina, George Mason University, Lois E. Tetrick, George Mason University, *Psychological Contract Breach and Retaliation: An Investigation of How Assignment of Blame Affects Military Recruiters Reactions to Breach*
Lois E. Tetrick, George Mason University, *Discussant*

Submitted by Kara Marsh, marshka@osd.pentagon.mil

10. Roundtable: Friday, 10:30–11:50 State Room 4 (3rd floor-CC)

Internally Designed High-Potential Development Programs: Best Practices for Success

With talent in short supply, many organizations have customized their own internal high-potential development programs as a means of retaining and developing their best employees. This roundtable provides an opportunity to discuss the challenges and best practices for customizing, running, and managing successful internally designed high-potential development programs.

Greg A. Barnett, Hogan Assessment Systems, *Host*
Eric Gerber, Home Depot, *Co-Host*
Laura Ann Preston, Bank of America, *Co-Host*
Holly Magnuson, Genworth Financial, *Co-Host*

Submitted by Greg A. Barnett, gbarnett@ hoganassessments.com

11. Special Event: Friday, 10:30–12:20 Lone Star C1 (2nd floor-CC)

The Making of a Coach

This panel explores how 5 experienced coaches each found their own ways to becoming effective coaches. Starting with training in various fields of psychology or other behavioral sciences and continuing with decisions about careers and work style, the panel discusses how professional, scientific, personal, and commercial factors combine into a practice.

Robin R. Cohen, Bristol-Myers Squibb, *Chair*
David B. Peterson, Personnel Decisions International, *Panelist*
Raymond P. Harrison, Executive TransforMetrics, LLC, *Panelist*
Mitchell Karp, Karp Consulting Group, *Panelist*
Anna Marie Valerio, Executive Leadership Strategies LLC, *Panelist*
Robert J. Lee, Management Consultant, *Discussant*

12. Symposium: Friday, 10:30–12:20 Lone Star C2 (2nd floor-CC)

Impression Management and Faking in the Employment Interview

Although little recent research has explored impression management during the employment interview, there is almost no research that deals with faking during the interview. The present symposium brings together several studies to address the definition of faking in the interview, relationships, and antecedents of impression management and faking.

Michael A. Campion, Purdue University, *Chair*
Julia Levashina, Purdue University, *Co-Chair*
Murray R. Barrick, University of Iowa, Susan Dustin, University of Iowa, Greg L. Stewart, University of Iowa, Todd Darnold, University of Iowa, *The Effect Skill and Motivation Have on Influence Tactics in the Interview*
Chad H. Van Iddekinge, Florida State University, Lynn A. McFarland, Clemson University, Patrick H. Raymark, Clemson University, *A Trait-Situation Approach to Understanding Interviewee Impression Management*
Julia Levashina, Purdue University, Michael A. Campion, Purdue University, *Faking Behaviors During the Structured Interview: A Function of Question Type and Follow-Up Questioning*
Mary Shane Connelly, University of Oklahoma, Gregory A. Ruark, University of Oklahoma, Matthew T. Allen, University of Oklahoma, Ethan P. Waples, University of Oklahoma, Lyle E. Leritz, PAQ Services, Inc., Michael D. Mumford, University of Oklahoma, *Verbal Analysis and Assessing Interview Credibility*
Richard Posthuma, University of Texas-El Paso, *Discussant*
Paul Green, Behavioral Technologies, *Discussant*

Submitted by Julia Levashina, levashin@purdue.edu

13. Symposium: Friday, 10:30–11:50 Lone Star C3 (2nd floor-CC)

Emotional Intelligence and Workplace Training Interventions

Emotional intelligence continues to be controversial in I-O psychology with many differing models being presented as representations of the EI construct. Presenters in this symposium, who comprise a mix of academics and practitioners, will discuss the potential benefits of utilizing differing models of emotional intelligence in training interventions.

Neal M. Ashkanasy, University of Queensland, *Chair*
Jane P. Murray, Griffith Business School, *Co-Chair*
Steven J. Stein, Multi-Health Systems, Inc., Gill Sitarenios, Multi-Health Systems, Inc., *The Application of Emotional Intelligence to the Selection and Training of NHL Hockey Players*
Tiffani Cage, Southern Illinois University-Edwardsville, Catherine S. Daus, Southern Illinois University-Edwardsville, *An Examination of Emotional Intelligence and Retail Performance*
Vergil Metts, Impact Associates, Catherine S. Daus, Southern Illinois University-Edwardsville, *Enhancing Emotional Efficacy Within the Framework of the Four-Branch Model of Emotional Intelligence*
Jane P. Murray, Griffith Business School, Peter J. Jordan, Griffith University, *Emotional Intelligence Training: Theoretical and Practical Issues*
Cary Cherniss, Rutgers University, *Discussant*

Submitted by Neal M. Ashkanasy, n.ashkanasy@uq.edu.au

14. Symposium: Friday, 10:30–12:20 Lone Star C4 (2nd floor-CC)

What Makes a "Great" Leader? Refining the Personality–Leadership Relationship

At present, we know more definitively the overall relevance of personality to predicting leadership outcomes. However, we continue to know comparatively less about which traits are most relevant, when, and why. To address these gaps, this symposium assembles 5 papers that seek to refine our understanding of the personality–leadership relationship.

Leaetta M. Hough, Dunnette Group, Ltd., *Chair*
Michael Ingerick, HumRRO, *Co-Chair*
Jeff Foster, Hogan Assessment Systems, Joyce C. Hogan, Hogan Assessment Systems, *Profile Analyses of Personality–Leadership Performance Relations*
Jacqueline K. Mitchelson, Wayne State University, Marcus W. Dickson, Wayne State University,

Personality and Leadership Style: The Abridged Big Five Circumplex (AB5C) of Personality Traits as Predictor of Transformational Leadership Factors

Emily E. Duehr, University of Minnesota, Twin Cities, Joyce E. Bono, University of Minnesota, Mark Snyder, University of Minnesota, Twin Cities, *Leadership Outside the Organization: A Longitudinal Study of Personality and Motivational Predictors of Volunteer Community Leadership*

Daniel S. Whitman, Florida International University, Christian J. Resick, Florida International University, Steve Weingarden, BCBSM, Nathan J. Hiller, Florida International University, *Personality and Transformational Leadership Among Major League Baseball Organization Presidents*

Michael Ingerick, HumRRO, Paul Sticha, HumRRO, Daniel Furr, HumRRO, *What's Beyond the Big Five? Plenty for Predicting Leadership at the Top*

Timothy A. Judge, University of Florida, *Discussant*

Submitted by Michael Ingerick, mingerick@humrro.org

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15. Special Event: Friday, 10:30–12:20 Austin 1 (2nd floor-H)

SIOP Organizational Frontiers Series: Situational Judgment Tests—Theory, Measurement, and Application

Authors of chapters in the upcoming SIOP Frontiers Series volume, *Situational Judgment Tests: Theory, Measurement, and Application,* address a variety of topics related to the study of situational judgment. The session is structured around broad questions facing SJT research and practice. The session will be interactive with audience participation.

Robert D. Pritchard, University of Central Florida, *Chair*
Jeff A. Weekley, Kenexa, *Chair*
Robert E. Ployhart, University of South Carolina, *Chair*
Talya N. Bauer, Portland State University, *Panelist*
Margaret E. Brooks, Wayne State University, *Panelist*
Barbara A. Fritzsche, University of Central Florida, *Panelist*
Filip Lievens, Ghent University, *Panelist*
Michael A. McDaniel, Virginia Commonwealth University, *Panelist*
Julie B. Olson-Buchanan, California State University-Fresno, *Panelist*
Neal W. Schmitt, Michigan State University, *Panelist*
Donald M. Truxillo, Portland State University, *Panelist*

16. Special Event: Friday, 10:30–11:20 Austin 2 (2nd floor-H)

Distinguished Scientific Contributions Award

Deonance: Toward a New Organizational Justice Paradigm

The concept of deonance as an internalized moral "ought" draws from the Greek root, deon, which refers to obligation and duty. Implications include (a) fairness reactions beyond self interest; (b) third-party indignation alongside victims' anger; (c) a revisiting "overpayment guilt" alongside its potential darker side shame and defensive hostility.

Maureen L. Ambrose, University of Central Florida, *Chair*
Robert G. Folger, University of Central Florida, *Presenter*

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17. Symposium: Friday, 10:30–12:20 Austin 3 (2nd floor-H)

Mentoring Relationships Across Developmental Contexts: Bridging Multidisciplinary Divides

It is frequently suggested that different perspectives be used to examine topics of mutual interest. The purpose of this symposium is to gather scholars that study mentoring relationships from various perspectives and contexts. Scholars from multiple disciplines will present a set of papers investigating workplace, student–faculty, and youth mentorships.

Tammy D. Allen, University of South Florida, *Chair*
Belle Liang, Boston College Lynch School of Education, Deirdre Brogan, Boston College Lynch School of Education, Macarena Corral, Boston College, Renee Spencer, Boston University School of Social Work, Gail Rose, University of Vermont, *Effects of Demographic and Academic Variables on the Mentoring Preferences of Doctoral Students*
Tammy D. Allen, University of South Florida, Lillian T. Eby, University of Georgia, *Formal Workplace Mentoring Relationships: The Importance of Mentor Commitment*
Lillian T. Eby, University of Georgia, Jean Rhodes, University of Massachusetts, *Integrating Mentoring Research Across Contexts*

Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

18. Symposium: Friday, 10:30–11:50
Seminar Theater (2nd floor-H)

Diversity and Intergroup Relations Within Organizations

One of the key questions for our society is how diversity is celebrated as a social asset rather than lamented as a source of prejudice. The aim of this symposium is to assemble cutting-edge empirical and theoretical work that addresses the broad issue of diversity in workgroups.

Nurcan Ensari, Alliant International University, *Chair*

Nurcan Ensari, Alliant International University, *The Application of the Personalization Model in Diversity Management*

Floor Rink, Leiden University, *What Can You Expect? The Influence of Gender Diversity in Dyads on Work Goal Expectancies and Subsequent Work Commitment*

Kyra Luijters, University of Groningen, *The Dual Identity at Work and the Role of Emotional Stability*

Robin Martin, University of Queensland, *The Effects of Different Levels of Diversity on Group Conflict and Employee Reactions: The Moderating Role of Tolerance for Diversity*

Submitted by Nurcan Ensari, nensari@hotmail.com

19. Symposium: Friday, 10:30–11:50
Majestic 1 (37th floor-H)

Resistance to Change: Definitions, Antecedents, and Outcomes

The term resistance to change is frequently used to explain why organizational change initiatives often fail. Despite the popularity of the term, it has not been extensively researched and no consensus exists concerning the definition of the term. The symposium brings together different approaches to the investigation of the phenomenon.

Shaul Oreg, University of Haifa, *Chair*

Karen Van Dam, Tilburg University, Schyns Birgit, University of Twente, Shaul Oreg, University of Haifa, *Daily Work Contexts and Resistance to Organizational Change: The Mediating Role of the Change Process*

E. S. Srinivas, Xavier Labour Relations Institute (XLRI), India, Sudakshina Tyagi, Hewitt Associates, *The Role of Positive Psychology in Resistance to Change: An Examination of Outcomes and Correlates in the Indian Context*

Sandra Ohly, Technical University of Braunschweig, *Resistance to Change and Rates of Routinization*

Noga Sverdlik, The Open University of Israel, Shaul Oreg, University of Haifa, *Ambivalence Towards Change: Analyzing Resistance to Organizational Change Through a Personal Values Perspective*

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

Submitted by Shaul Oreg, oreg@soc.haifa.ac.il

20. Symposium: Friday, 10:30–11:50
Majestic 4-5 (37th floor-H)

Political Skill, Influence Behavior, and Work Outcomes

This symposium explores 2 relatively unstudied leadership constructs: political behavior and Machiavellianism. Two of the papers show that political skill may be a much more positive and effective characteristic than is sometimes thought. The other 2 papers clarify the Machiavellianism construct and its relationship with other leadership constructs.

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

Gerald R. Ferris, Florida State University, *Co-Chair*

David R. Coole, Louis de la Parte Florida Mental Health Institute, *Expansion and Validation of the Political Skill Inventory (PSI): An Examination of the Link Between Charisma, Political Skill, and Performance*

Adam C. Bandelli, University of South Florida, Stacey Kessler, University of South Florida, Walter C. Borman, Personnel Decisions Research Institutes, Carnot E. Nelson, University of South Florida, *Identifying the Corporate Machiavellian: The Development and Validation of an Organizational-Based Machiavellian Scale*

Katrina E. Bedell, University of Oklahoma, Sam T. Hunter, University of Oklahoma, Amanda D. Angie, University of Oklahoma, Andrew M. Vert, University of Oklahoma, *Charismatic Leaders Are Not the Only Ones: An Examination of Machiavellianism and Alternative Forms of Outstanding Leadership*

Darren C. Treadway, University of Mississippi, Allison B. Duke, University of Mississippi, Dr. Garry L. Adams, Auburn University, *Political Skill, Networking Activity, and the Impact of Future Time Perspective: Predictions From Socioemotional Selectivity*

Pamela L. Perrewe, Florida State University, *Discussant*

Submitted by David R. Coole, dcoole@tampabay.rr.com

21. Interactive Posters: Friday, 10:30–11:20
Majestic 8 (37th floor-H)

Effects of Emotions

Jim Diefendorff, University of Colorado-Denver, *Facilitator*

21-1. Emotional Transfer in Teams: Antecedents, Processes, and Outcomes

We examine the antecedents, processes, and outcomes of emotional transfer in teams. Utilizing a hierarchical linear modeling framework, we analyze intraindividual fluctuations in individual emotion and how emotions are transferred from other team members to the focal individual. We further analyze moderators and outcomes of the processes of emotional transfer.

David T. Wagner, Michigan State University
Remus Ilies, Michigan State University
Frederick Morgeson, Michigan State University

Submitted by David T. Wagner, WagnerD@bus.msu.edu

21-2. Leader Emotions, Transfer of Arousal, and Attribution of Charisma

We argue that leader's enthusiasm leads to higher charisma perceptions of followers than leader's anger, relaxation, or sadness (low arousal and/or negative valence). Importantly, we suggest that this effect is mediated by the transfer of arousal. Data from a scenario experiment and a survey strongly support our model.

Frederic Damen, Erasmus University Rotterdam
Barbara van Knippenberg, Free University Amsterdam
Daan van Knippenberg, Erasmus University Rotterdam

Submitted by Daan van Knippenberg,
   dvanknippenberg@rsm.nl

21-3. Effects of Emotions Used in Organizational Planning

The purpose of the study was to assess the effects of emotions on evaluative and generative organizational planning processes. Results show that individuals experiencing a positive emotion perform better at identifying opportunities for plan implementation, whereas people experiencing a negative emotion are better at identifying obstacles in plan execution.

Vykinta Kligyte, University of Oklahoma
Mary Shane Connelly, The FBI
Submitted by Vykinta Kligyte, vkligyte@psychology.ou.edu

21-4. Emotions as Triggers for Idea Generation and Implementation

Emotional conditions of innovativeness have thus far been neglected in innovation research. We therefore develop a model that explains how emotions affect innovative behaviors (idea generation, testing, and implementation) and subsequently test the explanatory power of this model on a sample of managers from different organizations.

Diana E. Krause, University of Western Ontario

Submitted by Diana E. Krause, dkrause2@uwo.ca

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22. Community of Interests: Friday, 10:30–11:20
Live Oak (2nd floor-H)

Issues in IRT

Stephen Stark, University of South Florida, *Facilitator*
Oleksandr Chernyshenko, University of Canterbury,
   Facilitator

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23. Poster Session: Friday, 10:30–11:20
Lone Star A-B (2nd floor-CC)

Withdrawal & Job Performance

23-1. The Ties that Bind: Perceived Job Embeddedness and Voluntary Turnover

This study extended research suggesting that people become embedded in their job and community by factors such as marital status. Guided by tenets of field theory and research on perceived control and job fit, findings suggested that perceived embeddedness both mediated and moderated the relation between contextual embeddedness and organizational withdrawal.

Craig D. Crossley, University of Nebraska-Lincoln
Jennifer L. Burnfield, HumRRO
Joseph Mazzola, University of South Florida
Steve M. Jex, Bowling Green State University
Rebecca J. Bennett, Louisiana Tech University

Submitted by Craig D. Crossley, ccrossley2@unl.edu

FRIDAY AM

23-2. Linking Personality to College Student Success Through RIASEC Task Environments

Recent advances in theories of personality trait expression as dynamic processes present new opportunities for understanding better the role of personality and behavior in the workplace. The current study examines the interactive effect of personality and environment on performance in a college setting using Tett and Burnett's (2003) trait-activation hypothesis.

Nicholas P. Salter, Bowling Green State University
Michael A. Gillespie, Bowling Green State University

Submitted by Nicholas P. Salter, nsalter@bgnet.bgsu.edu

23-3. Benefits of Rater Teams: Role of Consensus and Rater Motivation

This study explores how using rater teams can improve behavioral accuracy. Results, based on 111 teams, suggest that an anticipated discussion can improve behavioral accuracy. Requiring consensus, however, improves behavioral accuracy, regardless of whether raters can anticipate group discussion. Lastly, rater motivation plays an important role in discussion-only teams.

Sylvia G. Roch, University at Albany, SUNY

Submitted by Sylvia G. Roch, roch@albany.edu

23-4. Part Timers Retention, Perceived Organizational Support, and Economy Using HLM

Using hierarchical linear modeling (HLM), the perceived organizational support of part-time employees at both Level 1 (district) and Level 2 (region) were related to higher district retention rates. In addition, economic factors at Level 2 also predicted retention rates. Implications for these findings and future research opportunities are also included.

William A. Gentry, Center for Creative Leadership
Karl W. Kuhnert, University of Georgia
Scott Mondore, United Parcel Service
Erin Page, Georgia Institute of Technology

Submitted by William A. Gentry, gentryb@leaders.ccl.org

23-5. The Influence of Emotional Intelligence on Feedback Seeking Behavior

We examined the influence of subordinates' perceptions of the emotional intelligence of their supervisor on feedback seeking. Subordinates who perceive their supervisor as high on emotional intelligence sought feedback more frequently than subordinates who perceive their supervisor as low on emotional intelligence. Further, the feedback environment mediated this relationship.

Jaclyn P. Pittman, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology

Submitted by Jaclyn P. Pittman, JaclynPPittman@aol.com

23-6. Effects of Work Environment on Organizational Commitment in Changing Careers

A key way to elicit employee loyalty today is to enhance situated and deep structure identification. Based on this assertion, we examined management communication, opportunity for learning, and work schedule flexibility as antecedents of organizational commitment. These variables had positive effects on organizational commitment. They also interacted to affect employees.

Thomas Ng, University of Georgia
Marcus M. Butts, University of Georgia
Robert J. Vandenberg, University of Georgia
Mark G. Wilson, University of Georgia
David DeJoy, University of Georgia

Submitted by Thomas Ng, twhng@uga.edu

23-7. Measurement Invariance in Performance Appraisal Ratings of U.S. Army Soldiers

This study was intended to examine the superiors' mental models of job performance in ratings of subordinates, specifically, whether the rating instrument used was invariant between supervisory rater groups. Confirmatory factor analysis (CFA) and item response theory (IRT) techniques were used with results suggesting similar performance references between rater groups.

Penny Koommoo-Welch, GlaxoSmithKline

Submitted byPenny Koommoo-Welch, penny_koommoo@ncsu.edu

23-8. Feedback Discounting: A Mediator of Justice Effect on OCBs

Feedback discounting was introduced as a potential mediator of the relationship between interactional justice and OCBs. Specifically, those who perceived low interactional justice discounted feedback more. Those more likely to discount feedback were less likely to report intentions to use feedback or to engage in OCBs.

Boin Chang, University of Akron
Marisa Gianvito, University of Akron
Wendy Muller, University of Akron
Paul E. Levy, University of Akron

Submitted by Boin Chang, boin67@hotmail.com

23-9. Reactions to the Performance Appraisal Process: Effects of Self-Appraisals

The effect of completing self-appraisals on reactions to the performance appraisal process was examined. Participants who were told their self-appraisals had been used to make ratings reacted more positively than those told their self-appraisals were not used. Also, participants receiving a favorable outcome reacted more positively than those receiving an unfavorable outcome.

Brian M. Bonness, EASI-Consult, LLC
Therese H. Macan, University of Missouri-St Louis

Submitted by Therese H. Macan,
    Therese.Macan@UMSL.edu

23-10. Factors Affecting Turnover in Different Groups of Part-Time Workers

Past research has failed to consider part-time (PT) employees as a heterogeneous group. Partial inclusion theory can explain how PT groups have different attachments outside the organization and thus, different attitudes and behavior. Commitment, job satisfaction, and quality of alternatives can then differentially predict turnover for the different PT groups.

Jenell L. Senter, Wayne State University
James E. Martin, Wayne State University

Submitted by Jenell L. Senter, jsenter@wayne.edu

23-11. The Effects of Commitment Attitudes on Retirement and Turnover Intentions

This study examined how 4 work-related commitment constructs and 3 nonwork commitment constructs were associated with voluntary retirement intentions and organizational turnover intentions. Results demonstrated that the commitment constructs differentially relate to retirement and turnover. The implications for revising the definition of work-role attachment theory are also discussed.

Joe A. Schmidt, University of Calgary
Kibeom Lee, University of Calgary

Submitted by Kibeom Lee, kibeom@ucalgary.ca

23-12. Managers' Reactions to Performance Appraisals: A Meta-Analysis

Managers' dual role as raters and ratees provide them with a broader perspective of performance appraisal systems. Managers' reactions toward their own appraisals were meta-analyzed in an organizational justice framework. Results indicated that fairness perceptions were strongly related to attitudes toward appraisal but outcome favorability showed only a small relationship.

Gary N. Burns, Central Michigan University
Geeta C. D'Souza, Central Michigan University
Stephen H. Wagner, Central Michigan University

Submitted by Gary N. Burns, burns1gn@cmich.edu

23-13. The Difference Between Cognitive and Affective Job Insecurity

Researchers have largely ignored the difference between cognitive and affective job insecurity. Our data shows their independence and a significant difference between the correlational pattern of affective job insecurity with job attitudes, performance, turnover intention, and absenteeism and the correlational pattern of cognitive job insecurity with the same variables.

Cornelius J. Koenig, University of Zurich
Thomas Staufenbiel, University of Osnabrueck

Submitted by Cornelius J. Koenig, c.koenig@
    psychologie.unizh.ch

23-14. Performance and Intent to Quit: A Meta-Analysis and Path Model

Utilizing results from other meta-analyses along with the estimate between performance and intent to quit (ITQ) found in this study ($\rho = .12$), path analysis showed that job satisfaction and ITQ did not fully mediate the relationship between performance and turnover. Analyses demonstrated a weak positive indirect relationship between performance and ITQ.

Todd Darnold, University of Iowa
Ryan D. Zimmerman, University of Iowa

Submitted by Ryan D. Zimmerman,
    ryan-zimmerman@ uiowa.edu

23-15. Job-Search Behavior and Two Tests of Mediation

The study examined the mixed test results of mediation in job-search studies and compared 2 tests of mediation by using meta-analytic results to construct a series of path models. The results supported mediation and the self-regulatory model of job search. Revised steps for testing for mediation are proposed.

Mark B. Wolf, Georgia Institute of Technology

Submitted by Mark B. Wolf, yeswin1@aol.com

23-16. Value of Employees: Typical Performance, Maximal Performance, and Performance Variability

This paper further extends the construct of performance, adding performance variability to the existing topics of typical and maximal performance. In addition, we show how each of these conceptualizations of performance predicts unique variance in how organizations value and compensate their employees.

Christopher M. Barnes, Michigan State University
Frederick P. Morgeson, Michigan State University

Submitted by Christopher M. Barnes, barnes@bus.msu.edu

23-17. Managerial Feedback Seeking: The Influence of Perceived Face Loss Costs

Research has found that feedback seeking behaviors and intentions are influenced by individual characteristics and source characteristics. The current study focuses on how the relationship between the individual seeker and the feedback source contribute to perceptions of face loss costs and how those perceptions subsequently affect intentions to seek feedback.

Sarah Gordon, University of Akron
Paul E. Levy, University of Akron

Submitted by Sarah Gordon,
  sgordon@barrett-associates.com

23-18. Employee Referral Programs: From Short-Term Outcomes to Return on Investment

We investigated the effectiveness of a referral program for a customer contact position in a communications company. Results indicate that the referral program was effective in reducing early turnover, but over time, this effect diminished. A threshold ROI analysis indicated that the program pays for itself after 2 new hires.

Jessica Osedach, Verizon
Matthew Dreyer, Verizon
Christine E. Corbet, Verizon

Submitted by Christine E. Corbet,
  christine.e.corbet@verizon.com

23-19. Self-Monitoring and the Acceptance of External Feedback

This study attempted to identify the relationship between level of self-monitoring and use of feedback regarding self-evaluations of performance. A significant interaction was found indicating that level of self-monitoring influences the use of feedback. Findings are consistent with prior research on product evaluations and evaluations of others.

Cheryl L. Comer, Kansas State University
Patrick A. Knight, Kansas State University

Submitted by Cheryl L. Comer, comer@ksu.edu

23-20. Assessing Person–Job Fit in Selection: An Objective Approach

An objective approach to the measurement of person–job fit in predicting turnover was examined. The results showed that person–job fit explained incremental variance over and above biographical measures in employee turnover status as well as job performance. Implications for personnel selection practices were discussed.

Dennis Doverspike, University of Akron
Mei-Chuan Kung, Select International, Inc.
Matthew S. O'Connell, Select International, Inc.
Ann B. Durham, PPG Industries

Submitted by Mei-Chuan Kung, mkung@selectintl.com

23-21. Employee Ownership and Organizational Commitment: A Meta-Analysis

A meta-analysis of 16 studies was conducted to examine the relationship between employee ownership and organizational commitment. Moderator analyses were conducted for the type of employee ownership plan (cooperative vs. employee stock ownership plan) and the number of organizations included in each primary study (single vs. multiple organizations).

Emily Bailey, Central Michigan University
Catherine Bush, Central Michigan University
Monica R. Filipkowski, The Dow Chemical Company
Stephen H. Wagner, Central Michigan University

Submitted by Stephen H. Wagner, wagne1sw@cmich.edu

23-22. Effects of Feedback Seeking on Affective Commitment and Performance Ratings

This study examined the effects of subordinate feedback seeking on supervisor perceptions of employees. Specifically, we investigated the interaction between the sign (positive vs. negative) and focus (task vs. self) of the feedback. Results showed that sign and focus interact to influence perceptions of both affective commitment and job performance.

Hsien-Yao Swee, University of Akron
Samantha Le Chau, University of Akron
Paul E. Levy, University of Akron

Submitted by Samantha Le Chau, slc17@uakron.edu

23-23. The Multifoci Social Exchange Model of Justice: A Japanese Investigation

We investigated whether multifoci justice affects work-related outcomes via social exchange in a Japanese context. Findings indicated that multifoci justice effects were mediated by multifoci social exchange. In addition, we found that these casual relationships were influenced by justice orientation. Implications for the theory and future research are discussed.

Yoichiro Hayashi, University of Illinois at Urbana-Champaign
Deborah E. Rupp, University of Illinois at Urbana-Champaign
Shin-Ichiro Hizume, Waseda University

Submitted by Deborah E. Rupp, derupp@uiuc.edu

23-24. Attribution Style and the Negative Feedback–Perceptions of Politics Relationship

This study tests the interactive effect of attribution style and negative feedback on perceptions of organizational politics. Results indicate that individuals with a hostile attribution style are more likely to attribute negative feedback to organizational politics than are individuals with nonhostile attribution styles. Implications of this finding are discussed.

Mary Dana Laird, Florida State University
Paul Harvey, Florida State University

Submitted by Paul Harvey, nph02@fsu.edu

23-25. Role Clarity, Social Skills and the Feedback Seeking/Organizational Outcomes Link

This study presented a model of feedback seeking that identified role clarity as an important mediator of the relationship between feedback-seeking behavior and both job performance and satisfaction. In addition, social skill was shown to moderate the relationship between feedback seeking and role clarity. Implications are discussed.

Jason Dahling, University of Akron
Brian G. Whitaker, University of Akron

Submitted by Brian G. Whitaker, BGW111@yahoo.com

23-26. Understanding the Career Decisions of Sailors: Factors Influencing Reenlistment Intentions

We examined factors that influence retention decisions of enlisted sailors in the U.S. Navy. Results show that levels of fit with the organization, commitment, and satisfaction with the job influence intentions to stay or leave. Findings provide insight into our understanding of first-term retention and attrition.

Rorie Harris, Navy Personnel Research, Studies, and Technology
Michael A. White, Navy Personnel Command
Naina Eshwar, University of Memphis
Jacqueline A. Mottern, Navy Personnel Research, Studies, and Technology

Submitted by Rorie Harris, rorie.harris@navy.mil

23-27. The Influence of Personality on Contextual and Task Performance Ratings

We examined the relationship between rater personality and rating errors on an expanded performance criterion—contextual and task. Using this approach, we detected complex relationships between interactions in rater personality and rating behaviors that previous research failed to detect: Conscientiousness moderated the relationship between rater Agreeableness and contextual performance ratings.

Daniel C. Kuang, American Institutes for Research
Lynne Steinberg, University of Houston
Donald M. Truxillo, Portland State University

Submitted by Daniel C. Kuang, danielk@pdx.edu

FRIDAY AM

23-28. Findings From the Public Sector: Performance Ratings and Promotional Progression

This study examined the relationship between performance appraisal ratings and promotional progression in a government agency. Job performance ratings were significantly correlated with organizational progression. However, as predicted, the relationship between performance and progression was weaker for promotions based on knowledge-based exams than for other procedures.

Mark A. Mishken, NYS Office of Court Administration
Kevin C. L. Ruminson, CSU-Office of the Chancellor
Krisztina Juhasz, NYS Office of Court Administration

Submitted by Krisztina Juhasz, Kjuhasz@yahoo.com

23-29. The Effect of Rater Selection on Rating Accuracy

This study investigated how the practice of allowing ratees to select their own raters affects rating accuracy. Ratings provided by selected and nonselected raters were compared using multiple accuracy measures. Results indicated that selected raters were as accurate, or more accurate, than raters who were not selected by the ratee.

Jennifer Nieman, Hofstra University
William Metlay, Hofstra University
Ira T. Kaplan, Hofstra University
Kevin Wolfe, New York Medical College

Submitted by William Metlay, psywzm@hofstra.edu

24. Practice Forum: Friday, 10:30–12:20 Dallas A1 (1st floor-CC)

On Demand I-O: Leveraging I-O to Enable IBM's New Strategy

IBM's new on demand strategy created a new agenda not only for the business but also for IBM workforce. A group of experienced internal IBM I-O psychologists will present the research, design, and deployment efforts they led that helped transform the company toward realizing its on demand vision.

Sharon Arad, IBM, *Chair*
Christopher T. Rotolo, Behavioral Insights, LLC, *Co-Chair*
Christopher T. Rotolo, Behavioral Insights, LLC, *Leadership Requirements in an On Demand World*
Sharon Arad, IBM, *Reinventing People Development in IBM*
Kari E. Yoshimura, North Carolina State University, Tanya C. Delany, IBM, *Selection in an On-Demand Era*

Kathlea Vaughn, University of Connecticut, Damon U. Bryant, IBM, Mathian (Mat) Osicki, IBM, *Understanding Workplace Stress in IBM Using Climate Survey Data*
George W. Norris, IBM, *Providing On-Demand Customer Feedback to Improve Organizational Performance*

Submitted by Sharon Arad, arads1@us.ibm.com

25. Practice Forum: Friday, 10:30–11:50 Dallas A2 (1st floor-CC)

Unproctored Internet Testing: What Do the Data Say?

Is unproctored Internet testing valid? Opponents and proponents disagree, but what do the data say? Do test means rise over time? Are unproctored cognitive tests valid? Does the digital divide reduce minority access? Is there utility in moving to an unproctored testing program? Data-based answers to these questions are presented.

James C. Beaty, Previsor-ePredix, *Chair*
Jana Fallon, American Express, Jay Janovics, Previsor-ePredix, *An Early Adopter's View: Data From a One-Year Unproctored Internet Testing Study at American Express*
Jason R. Read, Cingular Wireless, *Unproctored Internet Testing at Cingular Wireless*
James C. Beaty, ePredix, Eyal Grauer, Previsor-ePredix/ Bowling Green State University, Josh Davis, University of Oklahoma, *Unproctored Internet Testing: Important Questions and Empirical Answers*
Ken Lahti, Previsor-ePredix, Paul D. DeKoekkoek, Sprint, *ROI for Proctored Versus Unproctored Assessment Programs: Estimates From Multiple Utility Models and Identification of Moderators*

Submitted by James C. Beaty, jim.beaty@epredix.com

26. Practice Forum: Friday, 10:30–11:50 Dallas A3 (1st floor-CC)

Extending the Knowledge: Corporate Wide Actions From Employee Research

Practitioners from 4 companies with different types of employee opinion survey programs (culture survey, pulse surveys, linkage to customers) will present how their research has been used to make corporate-wide changes in their companies.

Lindsay A. Bousman, University of Nebraska-Omaha/Microsoft Corporation, *Chair*
Linda S. Carr, Sun Microsystems, *Co-Chair*

Lindsay A. Bousman, University of Nebraska-Omaha/Microsoft Corporation, *Culmination of Results Leading to Broader Culture Change: Microsoft Corporation*

Linda S. Carr, Sun Microsystems, *The Design and Implementation of a Pulse Survey to Assess Employee Perceptions of Corporate Strategy and Priorities*

Craig James, Allstate Insurance, *Using Linkage Research as a Catalyst for Change: Allstate Insurance Co.*

Paul Tsagaroulis, Allstate Insurance, Tyler M. Vander Meeden, Allstate Insurance, Patrick D. McLinden, Illinois Institute of Technology, Lyse Wells, Payless ShoeSource, *Measuring Dramatic Culture Change Through Pulse Survey Results*

Submitted by Lindsay A. Bousman, lbousman@microsoft.com

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27. Special Event: Friday, 11:30–12:20
Austin 2 (2nd floor-H)

Distinguished Professional Contributions Award

Applied Psychology in the Executive Suite: Elegant Theory and Ugly Practice

For more than a quarter of a century, David Nadler has worked as a consultant and advisor to CEOs and boards of major corporations. In this talk, he will reflect on his experiences, lessons learned, and implications for the practice of I-O psychology in general.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*
David A. Nadler, Mercer Delta Consulting, LLC, *Presenter*

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28. Interactive Posters: Friday, 11:30–12:20
Majestic 8 (37th floor-H)

Trust

Rudolph J. Sanchez, California State University-Fresno, *Facilitator*

28-1. Top Management Credibility and Employee Cynicism

We examined how management credibility influences employee cynicism, commitment, and job performance, and what kinds of managerial behaviors affect management credibility. Results suggest that different components of cynicism predict different outcomes, credibility negatively predicts cynicism, and different sets of managerial behaviors generate attributions of the different components of (non)credibility.

Tae-Yeol Kim, City University of Hong Kong
Thomas S. Bateman, University of Virginia
Brad Gilbreath, IPFW
Lynne Andersson, Temple University

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

28-2. The Effect of Trust and Information Sharing on Team Performance

We link team trust to information sharing and decision making on a hidden profile task. Trust was positively related to information sharing and performance, and information sharing mediated this relationship. The implications of these findings for teams charged with making high-stakes decisions are discussed.

Candace Atamanik-Dunphy, Florida International University
Constanza Berger, Florida International University
Eugenia I. Perez-Cerini, Florida International University
Jamie M. McCarthy, Florida International University

Submitted by Constanza Berger, cb12481@aol.com

28-3. A Model of Employee Reactions to Electronic Performance Monitoring

The goal of this study was to develop and test a model of employee reactions to electronic performance monitoring (EPM) from an organizational justice perspective. This study examined potential antecedents and consequences of interpersonal and informational justice. Results from 257 call center representatives were generally supportive of the proposed model.

Laurel A. McNall, The Group for Organizational Effectiveness
Sylvia G. Roch, University at Albany, SUNY

Submitted by Laurel A. McNall, laurel.mcnall@groupoe.com

28-4. Trust in Organizations: A Multibases, Multifoci Investigation

Simultaneously measuring trust bases (cognitive, affective) and foci (management, supervisor, coworkers), we examined the effects of trust within organizations. Results showed that the 6 variants of trust made unique contributions in explaining global outcomes (job satisfaction). When trust variants corresponded with specified outcomes (e.g., coworker communication), more variance was explained.

Jane Yang, City University of Hong Kong
Kevin W. Mossholder, Louisiana State University

Submitted by Jane Yang, mgyang@cityu.edu.hk

29. Community of Interests: Friday, 11:30–12:20
Live Oak (2nd floor-H)

Emerging Topic #1 in I-O Psychology
See registration desk for more information.

30. Poster Session: Friday, 11:30–12:20
Lone Star A-B (2nd floor-CC)

OHP/Stress, Technology

30-1. Workplace Safety: Decision Policies for the Self and "Typical" Other

A policy capturing approach was used to look at factors associated with safe behavior in workplace situations. Results showed that response efficacy, perceived risk, and perceived costs were important factors. When compared to themselves, individuals thought others were less safe and less affected by risk severity.

Michael T. Ford, George Mason University
Lois E. Tetrick, George Mason University

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

30-2. Correlates of Three Stress Reactions: A Conceptual and Meta-Analytical Comparison

Felt job stress, mental strain, and physical strain are commonly examined stress reactions. The specificity hypothesis posits that felt job stress relates more closely to job-domain variables, whereas mental and physical strain relate more closely to variables that are broad based. We found support for the specificity hypothesis in a meta-analysis.

Thomas Ng, University of Georgia
Kelly Sorensen, University of Georgia

Submitted by Thomas Ng, twhng@uga.edu

30-3. Social Stressors, Core Self-Evaluations, and Work Outcomes

We examined the relationships between social stressors, job satisfaction, and turnover intentions, and the moderating impact of core self-evaluations on these relationships. Results indicated that social stressors were negatively related to satisfaction and positively related to turnover intentions and that positive core self-evaluations buffered the negative influence of social stressors.

Paul Harvey, Florida State University
Kenneth J. Harris, Indiana University Southeast
K. Michele Kacmar, University of Alabama

Submitted by Paul Harvey, nph02@fsu.edu

30-4. "Flow" Among Architecture Students: Promoting Well-Being at Work

The study used experienced sampling methodology to track the studio work experiences of 40 architectural students over a 15 week period. Results indicated that core job dimensions facilitated the experience of "flow" and that flow had a positive impact on both mood (hedonic well-being) and perceptions of performance (eudaimonic well-being).

Clive Fullagar, Kansas State University

Submitted by Clive Fullagar, fullagar@ksu.edu

30-5. The Role of Collective Identity in the Organizational Stress Process

The purpose of this paper is to examine the role of collective identity in the organizational stress process. We use the elements of collective identity to understand why employees react differently to similar organizational stimuli and illustrate how collective identity is an integral part of individuals' coping with organizational stress.

Jason Stoner, Florida State University
Pamela L. Perrewe, Florida State University

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

30-6. Frustration in Graduate School: The Role of Goal Orientation

The purpose of the present study was to investigate whether goal orientation moderates the relationship between quantitative workload associated with both graduate coursework and assistantship duties, and frustration. Results indicated that 2 forms of goal orientation, performance avoidance and mastery orientations, significantly moderated this relationship.

L. Jean Whinghter, Bowling Green State University
Christopher J. Cunningham, Bowling Green State University

Mo Wang, Portland State University
Jennifer L. Burnfield, HumRRO

Submitted by L. Jean Whinghter, lmcmull@bgnet.bgsu.edu

30-7. Testing a Model Of Sense Of Virtual Community

Sense of virtual community (SOVC; i.e., feelings of membership, belonging, identity, and attachment) was examined in 267 members of 7 online groups. Passively and actively exchanging support, perceiving that other members meet face-to-face, and perceiving norms of behavior increase SOVC. Implications for organizational online groups are discussed.

Anita Blanchard, University of North Carolina-Charlotte

Submitted by Anita Blanchard, ALBlanch@email.uncc.edu

30-8. Conflict and Emotional Exhaustion: Another Look at the Burnout Progression

This study is an empirical examination of the effect of conflict at work on the development of burnout for a sample of nurses. Results indicate that emotional exhaustion fully mediated the development of a number of personal and organizational outcomes and partially mediated the development of depersonalization.

Ashley M. Guidroz, Bowling Green State University
Mo Wang, Portland State University
Lisa M. Perez, Minnesota State University-Mankato

Submitted by Ashley M. Guidroz, aguidro@bgnet.bgsu.edu

30-9. Assertive Coping With Workplace Incivility

The current study examines the role of assertiveness in coping with workplace incivility. We proposed that the congruency between personality and gender role with actual coping would impact the incivility–negative outcome relationship. Implications regarding our findings and ideas for future research are discussed.

Jessica A. Gallus, University of Connecticut
Vicki J. Magley, University of Connecticut

Submitted by Jessica A. Gallus, jessica.gallus@uconn.edu

30-10. Interaction of Job-Limiting Pain and Perceived Support on Work Contributions

We conducted 3 studies to examine the interactive effect of perceived organizational support (POS) and job limiting pain (JLP) on performance-related outcomes. POS x JLP explained criterion variance for effectiveness and extra-role behavior in Study 1; effectiveness, work intensity, and citizenship in Study 2; and supervisor-rated task-performance in Study 3.

Zinta S. Byrne, Colorado State University
Wayne A. Hochwarter, Florida State University

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

30-11. Attitudinal Determinants of Support for National Smoking Ban

We studied predictors of bar manager support for legislation banning workplace smoking in New Zealand. Results suggest justice considerations are stronger determinants of support than rational/economic factors. Within-cohort comparison showed increased support for the ban 6 months later. Our research has implications for a broad spectrum of social initiatives.

Nigel Guenole, Victoria University of Wellington
Oleksandr Chernyshenko, University of Canterbury
Kiri Milne, New Zealand Health Sponsorship Council
Stephen Stark, University of South Florida

Submitted by Stephen Stark, sstark@cas.usf.edu

30-12. Face-to-Face Versus Virtual Team-Member Selection Decisions

The influence of 5 team-member characteristics on selection decisions for face-to-face and virtual teams was examined. Task skills had a greater impact on selection decisions for virtual teams, and gender influenced face-to-face team selection decisions more. The impact of race, physical attractiveness, and attitudinal similarity did not differ between team types.

Geeta D'Souza, Central Michigan University
Stephen M. Colarelli, Central Michigan University

Submitted by Stephen M. Colarelli, colar1sm@cmich.edu

30-13. Predicting Aggressive Driving Using the Five-Factor Model Personality Variables

Using self-report data from a representative sample of 308 drivers, we examined the relationships between the 5-factor model personality variables and aggressive driving. Results indicated that Neuroticism and Agreeableness were significant predictors of aggressive driving and explained significant incremental variance in aggressive driving over a measure of trait driving anger.

Travis Tubré, University of Wisconsin-River Falls
Bryan D. Edwards, Tulane University
Mike Zyphur, Tulane University
Chris R. Warren, Tulane University

Submitted by Travis Tubré, travis.tubre@uwrf.edu

30-14. The Team Machine: A Decision Support Tool for Team Formation

This work integrates research from I-O psychology, decision science, operations research, and information systems. We discuss a decision-support tool to facilitate creating equally diverse teams and its use in a graduate program. The decision-support tool is designed to provide users with the built-in capability to easily create diverse balanced teams.

Paul K. Bergey, North Carolina State University
Lynda Aiman-Smith, North Carolina State University

Submitted by Lynda Aiman-Smith,
    Lynda_Aiman-Smith@NCSU.edu

30-15. The Generalizability of Leadership Across Domains and Time Periods

We investigated the degree to which leadership behavior of individuals is generalizable across leadership domains and time periods. We found that 32% of the variance in leadership role occupancy was associated with a person effect, indicating that leadership behavior is indeed generalizable. We conclude with the implications of our findings.

Kyoung W. Park, University of Minnesota

Submitted by Richard D. Arvey, rarvey@csom.umn.edu

30-16. Critical Incidents at Work: Development of the Workplace Perceptions Questionnaire

This research investigated perceptions of critical incidents at work using the Workplace Perceptions Questionnaire (WPQ), a measure developed specifically for this study.

Reliability analyses indicated internal consistency for most subscales. Regression analyses indicated the risk factor set significantly predicted outcome variables. Considered individually, most factors did not contribute unique variance.

Debra L. Bruns, University at Albany-SUNY
Kevin J. Williams, University at Albany-SUNY

Submitted by Debra L. Bruns, debrabruns@yahoo.com

30-17. An Exploratory Examination of the Determinants of Knowledge Sharing

Using a lab and a field experimental study, we investigated how personality characteristics and accountability mechanisms influence knowledge sharing via a knowledge management system. Results showed that accountability mechanisms had positive effects on knowledge sharing. The personality–situation interactions were discussed. Implications and future research were suggested.

Sheng Wang, University of Nevada-Las Vegas
Raymond A. Noe, Ohio State University
Zhong-Ming Wang, Zhejiang University

Submitted by Sheng Wang,
    sheng.wang@ccmail.nevada.edu

30-18. The Effects of Physiological Arousal on an Applied Vigilance Task

Current literature on physiological arousal and vigilance suggests that vigilance may be improved by increasing physiological activity. This hypothesis was tested with an applied sample of lifeguards by utilizing an existing but untested physiologically based scanning strategy. Results indicated higher levels of vigilance with physiologically active strategies.

Jonas P. Johnson, Clemson University
Eric S. McKibben, Clemson University

Submitted by Jonas P. Johnson, jonasj@clemson.edu

30-19. When Does Employee Exercise Benefit the Employing Organization?

Level of exercise, perceived energy and effectiveness, job/life satisfaction, and organizational commitment were examined for individuals in various jobs and with different previous exercise experience. According to the study results, exercise benefits the employing organization and its employees, especially those in less physically demanding jobs.

Lana V. Ivanitskaya, Central Michigan University
Kimberly J. LeGro, State Farm Insurance
Nathan A. Bowling, Wright State University
Kimberly J. LeGro, State Farm Insurance

Submitted by Kimberly J. LeGro, legrokj@hotmail.com

30-20. Oculomotor Measures as Predictors of Performance Under Sleep Deprivation Conditions

This study examined whether oculomotor measures could predict performance on a variety of tasks under sleep deprivation and nonsleep deprivation conditions. Oculomotor measures best predicted performance on vigilance-related tasks when individuals were sleep deprived. Results have implications for work environments as a way to assess fitness for duty.

Laura McClelland, Clemson University
June J. Pilcher, Clemson University
James A. McCubbin, Clemson University

Submitted by Laura McClelland, lmcclel@clemson.edu

30-21. Work Overload, Stigma of Psychological Problems, and Health

Examined work overload and perceiving a stigma associated with admitting a psychological problem as predictors of psychological and physical health symptoms. Perceptions of work overload were a stronger predictor of symptoms when soldiers perceived a stigma of admitting a problem, indicating that stigma may potentiate the effects of organizational stressors.

Tiffany M. Greene, Clemson University
Thomas W. Britt, Clemson University
Carl A. Castro, Walter Reed Army Institute of Research
Charles Hoge, Walter Reed Army Institute of Research

Submitted by Tiffany M. Greene, tmgreen@clemson.edu

30-22. Linking Training to Musculoskeletal Symptoms, Job Dissatisfaction, and Job Insecurity

The results of this study demonstrate that inadequate job training is associated with increased job demands and task ambiguity. Further, increased job demands were associated with greater musculoskeletal symptoms, and decreased job satisfaction and task ambiguity were associated with decreased job satisfaction and increased job insecurity. Implications will be presented.

Jennifer C. Cullen, WA Department of Labor & Industries, SHARP
Barbara Silverstein, WA Department of Labor & Industries, SHARP
Ninica Howard, WA Department of Labor & Industries, SHARP
Christy Curwick, WA Department of Labor & Industries, SHARP

Submitted by Jennifer C. Cullen, culj235@lni.wa.gov

30-23. Theory of Planned Behavior, Occupational Stress, Implementation Intentions, and Health

The present study examined the theory of planned behavior, occupational stress, and the impact of implementation intentions on an exercise intention–behavior relationship. Results identified past behavior, intention, and attitude as the most important determinants of exercise, but implementation intentions had a backfire effect. Future research is discussed.

Jill S. Budden, Northern Illinois University

Submitted by Jill S. Budden, jbudden@niu.edu

30-24. A Meta-Analysis Of Workaholism Antecedents and Outcomes

This meta-analysis examines antecedents and outcomes of workaholism, as well as the most commonly used workaholism scales. Results suggest that organizations should be aware of the possible negative outcomes of employee workaholic behavior. Moderator analysis suggests that there are differences across scale type, highlighting the need for additional systematic research.

Ludmila Zhdanova, Wayne State University
Leslie Kay Allison, Wayne State University
Shuang Yueh Pui, Wayne State University
Malissa A. Clark, Wayne State University

Submitted by Ludmila Zhdanova, lucia@wayne.edu

30-25. Communications Technology and Person–Perception: Distance Makes the Heart Grow Fonder

Individuals were perceived by their peer-mentors to be more similar and more extraverted if they communicated with them solely through electronic chat than if they communicated face-to-face or through video-teleconferencing. Perceptions of extraversion and similarity explained unique variance in ratings of competence and peer mentors' desire to continue their relationships.

Kimberly A. Smith-Jentsch, University of Central Florida
Moshe Feldman, University of Central Florida
Patrick J. Rosopa, University of Central Florida
Nic Bencaz, University of Central Florida

Submitted by Moshe Feldman, mofeld@yahoo.com

30-26. Empirical Support for a New Approach to Computer-Based Simulation

A new approach to computer-based simulation was developed to measure complex interpersonal skills (i.e. assertiveness). Our computer-based assessment in first-person perspective requires oral responses to simulated events that unfold as a continuous story. Results indicate a positive relationship between self-assessed assertiveness and speech characteristics captured by the simulation.

Kimberly A. Smith-Jentsch, University of Central Florida
Amy Griffin, University of Central Florida
Ugochi U. Onyejiaka, University of Central Florida

Submitted by Shannon A. Irving, Amerilda1@aol.com

30-27. Temporary Workers' Coping Responses to Sexual Harassment: A Preliminary Model

A model of the coping strategies of temporary workers to sexual harassment is proposed. It is suggested that the coping strategies used by temporary workers will vary depending on the characteristics of the worker and the employment situation.

Kate Rowbotham, University of Toronto

Submitted by Kate Rowbotham, rowbotham@Rotman.Utoronto.Ca

30-28. Effects of Self-Monitoring During Face-to-Face and Online Interviews

This study compared face-to-face and online interviews. Results showed that applicants felt less pressure online. High self-monitors expressed decreased procedural justice perceptions when interviews were conducted online instead of face to face. Face-to-face applicants' self-monitoring predicted interviewers' ratings of their qualifications; however, this effect did not extend to the online interviewing environment.

Brad Pearce, East Carolina University
Lori Foster Thompson, North Carolina State University

Submitted by Lori Foster Thompson, lfthompson@ncsu.edu

30-29. Time Management, Circadian Type, and Psychological Well-Being

This correlational study examined the relationships among the behavioral and attitudinal dimensions of time management (TM), circadian type, and the Big 5 personality traits. Positive relationships were found between TM, morningness, and dispositional indicators of psychological well-being. Implications for the dispositional nature of TM and TM training are discussed.

Pablo Cruz, Rice University
Heidi Krause, University of Sydney
Jennifer Rodriguez, Rice University
Richard D. Roberts, ETS

Submitted by Pablo Cruz, pcruz@rice.edu

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31. Panel Discussion: Friday, 12:00–1:20 San Antonio A (3rd floor-CC)

Selecting Effective Expatriates: Translating Research Into Practice

As companies continue to expand into multinational organizations, international mergers and joint ventures continue to proliferate, and human resources continue to constitute an organization's most valuable commodity, practitioners must possess an excellent understanding of the predictors, criteria, and other variables associated with successful expatriate outcomes.

Nicole R. Bourdeau, Hogan Assessment Systems, *Chair*
Jamie L. Bomer, Hogan Assessment Systems, *Co-Chair*
John R. Leonard, Valero Energy Corporation, *Panelist*
Jared D. Lock, Hogan Assessment Systems, *Panelist*
Stefan T. Mol, Erasmus University-Rotterdam, *Panelist*

Submitted by Nicole R. Bourdeau,
   nicole@hoganassessments.com

32. Symposium: Friday, 12:00–1:20 Houston A (3rd floor-CC)

Modern-Day Sexism at Work: Forgotten, but not Gone

This symposium examines the nature, prevalence, and consequences of modern-day sexism in the workplace. Utilizing various theoretical perspectives, the papers collectively demonstrate that although sexism now manifests in subtle and seemingly benign ways, its pernicious effects on individuals and organizations remains pervasive.

Seth A. Kaplan, Tulane University, *Chair*
Jill C. Bradley, Tulane University, *Co-Chair*
Jana L. Raver, Queen's University, *Co-Chair*
Marla B. Watkins, Tulane University, Seth A. Kaplan, Tulane University, Arthur P. Brief, Tulane University, Amanda Shull, Tulane University, Joerg Dietz, University of Western Ontario, Marie-Therese Mansfield, Tulane University, Robin R. Cohen, Bristol-Myers Squibb, *Does it Pay to Be a Sexist?*
Jill C. Bradley, Tulane University, Seth A. Kaplan, Tulane University, *The Influence of Job Competence on Ratings of Physical and Interpersonal Attractiveness*
Jana L. Raver, Queen's University, Lisa H. Nishii, Cornell University, *Interactive Effects of Gender Harassment and Ethnic Harassment on Targets*
Laura Riedel, Texas A&M University, Maria Fernanda Garcia, University of Texas-El Paso, Adrienne J. Colella, Tulane University, Mary Triana, Texas

A&M University, *The Effects of Gender and Sexism on Reaction to Paternalism*

Submitted by Seth A. Kaplan, sethakap@yahoo.com

33. Symposium: Friday, 12:00–1:20 Houston C (3rd floor-CC)

Innovative Response Formats in Personality Assessments: Psychometric and Validity Investigations

This symposium describes and compares 3 different approaches to constructing forced choice tests for personality assessment. Simulation results demonstrating the ability to recover normative information from multidimensional forced choice items is presented, along with actual predictive validity evidence from studies conducted in university and military settings.

Oleksandr Chernyshenko, University of Canterbury, *Chair*
Oleksandr Chernyshenko, University of Canterbury, Stephen Stark, University of South Florida, Matthew S. Prewett, University of South Florida, Ashley A. Gray, University of South Florida, Frederick R. B. Stilson, University of South Florida, Matthew D. Tuttle, University of South Florida, *Normative Score Comparisons From Single Stimulus, Unidimensional Forced Choice, and Multidimensional Forced Choice Personality Measures Using Item Response Theory*
Robert J. Schneider, Personnel Decisions Research Institutes, Janis S. Houston, Personnel Decisions Research Institutes, Walter C. Borman, Personnel Decisions Research Institutes, Kerri L. Ferstl, Personnel Decisions Research Institutes, Ronald M. Bearden, Navy Personnel Command, William L. Farmer, FedEx Express, *Integrating CAT, IRT, and Paired Comparison Methodology to Improve Personality Assessment*
Len White, U.S. Army Research Institute, Mark C. Young, U.S. Army Research Institute, *Validation of a Multidimensional Forced-Choice Measure of Temperament Constructs*
Stephen Stark, University of South Florida, Oleksandr Chernyshenko, University of Canterbury, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Toward Increased Utilization of Multidimensional Forced Choice Measures in Personality Assessment*
Alan D. Mead, PAQ Services, Inc, *Discussant*

Submitted by Stephen Stark, sstark@cas.usf.edu

34. Special Event: Friday, 12:00–1:20 State Room 1 (3rd floor-CC)

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.

Steven G. Rogelberg, University of North Carolina-Charlotte, *Host*
Jose M. Cortina, George Mason University, *Co-Host*

35. Education Forum: Friday, 12:00–1:20 State Room 2 (3rd floor-CC)

Leaving the Psychology Tower: Nontraditional Programs in I-O Psychology

This forum will focus on challenges, opportunities, and solutions in the development and implementation of nontraditional programs in I-O psychology. Brief, interactive presentations will address specific issues inherent in the administration of nontraditional programs. Interaction by audience members will be encouraged throughout the forum.

Brigitte Steinheider, University of Oklahoma-Tulsa Graduate College, *Presenter*
David P. Costanza, George Washington University, *Presenter*
Jennifer L. Kisamore, University of Oklahoma, *Presenter*
Roni Reiter-Palmon, University of Nebraska-Omaha, *Presenter*

Submitted by Jennifer L. Kisamore, jkisamore@ou.edu

36. Roundtable: Friday, 12:00–1:20 State Room 4 (3rd floor-CC)

Continuing the Search for Talent Management

"Talent management" is a term used extensively in the popular literature and by many consulting firms populated with I-O psychologists. Yet, the application of talent management solutions is varied and not well measured. This roundtable will focus on progress in defining, selling, and implementing TM solutions.

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

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

37. Practice Forum: Friday, 12:00–1:20 Lone Star C3 (2nd floor-CC)

Patterns Across Global Organizational Surveys: Timeliness, Norms, Structural Equation Models

Companies have been surveying their employees for over 50 years, but in the past decade, leaders of survey programs have been faced with increasingly complex survey data due to globalization. We examine cross-cultural differences in the timing of employees' participation, their responses, and how they consider satisfaction and commitment.

Paul M. Mastrangelo, Genesee Survey Services, Inc., *Chair*
Ingwer Borg, ZUMA, *Early and Later Respondents in Two Global Employee Surveys*
Charles Corace, Johnson & Johnson, *Comparing Survey Responses From the GLOBE Survey to One Global Organization's Survey*
Paul M. Mastrangelo, Genesee Survey Services, Inc., Sarah R. Johnson, Genesee Survey Services, Inc., *Taking the World's Pulse: Implications of the Ongoing Internet-Based Global Work Opinion Survey*
Renee Smith, Harris Interactive Service Bureau, Leslie Jefferson, Xerox Corporation, *A Global Comparison of Employer of Choice Drivers Using Structural Equation Modeling*
Franz G. Deitering, SAP AG, *Discussant*

Submitted by Paul M. Mastrangelo, paul@gensurvey.com

38. Special Event: Friday, 12:00–12:50 Seminar Theater (2nd floor-H)

Plans for a New SIOP-Sponsored Journal

The SIOP Executive Committee has endorsed the creation of a new journal with a focus on interactive exchanges. A focal article on a key issue would be followed by a series of peer commentaries reflecting multiple perspectives (e.g., science, practice, international). The session will present plans for the new journal.

Michael J. Burke, Tulane University, *Participant*
Paul R. Sackett, University of Minnesota, *Particpant*

39. Panel Discussion: Friday, 12:00–1:20 Majestic 1 (37th floor-H)

Employee Attachment and Deviance in Organizations

Workplace deviance has tremendous costs to both individuals and organizations. The purpose of this panel discussion is to examine specific ways in which employee attachment (commitment and identification) may affect, and perhaps remedy, theft, victimization, violence, and other deviant behaviors. Outcomes will include a research agenda and recommendations for practice.

Richard J. Klimoski, George Mason University, **Chair**
Thomas E. Becker, University of Delaware, **Panelist**
Rebecca J. Bennett, Louisiana Tech University, **Panelist**
Robert Eisenberger, University of Delaware, **Panelist**
Fred A. Mael, American Institutes for Research, **Panelist**

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

40. Symposium: Friday, 12:00–1:20 Majestic 4-5 (37th floor-H)

Toward an Understanding of the Antecedents of Initial Organizational Attraction

Researchers are increasingly recognizing the criticality of early recruitment practices, as failing to initially attract the most qualified applicants limits the effectiveness of later recruitment efforts. To this end, the present symposium presents a series of papers that provide greater insights into what factors influence applicants' early attraction to organizations.

Crystal M. Harold, Indiana University-Purdue University Indianapolis, **Chair**
Michael Horvath, Clemson University, **Co-Chair**
Michael Horvath, Clemson University, Matthew Richard Millard, Clemson University, James M. Dickinson, Clemson University, **Patterns and Effects of Recruitment Source Use Among Job Applicants**
Jerel E. Slaughter, University of Arizona, Andrew Li, University of Arizona, **The Origin of Trait Inferences About Organizations**
Todd J. Thorsteinson, University of Idaho, **Trait Inferences About Organizations: A Person–Organization Fit Approach to Initial Attraction**
David M. Mayer, University of Central Florida, Jonathan C. Ziegert, Drexel University, Karen Holcombe Ehrhart, San Diego State University, **The Effects of Cultural Mistrust on Diversity-Related Attributions and Attraction**
Daniel B. Turban, University of Missouri, **Discussant**

Submitted by Crystal M. Harold, charold@iupui.edu

41. Practice Forum: Friday, 12:00–1:20 Dallas A2 (1st floor-CC)

Cross-Cultural Employment Testing: Applications, Challenges, and Research

As labor markets become increasingly diverse, employers face growing demand for selection programs to accommodate a variety of languages and cultures. This forum brings together a broad collection of practitioners who will discuss real world issues and research applied to employment testing across cultures in the U.S. and globally.

John A. Weiner, Psychological Services Inc., **Chair**
Nita R. French, French & Associates, **Selection for U.S. Jobs That Require Languages Other Than English**
Anne Marie Carlisi, Carlisi & Associates, John A. Weiner, Psychological Services Inc., **Testing ESL Job Candidates in the US: Measurement Issues and Findings**
Theodore L. Hayes, The Gallup Organization, **Transnational Test Development, Implementation, and Validation Experiences**
Joseph Streur, The Gallup Organization, Anna Truscott-Smith, The Gallup Organization, Yongwei Yang, The Gallup Organization, Scott A. Davies, Hogan Assessments Systems, **Ensuring Measurement Equivalence and Appropriate Use of Personality Assessments Across Cultures**
Ian S. Little, Hogan Assessment Systems, Ryan A. Ross, Hogan Assessment Systems, Douglas H. Reynolds, Development Dimensions International, **Principles and Guidelines for Adapting Assessments Across Cultures**

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

42. Panel Discussion: Friday, 12:00–1:20 Dallas A3 (1st floor-CC)

Starting With Your Objective: A Framework for Strategic Organizational Surveys

Employee surveys have long been used for organizational improvement, but their scope and potential impact are changing. They can be classified along a continuum from defensive to offensive. Understanding one's goals and position on the continuum is critical. Seasoned practitioners explore challenges and keys to success through a moderated discussion.

Leo Brajkovich, Gantz Wiley Research, **Chair**
Kyle Lundby, Gantz Wiley Research, **Panelist**
Jennifer L. Irwin, Procter & Gamble Company, **Panelist**
Mark T. Rohricht, American Healthways, **Panelist**
Melinda Shiek, Medtronic Vascular, **Panelist**

Submitted by Kyle Lundby, klundby@gantzwiley.com

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43. Symposium: Friday, 12:30–1:50 Houston B (3rd floor-CC)

Gender, Conflict, and Influence: New Directions and Findings

This symposium discusses theoretical and practical implications of gender differences in responding to conflict at work. Communication patterns, stereotypes, and the organizational situation affect men's and women's responses in these situations. The authors discuss the implications of how specific differences in handling conflict influence tangible and intangible outcomes in organizations.

Alice F. Stuhlmacher, DePaul University, *Chair*
Hilary J. Gettman, University of Maryland, Deborah Small, University of Pennsylvania, Michele J. Gelfand, University of Maryland, Linda Babcock, Carnegie Mellon University, *Who Goes to the Bargaining Table? Understanding Gender Variation in the Initiation of Negotiations*
Maryalice Citera, SUNY-New Paltz, Diane Grimaldi, SUNY-New Paltz, Jaymie Lowitt, SUNY-New Paltz, Toni Willis, SUNY-New Paltz, *Stolen Ideas: The Misattribution of Women's Ideas in the Workplace*
Alice F. Stuhlmacher, DePaul University, Maryalice Citera, SUNY-New Paltz, Toni Willis, SUNY-New Paltz, *Gender Differences in Virtual Negotiations: A Meta-Analysis*
Steven J. Karau, Southern Illinois University-Carbondale, Eric Hansen, Malardalen University, *Cultural and Gender Stereotyping of Managerial Roles in Sweden and the U.S.*
Deborah Kolb, Simmons College, *Discussant*

Submitted by Alice F. Stuhlmacher, astuhlma@depaul.edu

44. Symposium: Friday, 12:30–1:50 State Room 3 (3rd floor-CC)

Citizenship and Counterproductivity: Using Innovative Methods to Explore Difficult Questions

These 4 papers use innovative research methods to advance our understanding of important topics related to citizenship and counterproductive behavior. Specifically, questions concerning these constructs' relationships with each other and with antecedents (including temporal precedence considerations) are addressed, as are measurement issues pertaining to levels of analysis and social networks.

Reeshad S. Dalal, Purdue University, *Chair*
Rustin D. Meyer, Purdue University, *Conscientiousness, Situations and Organizational Citizenship Behavior: An Interactional Meta-Analysis*

Peter D. Harms, University of Illinois at Urbana-Champaign, Brent Roberts, University of Illinois, Terri E. Moffitt, King's College, UK/University of Wisconsin Madison, Avshalom Caspi, King's College, UK/University of Wisconsin Madison, *Can We Predict the Counterproductive Employee? Evidence From a 23-Year Longitudinal Study*
Vijaya Venkataramani, Purdue University, Reeshad S. Dalal, Purdue University, *Interpersonal Citizenship and Counterproductive Behavior: A Social Networks Perspective*
Holly Lam, Purdue University, Reeshad S. Dalal, Purdue University, Howard M. Weiss, Purdue University, Eric R. Welch, Purdue University, Charles L. Hulin, University of Illinois, *Experience Sampling Work Behavior and Performance*

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

45. Special Event: Friday, 12:30–2:20 Lone Star C1 (2nd floor-CC)

Making Connections: Strategies for Communicating I-O to Non-I-O Audiences

Four practitioners discuss the challenges inherent in presenting complex I-O concepts and results to non-I-O audiences. Strategies for communicating the value of I-O activities to executives, selling psychological products to professionals and nonprofessionals, translating I-O research in court, and conducting a communication makeover of I-O presentations are demonstrated.

Wendy S. Becker, University at Albany-SUNY, *Co-Chair*
Jeffrey A. Jolton, Kenexa, *Co-Chair*
Leslie Joyce, The Home Depot, *I-O for the XO*
John W. Jones, IPAT, *Ethically Selling Psychological Products and Services to Professionals and Nonprofessionals*
Kathleen Kappy Lundquist, Applied Psychological Techniques, *Making Your Case: Judicious Tips for Communicating With Judges, Juries, and Attorneys*
Jeffrey A. Jolton, Kenexa, *Clear Eye for the I-O Guy (and Gal): An Extreme Presentation Makeover*
Donna Uchida, Arysta LifeScience, *Presenter*
Lori Carrell, University of Wisconsin-Oshkosh, *Presenter*
Andrea Watkins, Kenexa, *Presenter*

46. Panel Discussion: Friday, 12:30–2:20 Lone Star C4 (2nd floor-CC)

The Evolution of 360º Feedback: What Hath We Wrought?

On the 5th anniversary of the publication of *The Handbook of Multisource Feedback*, some of the contributors offer their perspectives on what has changed since writing their chapters and where the field of multisource feedback seems to be heading.

David W. Bracken, Kenexa Corporation, *Chair*
Carol W. Timmreck, The Timmreck Group, *Co-Chair*
W. Warner Burke, Teachers College, Columbia University, *Panelist*
James L. Farr, Pennsylvania State University, *Panelist*
John W. Fleenor, Center for Creative Leadership, *Panelist*
Marshall Goldsmith, Marshall Goldsmith Partners, *Panelist*
Manuel London, SUNY-Stony Brook, *Panelist*
David B. Peterson, Personnel Decisions International, *Panelist*
Walter W. Tornow, The Tornow Partnership, *Panelist*
Angelo S. DeNisi, Tulane University, *Discussant*

Submitted by David W. Bracken, david.bracken@kenexa.com

47. Symposium: Friday, 12:30–1:50 Austin 1 (2nd floor-H)

Team Leaders: Who Are They and What Do They Do?

Although teams are a popular way to design work, many questions remain about how to best lead them. This symposium presents diverse empirical research that identifies the roles of team leaders and the behaviors that team leaders engage in to foster team effectiveness.

Frederick P. Morgeson, Michigan State University, *Chair*
Daniel Scott Derue, Michigan State University, *Co-Chair*
C. Shawn Burke, University of Central Florida, Kevin C. Stagl, University of Central Florida, Cameron Klein, 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, *Does Leadership in Teams Matter? A Meta-Analytic Investigation of Leadership Behavior, Team Characteristics, and Team Performance*
Frederick P. Morgeson, Michigan State University, Daniel Scott Derue, Michigan State University, *A Behavioral Model of Team Leadership*
Ingrid Smithey Fulmer, Michigan State University, Greg L. Stewart, University of Iowa, *Perceptual Accuracy Regarding Leadership Roles in "Leaderless" Teams*

Michelle A. Marks, George Mason University School of Management, Dave Luvison, Alliance Vista Corporation, *Team Leadership of Strategic Alliances*
John E. Mathieu, University of Connecticut, *Discussant*

Submitted by Frederick P. Morgeson, morgeson@msu.edu

48. Special Event: Friday, 12:30–1:20 Austin 2 (2nd floor-H)

Distinguished Early Career Contributions Award

Justice in Teams: Lessons Learned and Future Directions

This session will provide an overview of the justice in teams literature, emphasizing lessons learned and future research directions that need to be explored. The session will focus on how justice is experienced by individual group members as well as how fairness operates at the group level of analysis.

John R. Hollenbeck, Michigan State University, *Chair*
Jason A. Colquitt, University of Florida, *Presenter*

49. Symposium: Friday, 12:30–2:20 Austin 3 (2nd floor-H)

The Intersection of Work and Family Roles: A Crossover and Dyadic Perspective

Work–family research has been criticized for an overemphasis on the individual. This symposium answers the call for more research examining couples and crossover effects from 1 spouse to another. Results of 3 empirical studies that include dual-earner couple data and a comprehensive review of the crossover literature will be presented.

Tammy D. Allen, University of South Florida, *Chair*
Michelle Streich, University of Tulsa, Wendy J. Casper, University of Texas at Arlington, Amy Nicole Salvaggio, University of Tulsa, *Commitment and Work–Family Conflict in Dual Earner Couples*
Jeffrey H. Greenhaus, Drexel University, Tammy D. Allen, University of South Florida, *The Relationship Between Work–Family Conflict and Marital Quality: A Crossover Perspective*
Lillian T. Eby, University of Georgia, *Crossover Effects and Role Reversal: Gender and the Trailing Spouse*
Mina Westman, Tel Aviv University, *Thirty Years of Cross-Over Research: Where Were We and Where Are We Now?*

Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

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50. Interactive Posters: Friday, 12:30–1:20 Majestic 8 (37th floor-H)

Faking

Amy Hayes, Russell Reynolds Associates, *Facilitator*

50-1. A Structural Equation Model Measuring Faking Propensity and Faking Ability

Measures of several personality variables were obtained in a repeated measures design employing honest, incentive, and instructed-faking conditions. Application of a structural equation model found faking propensity and faking ability latent variables to be uncorrelated. Faking propensity was related to emotional stability. Faking ability was related to cognitive ability.

John Michael Clark, University of Tennessee-Chattanooga
Michael Biderman, University of Tennessee-Chattanooga

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

50-2. Does Test-Taking Motivation Result in More Faking?

This study examines the relationships between test reactions, test-taking motivation, faking behavior, and personality test scores. Results reveal that test takers who are most motivated to do well on the test are also less inclined to fake. Implications of this finding for both the applicant reactions and faking literatures are discussed.

Lynn A. McFarland, Clemson University
Tiffany Bludau, George Mason University
Crystal M. Harold, Indiana University-Purdue
    University Indianapolis

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

50-3. Personality, Faking, and Convergent Validity: A Warning Concerning Warning Statements

Personality measures continue to be criticized for their susceptibility to faking and socially desirable responding. The present study examined the effects of warning applicants against faking on convergent validity of self–observer ratings. Results indicated the warning statements did not improve convergent validity for any of the personality dimensions.

Sean Robson, Radford University
Andrew Jones, Danaher Motion
Joseph D. Abraham, A&M Psychometrics, LLC

Submitted by Sean Robson, smrobson@radford.edu

50-4. Do People Fake on Personality Inventories? A Verbal Protocol Analysis

Verbal protocol analysis of simulated applicants to a personality test suggested that individuals do fake on personality inventories, that individuals can be classed into 1 of 3 faking classes and that honest fakers take less time to complete and make fewer corrections to their personality inventories than faking responders.

Chet Robie, Wilfrid Laurier University
Douglas J. Brown, University of Waterloo
James C. Beaty, Previsor-ePredix

Submitted by Chet Robie, crobie@wlu.ca

51. Community of Interest: Friday, 12:30–1:20 Live Oak (2nd floor-H)

Emerging Topic #2 in I-O Psychology
See registration desk for more information.

52. Poster Session: Friday, 12:30–1:20 Lone Star A-B (2nd floor-CC)

Aging, Motivation, & Culture

52-1. Efficacy Beliefs and Group Members' Motivation Toward Group Creative Processes

This paper examines how efficacy beliefs influence group creative processes. Specifically, it is proposed that self- and group efficacies are positively related to each group member's motivation to engage in group creative processes. Moderators are also considered in the relationship between efficacy beliefs and the motivation toward group creative processes.

Kwanghyun Kim, Texas A&M University

Submitted by Kwanghyun Kim, Kkim@mays.tamu.edu

52-2. Retirement Transition and Adjustment Process: Examining Psychological Well-Being Change Patterns

This study adopted a theory-driven approach to examine retirement transition and adjustment process. Using longitudinal data from *Health and Retirement Survey*, three patterns of retirees' psychological well-being changes were found. Reconciling previous inconsistent findings, this result suggests the existence of multiple retiree subgroups corresponding to different psychological well-being change patterns.

Mo Wang, Portland State University

Submitted by Mo Wang, mw@pdx.edu

52-3. The Role of Affect and Judgment in Goal Regulation

In an Internet-based stock investment simulation, participants adjusted their goals in synchrony with the feedback they received. The feedback–goals relationship was mediated by expectancy/valence judgments. In addition, positive affect partially mediated the feedback–expectancy and feedback–valence relationships, and the 2 judgments fully mediated the impact of positive affect on future goals.

Myeong-Gu Seo, University of Maryland
Remus Ilies, Michigan State University

Submitted by Remus Ilies, ilies@msu.edu

52-4. Factor Structure of the KEYS® Climate for Creativity Scale

We investigated the factor structure of the KEYS® Climate for Creativity Scale. Support for an 8-factor structure was found through exploratory and confirmatory factor analyses. Results are discussed in terms of comparisons with the previously identified factor structure and possible reduction of the KEYS® scale's length.

Daniel Rosenberg, North Carolina State University
S. Bartholomew Craig, North Carolina State University

Submitted by Daniel Rosenberg,
    Dan_Rosenberg@ncsu.edu

52-5. Measurement Invariance of a Global Survey Across Six Cultural Regions

We examined the measurement equivalence of an organizational survey across 26 countries in 6 cultural regions. Per region, the survey exhibited form and metric invariance, suggesting that people used the same frame of reference and interpreted the scale intervals similarly. Besides the English-speaking region, no evidence for scalar invariance was found.

Alain De Beuckelaer, Radboud University Nijmegen
Filip Lievens, Ghent University

Submitted by Filip Lievens, filip.lievens@ugent.be

52-6. Creating Profit by Keeping Promises to Employees

Using a large restaurant company, we tested a model of enterprise success to determine the impact the employee experience had upon the customer experience and the impact the customer experience had upon profit. We found that the employee experience predicted the customer experience and that the customer experience predicted profit.

Brian D. Cawley, CorVirtus
Bobby Baker, CorVirtus

Submitted by Brian D. Cawley, BCawley@CorVirtus.com

52-7. Work Habits' Role in the Motivation of Food Safety Behaviors

Work habits at a turkey processing plant were considered in an integrated framework for motivated behavior based on models of intentions. Attitudes and subjective norms toward food safety were able to predict food safety intentions. These intentions along with work habits and perceived behavior control predicted food safety behaviors.

Verlin B. Hinsz, North Dakota State University
Gary S. Nickell, Minnesota State University-Moorhead
Ernest S. Park, North Dakota State University

Submitted by Verlin B. Hinsz, verlin.hinsz@ndsu.edu

52-8. Why Retirees Work: Differential Prediction of Bridge Employment Type

This study examines personal and environmental predictors of 2 types of bridge employment: career bridge jobs and bridge jobs in fields different from one's career. Multinomial logistic regression was used to test differential predictors of either type of bridge employment and full retirement.

Kirsten T. Gobeski, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitted by Kirsten T. Gobeski, gobes1kt@cmich.edu

52-9. Group-Level Analysis of Innovation Implementation Effectiveness

We examined antecedents and mediators of innovation implementation effectiveness, (group perceptions of supervisor fairness, supervisor support for change, and implementation procedures). Results indicated supervisor support as a mediating variable for the supervisor fairness–implementation effectiveness link as well as

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the partial mediation of supervisor support–implementation effectiveness link via implementation procedures.

Katy Mohler Fodchuk, Old Dominion University
Donald D. Davis, Old Dominion University
Heather J. Downey, Old Dominion University

Submitted by Katy Mohler Fodchuk, kfodchuk@odu.edu

52-10. Relations Between Climate Strength, Individual Function, and Deviant Perceptions

This study looked at relations between climate strength and climate level, and the association between the functions individuals serve in an organization and the extent to which they share the perceptions of their coworkers. Results support the notion that there are differences in the perceptions of worksite subgroups.

Michael T. Ford, George Mason University
Lois E. Tetrick, George Mason University
Kathryn Mearns, University of Aberdeen

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

52-11. Making Fun of Coworkers: Analyzing the Content of Workplace Humor

We investigated the content, tone, frequency, and offensiveness of humor witnessed and/or personally used to make fun of coworkers by 170 employees working primarily in service industries. Employee perceptions of the potential positive and negative organizational, group, and individual employee-level influences of workplace humor were also examined.

Christopher W. LeGrow, Marshall University
Angella Anderson, Marshall University

Submitted by Christopher W. LeGrow, legrow@marshall.edu

52-12. National Culture Compatibility and Merger and Acquisition Performance

Although many researchers indicate that culture clash plays a major role in the high failure rate of M&As, little empirical research has been conducted. This study found mixed results regarding the impact of national culture differences on the short-term and long-term stock price fluctuations of related cross-border M&As.

Vasiliki (Kiki) Nicolopoulos, Baruch College, CUNY
Harold W. Goldstein, Baruch College, CUNY

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

52-13. Evolving Mental Models for Retirement

This research proposes a more complex model of retirement than previous research has examined, thereby explaining some of the underlying processes involved in choice of retirement age. A large sample of employees enables the model to be tested across different age groups to show differential relationships with expected retirement age.

Barbara Griffin, University of Sydney
Beryl L. Hesketh, University of Sydney

Submitted by Beryl L. Hesketh, pvc@cst.usyd.edu.au

52-14. The Relationship Between Employee Participation and Organizational Outcomes Revisited

Using a large sample from a midwest industrial organization, this research demonstrated employee involvement in decision making affects job satisfaction and turnover intentions directly and via an increase in role clarity and perceptions of justice. Analyses suggested outcomes are most strongly affected by employee involvement directly and through justice perceptions.

Barbara A. Ritter, Coastal Carolina University
Carrie A. Schlauch, The Timken Company
Curtiss P. Hansen, The Timken Company

Submitted by Barbara A. Ritter, britter@coastal.edu

52-15. Multilevel Analysis: Selling Style, Gender, Culture, and Exaggeration by Salespeople

A multilevel analysis was computed to examine the influence of selling style, gender, and country on the tendency of 18,327 salespeople from 141 companies and several countries to exaggerate. Rapport-oriented sellers exaggerated less than salespeople using other styles, but gender was not significant. U.S. salespeople exaggerated the most.

Ira H. Bernstein, University of Texas at Arlington
George W. Dudley, Behavioral Sciences Research Press
Shannon L. Goodson, Behavioral Sciences Research Press

Submitted by Shannon L. Goodson, bsrpslg@msn.com

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52-16. The Impact of Job Insecurity on Employee Creativity and Counterproductivity

This study examined the effects of job insecurity on employee creativity and counterproductivity using 144 employees. Results suggest that job insecurity (a) has a detrimental effect on employee creativity, and (b) is related to decreases in counterproductive work behaviors. Implications, limitations, and future research ideas are presented.

Melissa L. Gruys, Washington State University-Vancouver
Susan M. Stewart, University of Puget Sound
Tahira M. Probst, Washington State University-Vancouver

Submitted by Melissa L. Gruys,
   gruys@vancouver.wsu.edu

52-17. Attitudes Toward Older Workers: Empirical Evidence for a Climate Measure

Organizations are facing a potential skill gap loss due to the impending retirement of the baby-boom generation. The success of retention programs is hypothesized to be influenced by a climate that encompasses employee attitudes toward older workers. This study describes evidence regarding the development and validity of a climate measure.

Michael J. Kavanagh, University at Albany, SUNY
Brian D. Lyons, University at Albany, SUNY
John W. Michel, University at Albany, SUNY

Submitted by Brian D. Lyons, bl536526@albany.edu

52-18. Evaluating the Relative Contribution of Distal Antecedents of Safety

This study examines the relative utility of safety related constructs, including safety climate, to provide empirical support for a reduced set of predictive constructs. Results suggest that safety climate accounts for the majority of variance in safety behavior. We conclude with theoretical implications for safety climate research.

Catherine Hetherington, University of Aberdeen
Rhona Flin, University of Aberdeen
Kathryn Mearns, University of Aberdeen

Submitted by Catherine Hetherington,
   c.hetherington@abdn.ac.uk

52-19. An Integration of Two Complex Concepts of Achievement Motivation

We examined the theoretical and empirical similarity in the conceptualization and measurement of achievement motivation as postulated by the onion model of achievement motivation (Schuler, 1998) and the motivational traits and skills model (Kanfer & Heggestad, 1997). Empirical evidence on the construct validity of the Achievement Motivation Inventory is presented.

Konstantin Cigularov, Colorado State University
George C. Thornton III, Colorado State University

Submitted by Konstantin Cigularov,
   kcigular@lamar.colostate.edu

52-20. Making Theories User Friendly: Translating Motivation Theory Into Management Practice

We propose 1 method to address the lack of information sharing between researchers and managers through effective communication of well-validated theories. We demonstrate this experimentally by adding communication tools to motivation theory descriptions, which produced more satisfactory theories that were more likely to be applied on the job.

Emily M. Hunter, University of Houston
Sara K. Jansen, University of Houston
Christiane Spitzmueller, University of Houston

Submitted by Emily M. Hunter, emhunte2@central.uh.edu

52-21. Bridge Employment: Can Occupational Self-Efficacy Determine Which Bridges Are Crossed?

Bridge employment is becoming more and more prominent, yet, we know little in terms of its antecedents. Therefore, in the present study we examined the role of a variety of demographic and psychological variables, including occupational self-efficacy, to determine the predictors of older workers' intentions to engage in bridge employment.

Alex Brody, California State University-San Bernardino
Kenneth S. Shultz, California State University-San Bernardino

Submitted by Kenneth S. Shultz, kshultz@csusb.edu

52-22. Task Characteristics as Predictors of Procrastination in an Applied Setting

This study identified potential predictors of procrastination using a workplace sample. Task difficulty, ambiguity, significance, autonomy, and identity were all found to account for variance in multiple measures of task procrastination. In addition, job enlargement moderated the relationship between task ambiguity and task procrastination.

Laurie Wasko, Clemson University
Michael Horvath, Clemson University

Submitted by Laurie Wasko, lwasko@clemson.edu

52-23. Importance Ratings: Does Rater Age Make a Difference?

This study explored the relationship between rater age and importance ratings. In this study, 4,494 participants completed a multisource feedback measure. Younger raters placed more importance on the Communication and Self-Management factors, but older raters placed more importance on the Thinking factor. Practical and theoretical implications are discussed.

Nathan A. Surley, University of Texas at Arlington
Carlina Cinciripini, University of Texas at Arlington
Kristin Orsak, University of Texas at Arlington
Alison Cooper, University of Texas at Arlington
Kristi M. Addington, University of Texas at Arlington
Lloyd Lin, University of Texas at Arlington
Mark C. Frame, University of Texas at Arlington

Submitted by Mark C. Frame, Frame@uta.edu

52-24. Framing Effects of Distal Goals on Proximal Goal Processes

Proposals that distal goals frame proximal goal processes have gained little research attention. We examined effects of distal goal content on the commitment to and difficulty of proximal goals. Goal orientation and career goal content predicted proximal goal difficulty and commitment; however, framing effects became weaker over time.

Jenene N. Pulley, Missouri State University
Thomas D. Kane, Missouri State University
Lizabeth S. Barber, Missouri State University
Carol F. Shoptaugh, Missouri State University

Submitted by Thomas D. Kane, tdk464F@
    missouristate.edu

52-25. Measurement Invariance for the 2 x 2 Achievement Goal Framework

Configural, metric, and scalar measurement invariances were found between students and employees on a measure assessing the 2 x 2 framework of achievement goals. A latent means analysis indicated that employees reported higher levels of mastery-approach and lower levels of performance-approach, performance-avoidance, and mastery-avoidance goals than students.

Lisa Baranik, University of Georgia
Charles E. Lance, University of Georgia
Abigail R. Lau, James Madison University
Kenneth E. Barron, James Madison University

Submitted by Lisa Baranik, lbaranik@gmail.com

52-26. Influences of Discrepancies, Attributions, and Self-Efficacy in Explaining Goal Revision

This study investigated the mediating role of self-efficacy in the interaction of causal attributions and feedback on goal revision. A significant interaction was observed between attributions and feedback on goal revision, a relationship explained both conceptually and empirically by the intervening effects of self-efficacy. Research and practice implications are discussed.

Adam P. Tolli, University of Akron
Aaron M. Schmidt, University of Akron

Submitted by Adam P. Tolli, apt1@uakron.edu

52-27. Turnover in High-Performing Employees: Do Antecedents Depend on Age?

Recent research suggests that the causes of voluntary turnover differ by age groups. This paper, resulting from a field study, finds support for that assertion and offers insights regarding relative roles of supervisor support and job satisfaction on voluntary turnover across different age groups.

Kimberly Jaussi, Binghamton University
Michael Palanski, Binghamton University
Walter Reichman, Sirota Consulting

Submitted by Kimberly Jaussi,
    kjaussi@binghamton.edu

52-28. Factors Affecting Employee Satisfaction With Disability Accommodation: A Field Study

This paper examines the satisfaction of employees with disabilities with workplace accommodations. Employee input into the accommodation process and receipt of the accommodation requested were direct and positive predictors of satisfaction. Employee race was indirectly related to satisfaction; minority employees were less satisfied. Employee gender was not a significant predictor.

Michael M. Harris, University of Missouri-St. Louis
Deborah Balser, University of Missouri-St. Louis

Submitted by Michael M. Harris, mharris@umsl.edu

52-29. Implicit Theory of Intelligence: Interaction with Cognitive Ability and Conscientiousness

This study examined the interactive effects of implicit theory of intelligence with cognitive ability and Conscientiousness on performance. Implicit theory of intelligence provided unique contribution in predicting performance. The correlation between entity theory of intelligence and performance was moderated by cognitive ability. This 2-way interaction was further moderated by Conscientiousness.

Guangrong Dai, Central Michigan University
Hui Meng, East China Normal University
Jinyan Fan, Hofstra University

Submitted by Guangrong Dai, dai1g@cmich.edu

52-30. Exploring the Longitudinal Role of Psychological Climate in Sexual Harassment

Considering climate as the day-to-day establishment of contingencies for sexual harassment within organizations suggests that, via its similarity to aspects of secondary appraisal, it may mediate harassment–outcomes relationships. We investigate this question using a longitudinal sample and determine that climate should not be limited to its already substantiated antecedent role.

Carra S. Sims, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
Louise F. Fitzgerald, University of Illinois at Urbana-Champaign

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

53. Practice Forum: Friday, 12:30–1:50 Dallas A1 (1st floor-CC)

Strategic Approach to On-the-Job Learning: Beyond Trial and Error

Little is documented in the literature about how to structure on-the-job learning (OJL) activities and ensure its impact. A group of experienced practitioners will discuss the need for lifecycle approach to provide structure and best practices for development and deployment of OJL, a key component of an organization's learning portfolio.

Sharon Arad, IBM, *Chair*
David W. Dorsey, Personnel Decisions Research Institutes, *Co-Chair*
Sharon Arad, IBM, *The Business Case for On-the-Job Learning at IBM*
Kari E. Yoshimura, North Carolina State University, *Blue Opportunities: Experiential Learning at IBM*
David W. Dorsey, Personnel Decisions Research Institutes, *OJL for Developing Future Leaders*
Susan S. White, Personnel Decisions Research Institutes, Marcie Lowrance, U.S. Government, Scott I. Tannenbaum, Group for Organizational Effectiveness, *OJL Tools and Practices: Rigor and Reality*

Submitted by Sharon Arad, arads1@us.ibm.com

54. Symposium: Friday, 1:00–2:50 Lone Star C2 (2nd floor-CC)

A Frank Discussion of Adverse Impact

One of the most vexing problems faced by an organization is identifying and minimizing the adverse impact of its selection procedures. The 4 papers in this symposium provide a comprehensive overview of what adverse impact is, causal factors, and the decision-making process for addressing it.

Sheldon Zedeck, University of California-Berkeley, *Chair*
Nancy T. Tippins, Valtera, *Adverse Impact From the Perspective of an Organizational Cosultant*
Paul J. Hanges, University of Maryland, *A Frank Discussion of Adverse Impact: Core Issues*
James L. Outtz, Outtz and Associates, *Adverse Impact: What Is It and What Can be Done About It?*
Paul R. Sackett, University of Minnesota, *A Program of Research on the Effectiveness of Adverse Reduction Strategies*
Kevin R. Murphy, Pennsylvania State University, *Discussant*

Submitted by James L. Outtz, jlouttz@aol.com

FRIDAY PM

55. Master Tutorial: Friday, 1:00–2:50 Seminar Theater (2nd floor-H)

Two CE Credits Available for Attending!
Register at the Session

Media Training Workshop: Preparing for the Media Interview

The program includes a discussion about what media outlets want from news sources. Also covered will be the best way to prepare for an interview and how to develop message points for news interviews. Interviews from national news programs will be reviewed and critiqued.

Rhea K. Farberman, APA, *Host*

56. Practice Forum: Friday, 1:30–2:50 San Antonio A (3rd floor-CC)

Supporting Executives in Transition: An Integrated Cross-Disciplinary Approach

The transition of leaders into influential executive roles can have a substantial impact on an organization. Participants will discuss an integrated, cross-disciplinary approach to support new corporate officers as they transitioned to their executive roles. The program incorporated a curriculum on transitions, social network analysis, and customized coaching.

Marnie S. Crawford, Self-employed, *Chair*
Carole Tilmont, Fannie Mae, Laura Marchiori, Fannie Mae, *New Officer Transition Program: Need and Overview*
Rob Cross, University of Virginia, Salvatore Parise, Babson College, *Social Networks and the New Officer: An Important Factor*
Marnie S. Crawford, Self-employed, *Integration of Customized Coaching With the Program Curriculum*
Shubha Shivapurkar, Fannie Mae, *New Officer Perspective on the Transition and the Program*

Submitted by Marnie S. Crawford, marniecrawford@verizon.net

57. Practice Forum: Friday, 1:30–2:50 San Antonio B (3rd floor-CC)

Managing Cross-Cultural Assessment Challenges: Guidance From Experienced Practitioners

Cross-cultural assessment systems are a major strategic imperative for many large corporations and consulting firms. Deployment of such systems requires recognition and management of a range of complex issues. This session integrates the perspectives of presenters from corporate and consultant settings to share lessons learned and best-practice guidance.

Evan F. Sinar, Development Dimensions International, *Chair*
Robert E. Gibby, Procter & Gamble, Angela K. Pratt, Wayne State University, Jennifer L. Irwin, Procter & Gamble Company, *Challenges of Developing and Deploying a Global Assessment System*
Rex C. Backes, *Exploring the Impact of English Second Language Candidates on Assessment Pass Rates*
Kevin W. Cook, Development Dimensions International, Cindy McGovern, Development Dimensions International, *Multilingual Enterprise Hiring in a North American Organization*
Joseph A. Jones, , Michael S. Fetzer, PreVisor, Inc., Lisa Schultz, Development Dimensions International, *"Learning the Ropes": Lessons from the World of Cross-national Test Adaptation*

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

58. Symposium: Friday, 1:30–2:50 Houston A (3rd floor-CC)

Perceptions of Discrimination at Work: Prevalence, Correlates, and Consequences

Although a significant body of research on workplace discrimination exists, comprehensive understanding of the factors surrounding perceptions of workplace discrimination by targets has not been achieved. This symposium explores individual and organizational level contributors and consequences to workplace discrimination perceptions and proposes practical and theoretical implications based on research findings.

Lori Anderson Snyder, University of Oklahoma, *Chair*
Lori Anderson Snyder, University of Oklahoma, Jeanette N. Cleveland, Pennsylvania State University, *An Exploration of the Experience of Subtle Discrimination at Work*
Eden B. King, Rice University, Michelle (Mikki) Hebl, Rice University, Jennifer M. George, Rice University, Sharon E. Matusik, Rice University, *Understanding Tokenism: Antecedents and Consequences of Psychological Climate for Gender Inequity*
Corey S. Munoz, Human Resources Research Organization, Kecia M. Thomas, University of Georgia, *A Multilevel Examination of Discrimination for Sexual Minorities Employees*

Dianna L. Stone, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, T. Nichole Phillips, University of Central Florida, Keisha Wicks, University of Central Florida, *Factors Affecting Perceived Discrimination Against Immigrants*

Robert L. Dipboye, University of Central Florida, *Discussant*

Submitted by Lori Anderson Snyder, lsnyder@psychology.ou.edu

59. Panel Discussion: Friday, 1:30–2:50
Houston C (3rd floor-CC)

A Closer Look at Applicant Faking Behavior

Although personality measures have become a staple in selection procedures, concerns about applicant faking persist. The invited group of expert panelists will attempt to tease out and question the assumptions that have been the basis of contemporary research and discuss how changes in these conceptualizations may impact future efforts.

Richard L. Griffith, Florida Institute of Technology, *Chair*

Neil D. Christiansen, Central Michigan University, *Panelist*

Robert T. Hogan, Hogan Assessment Systems, *Panelist*

Andrea F. Snell, University of Akron, *Panelist*

Nicholas L. Vasilopoulos, George Washington University, *Panelist*

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

Submitted by Richard L. Griffith, griffith@fit.edu

60. Symposium: Friday, 1:30–2:50
State Room 1 (3rd floor-CC)

Time and Job Satisfaction

Recent advances in theory and research on job satisfaction explicitly consider how attitudes unfold over time. We review these advances and present data on (a) the importance of when satisfaction is measured, (b) using satisfaction trends as predictors of behavioral intentions, and (c) establishing the time-ordering of satisfaction and behavior.

Daniel A. Newman, Texas A&M University, *Chair*

Daniel Heller, University of Waterloo, Remus Ilies, Michigan State University, *Memories of Satisfaction: Prospective Versus Retrospective Job Satisfaction Ratings*

Gilad Chen, Texas A&M University, Robert E. Ployhart, University of South Carolina, Helena D. Cooper Thomas, University of Auckland, Neil R. Anderson,

University of Amsterdam, Paul D. Bliese, US Army Medical Research–Europe, *Can Job Satisfaction Change Predict Turnover Inclination?*

Nathan J. Hiller, Florida International University, John P. Hausknecht, Cornell University, Robert J. Vance, Vance & Renz, LLC, Daniel A. Newman, Texas A&M University, *Temporal Priority in the Attitude-Behavior Relationship: A Unit Level Analysis*

Daniel A. Newman, Texas A&M University, Paul J. Hanges, University of Maryland, *Which Comes First, Job Satisfaction or Performance? Temporal Precedence Methodology*

David Chan, Singapore Management University, *Discussant*

Submitted by Daniel A. Newman, d5n@tamu.edu

61. Symposium: Friday, 1:30–2:50
State Room 2 (3rd floor-CC)

Personal Characteristics and Creativity: Traditional and New Factors

With the changing nature of work it has been argued that creativity is an important factor in firm survival. This symposium will explore 1 important factor contributing to creativity–individual differences. The 5 papers will explore a range of personality and cognitive style variables and their effect on creativity.

Christina E. Shalley, Georgia Institute of Technology, *Chair*

Roni Reiter-Palmon, University of Nebraska-Omaha, *Co-Chair*

Joseph M. James, University of North Carolina-Charlotte, Roni Reiter-Palmon, University of Nebraska-Omaha, Marcy Young, University of Nebraska-Omaha, Justin Yurkovich, University of Nebraska-Omaha, Jody J. Illies, Saint Cloud State University, *Creativity and the Five Factor Model: Do Instructions and Measures of Creativity Make a Difference*

Marieke Schipzand, Georgia Institute of Technology, David M. Herold, Georgia Institute of Technology, Christina E. Shalley, Georgia Institute of Technology, *Members' Openness to Experience and Teams' Creative Performance*

Keith James, Portland State University, Kimberly C. Hastey, Colorado State University, Russell S. Cropanzano, University of Arizona, *Dispositional Affectivity, Trait and State Cynicism, and Organizational Justice as Influences on Positive and Negative Creativity*

Erik Dane, University of Illinois at Urbana-Champaign, Markus Baer, University of Illinois, Michael G. Pratt, University of Illinois at Urbana-Champaign,

Greg R. Oldham, University of Illinois, *The Effects of Thinking Styles on Creative Idea Generation and Evaluation*

Michael D. Mumford, University of Oklahoma, Katrina E. Bedell, University of Oklahoma, *Temporal Frames and Creative Thought*

Submitted by Roni Reiter-Palmon, rreiter-palmon@mail.unomaha.edu

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62. Special Event: Friday, 1:30–2:50 State Room 4 (3rd floor-CC)

TIP-Topics Roundtable Discussion: Facilitating Collaboration Among Graduate Students

Methods for fostering communication among I-O graduate students will be discussed. Suggestions to enhance TIP-TOPics columns and additional ideas will be gathered, such as a Web site, the Graduate Information Network (G*NET). Students from I-O programs, subject matter experts (e.g., Walter C. Borman), and others involved with SIOP's Web site are invited.

Adam C. Bandelli, University of South Florida, *Presenter*
Gabriel E. Lopez Rivas, University of South Florida, *Presenter*
Raymond Charles Ottinot, University of South Florida, *Presenter*
Laura L. Koppes, LK Associates, *Presenter*

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63. Debate: Friday, 1:30–2:50 Lone Star C3 (2nd floor-CC)

Resolved: The APA Ethics Code is Inadequate for I-O Psychology

An ethical code of conduct is a profession's foremost statement regarding its moral and professional values, ethical concerns, and its aspirations. It indicates who we are and want to be. To what extent does APA's code, representing 53 heterogeneous divisions of psychologists, adequately represent I-O psychology to the world?

Joel M. Lefkowitz, Baruch College, CUNY, *Moderator*
Jerald Greenberg, The Ohio State University, *Presenter*
Robert M. McIntyre, United States Navy, *Presenter*
Deirdre J. Knapp, HumRRO, *Presenter*
Rodney L. Lowman, Alliant International University, *Presenter*
P. Richard Jeanneret, Jeanneret & Associates, Inc., *Presenter*
Stephen Behnke, American Psychological Association, *Presenter*

Submitted by Joel M. Lefkowitz, Joel_Lefkowitz@baruch.cuny.edu

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64. Panel Discussion: Friday, 1:30–2:50 Austin 2 (2nd floor-H)

A Juggling Act: Devising Personnel Selection Systems

When designing selection systems, human resource practitioners are expected to produce practical solutions that are legally, economically, and psychometrically sound. How are practitioners juggling these factors? What can we learn from their experiences, and how can we better equip practitioners of the future?

Jamie L. Bomer, Hogan Assessment Systems, *Chair*
Nicole R. Bourdeau, Hogan Assessment Systems, *Co-Chair*
Nita R. French, French & Associates, *Panelist*
Michael Klein, *Fortune* 100 Financial Services, *Panelist*
Ryan A. Ross, Hogan Assessment Systems, *Panelist*
Sharmila Venaka, Regions Financial Corporation, *Panelist*
Seth Zimmer, BellSouth Corporation, *Panelist*

Submitted by Jamie L. Bomer, jbomer@hoganassessments.com

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65. Symposium: Friday, 1:30–2:50 Majestic 1 (37th floor-H)

Staffing the Entry–Level Workforce: Selection, Fit, and Climate Considerations

Our presentations examine 4 issues related to staffing entry-level jobs: selecting entry-level workers using Conscientiousness measures, person–environment fit in jobs with undesirable working conditions, the effects of family income on the work climate–retention relationship, and identifying successful managers of entry-level workers using financial performance and job attitude criteria.

Robert R. Sinclair, Portland State University, *Chair*
Steven T. Hunt, Unicru, Inc., *Co-Chair*
Kristin Charles, Portland State University, David E. Ostberg, Unicru, Inc., *You Want Me to Do What!?! Exploring Person–Job Fit for Hourly Workers*
Steven T. Hunt, Unicru, Inc., *Risks Associated With the Use of Measures of Conscientiousness as Predictors of Hourly Job Performance*
Robert R. Sinclair, Portland State University, James E. Martin, Wayne State University, *Examining Some Assumptions About Lower Income Entry-Level Workers*
Alyson Landa Margulies, McDonald's Corporation, Daniel P. Russell, Aon Consulting, K. D. Zaldivar, Aon Consulting, *Managing Entry-Level Workers: Selecting Managers With This Special Talent*
Adam B. Malamut, Marriott International Inc., *Discussant*

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

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66. Academic–Practitioner Collaborative Forum: Friday, 1:30–2:50 Majestic 4-5 (37th floor-H)

Investigating the Leadership Pipeline: Selection and Development Implications

We address several implications of The Leadership Pipeline, namely, the validity of the level transitions, the implications of using personality traits in selection, and the leadership development prescriptions. Moreover, we present data gathered from outside the U.S. in an effort to test the application of pipeline concepts globally.

H. Skipton Leonard, Personnel Decisions International, *Chair*

Roxanne M. Laczo, United Health Group, *Validating the Pipeline: Investigating Behavior and Trait Characteristics of Pipeline Levels*

Robert E. Lewis, Personnel Decisions International, S. Bartholomew Craig, North Carolina State University, *It Takes All Kinds: Types of Leaders at the Bottom, Middle, and Top*

Robert B. Kaiser, Kaplan DeVries Inc., David V. Day, Pennsylvania State University, *Letting Go to Develop: Theoretical and Practical Perspectives*

Patricia M. G. O'Connor, Center for Creative Leadership, John R. Fulkerson, Fulkerson & Associates, *The Leadership Pipeline: A Practitioner's Perspective*

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

67. Interactive Posters: Friday, 1:30–2:20 Majestic 8 (37th floor-H)

Interviews

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

67-1. Do Structured Interviews Eliminate Bias? A Meta-Analysis of Interview Structure

A meta-analysis revealed that both unstructured ($d = .59$) and structured interviews ($d = .23$) were affected by sources of bias such as interviewee race, sex, pregnancy, and use of nonverbal cues. Though both interview types were affected, unstructured interviews were significantly more susceptible to bias than were structured interviews.

Mike G. Aamodt, Radford University
Ellyn G. Brecher, The College of New Jersey
Eugene J. Kutcher, Virginia Tech
Jennifer D. Bragger, Montclair State University

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

67-2. Interview Panels: The Impact of Personality and Rating Scale Format

This study examined the impact that 3 personality traits and 2 rating scale formats had on an interview panel's consensus discussion. Results indicated that rating scale format moderated the relationship between personality and the influence exerted during the consensus discussion, as well as the relationship between personality and rating accuracy.

Brian Katz, HumRRO
David P. Costanza, George Washington University
Suzanne Tsacoumis, HumRRO

Submitted by Brian Katz, bkatz@humrro.org

67-3. Social Blunders in the Employment Interview: A Cross-Cultural Examination

We investigated the impact violations of specific conversational rules have on interview ratings. Results indicate that violating conversational rules impacts interview ratings and that certain rule violations were more damaging than others. Moreover, the impact of these violations on interview ratings differed across cultures. Implications of these results are discussed.

Michael A. Lodato, Bowling Green State University
Filip Lievens, Ghent University
Scott Highhouse, Bowling Green State University

Submitted by Michael A. Lodato, mlodato@bgnet.bgsu.edu

67-4. The Effect of Interview Format on Personality Judgment and Nonverbal Behavior

We investigated the effect of the structured, unstructured, and informal interview format on personality judgment and nonverbal behavior. Results indicate the informal interview had more accurate personality judgment and higher levels of NVB than other interview types. We conclude with implications for theory and future research.

Robert J. Townsend, University of Delaware
Melinda Blackman, California State University-Fullerton

Submitted by Robert J. Townsend, rj@udel.edu

68. Community of Interest: Friday, 1:30–2:20 Live Oak (2nd floor-H)

Justice

Robert G. Folger, University of Central Florida, *Facilitator*

69. Poster Session: Friday, 1:30–2:20 Lone Star A-B (2nd floor-CC)

Statistics, Methods, Validation, Selection

69-1. Cautions Regarding Sample Characteristics When Using the Graded Response Model

We examine the performance of the GRM applied to idealized polytomous questionnaire data under conditions of varying scale length, sample size, and distribution form. Comparisons with previous work on dichotomous data are drawn. The findings should help guide the study of differential item functioning and measurement equivalence.

Gary J. Lautenschlager, University of Georgia
Adam W. Meade, North Carolina State University
Seock-Ho Kim, University of Georgia

Submitted by Gary J. Lautenschlager, garylaut@uga.edu

69-2. Multilevel Homology Tests Are Easiest with Multilevel Structural Equation Modeling

This article shows the usefulness of multilevel SEM for testing multilevel homology, as these tests graft easily onto a traditional SEM approach and exposes a flaw of many multilevel analyses using HML/MRCM: They assume multilevel homology. Multilevel SEM is explained, multilevel homology is tested, and sample program code is provided.

Michael J. Zyphur, Tulane University

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

69-3. Generalized Multilevel Structural Equation Modeling for Research in Organizations

This paper explores a generalized framework for multilevel research in organizations. This framework has the SEM and the HLM/MRCM as special cases with the possibility of many underlying variable distributions. The framework is explained and examples given of multilevel CFA, multilevel SEM, and multilevel mixture modeling.

Michael J. Zyphur, Tulane University

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

69-4. Identifying Key Drivers From Survey Data: Comparing Regression to CHAID

We investigated 2 vastly different methodologies for identifying key drivers in a large dataset of employee opinion data. CHAID worked as well as, if not better than, linear regression. The key drivers identified by the 2 methods overlapped but not completely. The results suggest wider use of the CHAID methodology.

Alan D. Mead, PAQ Services, Inc
Tom Rauzi, Dell, Inc.

Submitted by Alan D. Mead, amead@alanmead.org

69-5. Prediction of Cross-Situationally Consistent and Specific Aspects of Assessment Center Performance

AC performance is frequently characterizable in terms of a cross-situationally consistent general performance (GP) factor and cross-situationally specific Exercise factors. We show that, as predicted, (a) stable Big 5 personality dimensions relate to the GP factor but not Exercise factors, and (b) job knowledge relates to Exercise factors and GP.

Charles E. Lance, University of Georgia
Mark R. Foster, University of Georgia
Yvette M. Nemeth, University of Georgia
William A. Gentry, Center for Creative Leadership
Sabrina Marie Drollinger, University of Georgia

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

69-6. Relationship of PDI Employment Inventory Scores to Criminal Behaviors

This study contrasted the PDI Employment Inventory performance and tenure scores of 796 offenders and 893 nonoffenders. The hypothesis that offenders would score lower than nonoffenders received mixed support, and evidence showed that there were few score differences between property offenders and other offenders.

Yue Lin, University of North Texas
Douglas A. Johnson, University of North Texas (Retired)
Kathy Keith, University of North Texas

Submitted by Douglas A. Johnson, pairodocs@yahoo.com

69-7. Using the Chow Test for Regression Analysis of Compensation Discrimination

The OFCCP (2004) recently provided new "proposed" compensation analysis guidelines that involve multiple regression and identifying similarly situated employee groups (SSEGs). They suggest the Chow test for determining whether regression equations should be pooled across SSEGs. We explain the Chow test and describe some alternatives that may be more appropriate.

Gregory M. Hurtz, California State University-Sacramento
Dan Biddle, Biddle Consulting Group

Submitted by Gregory M. Hurtz, ghurtz@csus.edu

69-8. A Lexical Study of Communication Styles

One of the main problems in current interpersonal communication research is the lack of an encompassing framework that captures the different communication styles. This paper provides such a framework using a multiphase lexical study. The content and interrelations of the 7 main communication style dimensions uncovered are described.

Reinout E. de Vries, Vrije Universiteit Amsterdam

Submitted by Gert J. Homsma, gj.homsma@psy.vu.nl

69-9. Comparing Empirical Keying Methods at Different Sample Sizes

The cross-validities of several empirical keying methods for a biodata inventory were compared at different samples sizes. Results suggest that differences in empirical keying methods exist predominantly at smaller samples sizes. Although stepwise regression weighting of items does yield slightly higher cross-validities, it requires larger samples.

Jeffrey M. Cucina, George Washington University
Pat M. Caputo, University at Albany, SUNY
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

69-10. The Changing Nature of Clerical Job Performance: Revisiting Validity Estimates

The current meta-analytic study assesses the validity of several knowledges, skills, and abilities as predictors for clerical job performance. Due to technological changes in office work, it was argued that criterion-related validity coefficients have changed since the publication of Pearlman, Schmidt, and Hunter's (1980) comprehensive meta-analysis.

Tine Koehler, George Mason University
Dalit Lev-Arey Margalit, Edison Electric Institute

Submitted by Tine Koehler, tkoehler@gmu.edu

69-11. Alternate Cutoff Values and DFIT Tests of Measurement Invariance

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 large improvements in the sensitivity of the DFIT methodology for identifying lack of measurement invariance when using appropriate, empirically derived, cutoff values.

Adam W. Meade, North Carolina State University
Gary J. Lautenschlager, University of Georgia
Emily C. Johnson, North Carolina State University

Submitted by Adam W. Meade, adam_meade@ncsu.edu

69-12. Correcting Missing Data Bias in ICC(1) and ICC(2)

Missing data bias in intraclass correlations is assessed. Using empirical and analytical methods, a nonlinear bias in ICC(1) is revealed, which worsens under low within-group and high between-group response rates. ICC(2) estimates decline nonlinearly with within-group response but are legitimately reduced (not biased) by missing data. Correction formulae are provided.

Hock-Peng Sin, Pennsylvania State University
Daniel A. Newman, Texas A&M University

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

69-13. Examining the Relationship Between Differential Item Functioning and Item Difficulty

This study examines the generalizability of previous research that has found a relationship between item difficulty and differential item functioning (DIF) such that easy test items disadvantage minority test takers. The results replicate the relationship between item difficulty and DIF using alternative standardized tests and DIF analyses based on IRT.

Charles A. Scherbaum, Baruch College, CUNY
Lilia Hayrapetyan, City University of New York
Harold W. Goldstein, Baruch College, CUNY

Submitted by Charles A. Scherbaum,
    charles_scherbaum@baruch.cuny.edu

69-14. Differences of SI and BDI: Is It Really Predictive Validity?

Results from a predictive validity study are reported for situational interviews (SI) and behavior description interviews (BDI) for 4 jobs on different complexity levels. Results indicate that both interview formats are highly correlated with job performance ($N = 617$). However, comprehensive internal and external construct analysis revealed differences in construct validity.

Patrick Mussel, University of Hohenheim
Yvonne Gorlich, University of Hohenheim
Heinz Schuler, University of Hohenheim

Submitted by Heinz Schuler, schuler@uni-hohenheim.de

69-15. An Explication of Statistical Significance Testing Applied to Lawshe's CVR

This paper examines several issues concerning the use of minimum content validity ratio (CVR) values (Lawshe, 1975) for test development and provides a previously undemonstrated link between minimum CVR values and an underlying statistical distribution. An expanded table including specific statistical probabilities is presented as a tool for test developers.

Damian J. Stelly, Jeanneret & Associates, Inc.

Submitted by Damian J. Stelly, dstelly@jeanneret.com

69-16. Understanding the Relationship Between Critical Thinking and Job Performance

This study was conducted to evaluate the relationship between a measure of critical thinking ability and job performance as measured by supervisors' ratings. Results indicated that the measure of critical thinking ability is related to several important aspects of job performance.

Kingsley C. Ejiogu, Harcourt Assessment, Inc.
Zhiming Yang, Harcourt Assessment, Inc.
John D. Trent, Harcourt Assessment, Inc.
Mark Rose, PsychCorp/Harcourt Assessment, Inc.

Submitted by Kingsley C. Ejiogu,
    kingsley_ejiogu@harcourt.com

69-17. Validity of Personality Measures and the Quality of the Criterion

Three studies are presented in which an occupational personality questionnaire is used to predict job performance based on line-manager ratings. This paper demonstrates how validities are affected by how specific the criterion is, use of different criterion scales, and criterion response format.

Ilke Inceoglu, SHL Group PLC
Dave Bartram, SHL Group PLC

Submitted by Dave Bartram, dave.bartram@shlgroup.com

69-18. Multilevel Scale Reliability for Multi- and Single-Item Scales

We discuss multilevel reliability by couching the concept within a multilevel structural equation modeling framework. We then present an example, using Mplus, computing multilevel reliability estimates for a multi- and a single-item measure. Results demonstrate this method's superiority over single-level reliability analyses with multilevel data.

Seth A. Kaplan, Tulane University
Michael J. Zyphur, Tulane University

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

69-19. Response Rates in I-O Psychology, Management, and Marketing: A Meta-Analysis

A meta-analysis ($N = 709$) summarized response rates and response enhancing techniques of survey studies published in 12 journals during 1995–2000. An average response rate of 53% was found, although significant differences across disciplines and journal prestige were observed. Several techniques (e.g., advance notice) to increase the response rate were identified.

Frederik Anseel, Ghent University
Filip Lievens, Ghent University
Katrien Vermeulen, Ghent University

Submitted by Frederik Anseel, Frederik.Anseel@ugent.be

69-20. Profiling Nonresponse: An Analysis of Job Stressors and Strain

This study examined the relations of role overload, role ambiguity, role conflict, and strain with survey response behavior. Results indicated that role overload resulted in a reduced likelihood of survey completion, but role ambiguity increased the likelihood of survey completion. Role conflict and strain did not predict survey response.

Christopher D. Barr, University of Houston
Christiane Spitzmueller, University of Houston
Karla K. Stuebing, FSD Data Services, Inc.

Submitted by Christopher D. Barr, cbarr@mail.uh.edu

69-21. Examining Faking on Personality Inventories Using Unfolding IRT Models

A generalized graded unfolding IRT model was used to examine changes in item location parameters when individuals fake personality items. Results indicate that Conscientiousness and Agreeableness items are perceived as reflecting higher levels of the trait when individuals fake. The direction of change in item location parameters varied across subfactors.

Jennifer Ferreter, Baruch College, CUNY
Charles A. Scherbaum, Baruch College, CUNY
Michael J. Kern, Baruch College, CUNY

Submitted by Charles A. Scherbaum, charles_scherbaum@baruch.cuny.edu

69-22. On the Use of Partial Covariances in Structural Equation Modeling

The use of control variables is more common in regression than in structural equation modeling (SEM). There are theoretical and methodological reasons for this divide. Two simulations were conducted to assess the effects of using partial covariances in SEM. Results indicate structural equation models can be simplified under certain conditions.

Thomas D. Fletcher, University of Missouri-St. Louis
Lisa M. Germano, Old Dominion University
Katherine A. Selgrade, Old Dominion University

Submitted by Thomas D. Fletcher, FletcherT@umsl.edu

69-23. Evaluation of the SAMD-*z* Statistic for Detecting Outliers in Meta-Analysis

Due to the potential for bias in the SAMD statistic for determining outliers in correlational meta-analyses, an alternate statistic, the SAMD-*z*, was developed and evaluated. Results of Monte Carlo simulations indicated that under identical situations the SAMD-*z* statistic was more accurate than the SAMD for identifying outlier studies.

Daniel J. Beal, Rice University
Amber B. Raley, Rice University
David M. Corey, Tulane University

Submitted by Amber B. Raley, araley@rice.edu

69-24. Testing Invariance in Risk Taking: English- and French-Speaking Samples.

We present the results of 2 studies conducted in order to develop a French version of the Domain-Specific Risk-

Taking (DOSPERT) Scale (Weber, Blais, & Betz, 2002). We report evidence for the invariance (i.e., English- vs. French-speaking participants) of the instruments used, and we discuss the implications of our findings.

Ann-Renee Blais, Defence Research and Development Canada Toronto

Submitted by Ann-Renee Blais, Ann-Renee.Blais@drdc-rddc.gc.ca

69-25. Applying Meta-Analysis to Adverse Impact Assessment: A Monte Carlo Simulation

Adverse impact analysis is often based on small sample data, which is subject to considerable sampling error. Meta-analysis can be applied to adverse impact analysis to provide more precise conclusions. Simulation research was used to evaluate a method for meta-analyzing the adverse impact ratio.

John F Skinner, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology

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

69-26. Use of Item Response Theory Methods for Establishing Measurement Invariance

The Likelihood Ratio (LR) test and differential functioning of items and tests (DFIT) methodology were compared in their sensitivity to detecting differential item functioning (DIF) in a 21-item leadership development measure. Results demonstrated that the LR test was much more sensitive to identifying existing DIF than was DFIT.

Phillip W. Braddy, North Carolina State University
Adam W. Meade, North Carolina State University
Emily C. Johnson, North Carolina State University

Submitted by Phillip W. Braddy, pwbraddy@ncsu.edu

69-27. Number of Factors Decision: Parallel Analysis Is Not the Panacea

Parallel analysis (PA) has recently been touted as the most accurate method to decide number of factors to retain in exploratory factor analysis. We argue conceptually that PA does not solve the factor retention problem and demonstrate empirically that exclusive reliance on PA could lead to less than optimal decisions.

Jinyan Fan, Hofstra University
Felix James Lopez, Lopez and Associates, Inc.

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Jennifer Nieman, Hofstra University
Robert C. Litchfield, Washington & Jefferson College
Robert S. Billings, Ohio State University

Submitted by Jinyan Fan, fanjinyan@yahoo.com

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69-28. The Validity of Study Habits, Skills, and Attitudes: A Meta-Analysis

A meta-analysis of the relationship between study skills, study habits, and study attitudes and college academic performance ($N = 72,043$, $k = 342$) is presented. Study motivation and study skills exhibit the strongest relationship with GPA and grades. Significant variation in the validity of specific inventories is illustrated and discussed.

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

Submitted by Nathan R. Kuncel, nkuncel@uiuc.edu

69-29. SES and Test Validity: A Meta-Analysis

Some have argued that socioeconomic status is related to important variables in the education domain, such as college grades and scores on standardized tests. The present meta-analysis examines the predictive validity of standardized tests after controlling for the effects of socioeconomic status.

Justin Arneson, University of Minnesota
Shonna Waters, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Sara Cooper, University of Illinois-Urbana Champaign

Submitted by Justin Arneson, arne0063@umn.edu

70. Symposium: Friday, 1:30–2:50 Dallas A2 (1st floor-CC)

Helping Practitioners Get the Most From Academic Collaborations

This symposium will highlight a range of academic–practitioner collaborations, focusing on collaborations that involve graduate students. Presenters will emphasize the benefits of such collaborations for both practitioners and graduate students. Presenters will also discuss how to develop such relationships and address challenges in connecting across the academic–practice gap.

Lisa M. Perez, Minnesota State University-Mankato, *Presenter*
Andrea L. Rittman Lassiter, Minnesota State University, *Presenter*
Anna R. Erickson, Questar–Organizational Insights Group, *Presenter*
Justin Michael Bethke, Minnesota State University Mankato, *Presenter*
Ashley M. Guidroz, Bowling Green State University, *Presenter*
Gerald F. Goodwin, U.S. Army Research Institute, *Presenter*
Jeffrey L. Herman, George Mason University, *Presenter*

Submitted by Andrea L. Rittman Lassiter, andrea.lassiter@mnsu.edu

71. Symposium: Friday, 1:30–2:50 Dallas A3 (1st floor-CC)

Trends and Trend-Busters: Understanding Change in Employee Attitudes Over Time

Observing, interpreting, and communicating trends over time is an important component of employee attitude survey programs. The purpose of this session is to provide a unique mix of empirical research and applied perspectives to highlight ways to better communicate and use trend data in ongoing employee survey efforts.

Ann Marie Ryan, Michigan State University, *Chair*
Michele E. A. Jayne, Ford Motor Company, *Co-Chair*
Richard L. Smith, Ford Motor Company, John M. Rauschenberger, Ford Motor Company, Margareth Walsh Bastos, Ford Motor Company, Michele E. A. Jayne, Ford Motor Company, Nicholas E. Mills, Ford Motor Company, Robert E. Tripp, Ford Motor Company, *Ford Motor Company Pulse Trend Analysis—Making and Breaking Trends*
Goran Kuljanin, Michigan State University, Ann Marie Ryan, Michigan State University, *Identifying Correlates of Changes in Trends in Employee Attitudes*
Sara P. Weiner, IBM, *Driving Change With IBM's Bimonthly Global Pulse Survey*
Stephanie M. Drzakowski, Michigan State University, Ann Marie Ryan, Michigan State University, Murray J. Mack, U.S. Department of the Army, J. Peter Leeds, U. S. Department of Army, Civilian Personnel, Neal W. Schmitt, Michigan State University, *Using Latent Growth Modeling to Understand Trends in Survey Data*

Submitted by Ann Marie Ryan, ryanan@msu.edu

72. Conversation Hour: Friday, 2:00–2:50
Houston B (3rd floor-CC)

HR Best Practices in the Aftermath of Hurricane Katrina

The unprecedented disaster of Hurricane Katrina revealed the best and worst in people and organizations. Although the government response was slow and uncertain, many companies became safety nets for affected employees by providing immediate aid and assurance. Examples of best practices and lessons learned from these companies will be discussed.

Laura L. Wolfe, Louisiana State University, **Host**
Stacie A. Furst, Louisiana State University, **Co-Host**
Jennifer A. Raeder, Entergy, **Co-Host**

Submitted by Laura L. Wolfe, Lwolfe@Lsu.edu

73. Panel Discussion: Friday, 2:00–2:50
State Room 3 (3rd floor-CC)

Internal Versus External Consulting: Pros, Cons, and Lessons Learned

Nonacademic SIOP membership is roughly divided between internal consultants (35.6%) and external consultants (30.0%). The purpose of this panel discussion is to explore differences between internal and external consulting positions. Topics to be discussed include client relationships, organizational politics, billing, credibility, compensation/benefits, differences in job duties, and work–life issues.

Monica A. Hemingway, Valtera, **Chair**
Pete Hudson, Time Warner Inc., **Panelist**
Mark LoVerde, W. W. Grainger, **Panelist**
Hannah Olsen, SHL USA, Inc., **Panelist**
Mark J. Schmit, APT, Inc., **Panelist**

Submitted by Monica A. Hemingway, mhemingway@valtera.com

74. Practice Forum: Friday, 2:00–2:50
Austin 1 (2nd floor-H)

Utilizing Survey Results for Organizational Change

Climate factors associated with survey utilization across 6 organizations (5,395 units, $N = 144,080$) are assessed and found to be analogous to those factors associated with general effective leadership. Further, 3 organizations provide unique perspectives through their own experiences with successful utilization of surveys to bring about positive change.

Peter A. Stathatos, Sirota Survey Intelligence, **Chair**
Justin G. Black, Sirota Survey Intelligence/Baruch-CUNY, **Co-Chair**
Justin G. Black, Sirota Survey Intelligence/Baruch-CUNY, Patrick K Hyland, Sirota Survey Intelligence, Lou Mischkind, Sirota Survey Intelligence, Joyce Chan, Sirota Survey Intelligence, **Correlates of Survey Utilization Across Organizations**
Tripp Welch, Mayo Clinic, **Mayo Clinic's All Staff Survey Follow-up Process**
Marilyn Ardito, Sirota Survey Intelligence, Peter A. Stathatos, Sirota Survey Intelligence, **Using Survey Data at ESPN**
Craig S. Ramsay, Intuit Inc., Chip Paddock, Sirota Survey Intelligence, **Survey Utilization at Intuit**

Submitted by Justin G. Black, justin.black@gmail.com

75. Symposium: Friday, 2:00–2:50
Dallas A1 (1st floor-CC)

To Conform or Deny: Gender Stereotypes and Female Leaders' Behavior

Despite advances, there remains a dearth of women in elite leadership positions. One reason is the apparent conflict between gender role stereotypes and expectations for how leaders should behave. The research presented in this symposium examines the causes and consequences of female leaders' violation or confirmation of gender roles stereotypes.

Stefanie K. Halverson, University of Wisconsin-Madison, **Chair**
Susan E. Murphy, Claremont McKenna College, **Co-Chair**
Michelle C. Bligh, Claremont Graduate University, Jeffrey Kohles, California State University-San Marcos, **Exploring Gender Role Stereotypes: Rhetorical Leadership of Female Senators**
Stefanie K. Halverson, University of Wisconsin-Madison, Selamawit Zewdie, University of Wisconsin-Madison, Susan E. Murphy, Claremont McKenna College, **The Strong, Sensitive Type: Evidence for Gender Specific Leadership Prototypes**
Crystal Hoyt, University of Richmond, Stefanie K. Halverson, University of Wisconsin-Madison, **The Impact of Solo Status and Stereotype Activation on Female Leaders**
Michelle C. Bligh, Claremont Graduate University, Michele M. Schlehofer-Sutton, Claremont Graduate University, Bettina J. Casad, Claremont Graduate University, Angela Grotto, Baruch College, **Gender Stereotypes and Media Influences on Perceptions of Female Senators**

Submitted by Stefanie K. Halverson, shalverson@bus.wisc.edu

Coffee Break
Friday, 3:00–3:30
Multiple Locations

76. Symposium: Friday, 3:30–5:20 San Antonio A (3rd floor-CC)

Testing Causal Models in Nonexperimental Research

Controversies surrounding tests of causal models in nonexperimental research are examined. Symposium considers (a) problems with the hierarchical multiple regression (HMR) strategy for assessing mediation, (b) a structural equation modeling alternative to HMR, (c) assessing mediation in longitudinal research, and (d) inappropriate causal inferences in articles based on nonexperimental research.

This symposium honors the memory of Dr. Nambury Raju, a leader in our field.

Diana Stone, University of Central Florida, *Chair*
Patrick J. Rosopa, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, *Detecting Mediation Using Hierarchical Multiple Regression*
Lawrence R. James, Georgia Tech, *New Steps in Testing for Mediation*
Andrew J. Slaughter, Texas A&M University, Daniel A. Newman, Texas A&M University, Paul J. Hanges, University of Maryland, *A Time-Sensitive Sobel Test: Assessing Mediation in Longitudinal Data*
Eugene F. Stone-Romero, University of Central Florida, Laura Gallaher, University of Central Florida, *Inappropriate Use of Causal Language in Reports of Nonexperimental Research*

Submitted by Eugene F. Stone-Romero, wolfcub@cfl.rr.com

77. Panel Discussion: Friday, 3:30–4:50 San Antonio B (3rd floor-CC)

What I-O Psychology Needs to Know about Family Caregiver Discrimination

Successful lawsuits by employees suing for family caregiver discrimination have doubled since 2000. The purpose of this panel discussion is to provide I-O psychologists with an overview of this new form of employment discrimination. Topics to be discussed include what it is, why it occurs, and how to prevent it.

Boris B. Baltes, Wayne State University, *Chair*
Joan C. Williams, UC Hastings College of Law, *Panelist*
Christine Dickson, Worklife Management Consulting, *Panelist*
Adam B. Butler, University of Northern Iowa, *Panelist*

Submitted by Christine Dickson, cdicksonphd@yahoo.com

78. Symposium: Friday, 3:30–5:20 Houston A (3rd floor-CC)

Developing and Using Norms: Why, How, and What's New

This symposium presents 4 papers that draw from the educational and psychological testing literature and modern psychometric advancements to discuss best practices and new developments in norming across assessment genres using 3 seasoned and widely used organizational assessment tools in their respective areas: The Watson-Glaser, HPI, and JDI.

Patrick L. Wadlington, Hogan Assessment Systems, *Chair*
Ian S. Little, Hogan Assessment Systems, *Co-Chair*
Mark Rose, PsychCorp/Harcourt Assessment, John D. Trent, Harcourt Assessment, Zhiming Yang, Harcourt Assessment, Inc., Kingsley C. Ejiogu, Harcourt Assessment, Inc., Judy Chartrand, Consulting Psychologists Press, *Development and Use of Cognitive Ability Norms in Personnel Selection*
Robert P. Tett, University of Tulsa, Patrick L. Wadlington, Hogan Assessment Systems, Scott A. Davies, Hogan Assessments Systems, Michael Glen Anderson, University of Tulsa, *Personality Profiles: Effects of Normative*
Patrick L. Wadlington, Hogan Assessment Systems, Scott A. Davies, Hogan Assessments Systems, Gary Phillips, American Institute of Research, *Distributional Projection: Solution to Small Sample Size*
Alison A. Broadfoot, Bowling Green State University, Jessica Blackburn, Bowling Green State University, Ashley M. Guidroz, Bowling Green State University, Michael J. Zickar, Bowling Green State University, *Norms in Job Attitudes: Why and How, a JDI Example*
Vince MacManus, CPS Human Resource Services, *Discussant*

Submitted by Ian S. Little, ilittle@hoganassessments.com

79. Symposium: Friday, 3:30–5:20
Houston B (3rd floor-CC)

The Impact of Emotional Intelligence on Leadership and Workplace Performance

The purpose of the symposium is to expose the audience to both the Mayer-Salovey and Bar-On approaches to assessing emotionally intelligent behavior. The symposium will examine the use and application of the MSCEIT (Mayer-Salovey approach) and the BarOn EQ-i (BarOn approach) in the areas of leadership and workplace performance.

Peter Papadogiannis, Multi-Health Systems, Inc., *Chair*
Steven J. Stein, Multi-Health Systems, Inc., Gill Sitarenios, Multi-Health Systems, Inc., *Relationship of Emotional Intelligence Test Scores To Performance of Wireless Telephone Sales Specialists in a National Electronics Chain*
Stephane Cote, University of Toronto, Paulo N. Lopes, Yale University, Peter Salovey, Yale University, *Emotional Intelligence and Leadership Emergence*
Suzanne M. Miklos, O.E. Strategies, Inc., Thomas P. Sawyer, Elmhurst College, Mona A. Stronsick, Progressive Insurance, *Emotional Intelligence: A Unique Contribution Over Cognitive Ability and Personality in Predicting Job Satisfaction and Performance*
Peter Papadogiannis, Multi-Health Systems, Inc., Stephen Gallant, Multi Health Systems, Inc., Diana Durek, Multi-Health Systems, Inc., *Emotional Intelligence and Leader Performance*

Submitted by Steven J. Stein, ceo@mhs.com

80. Practice Forum: Friday, 3:30–5:20
Houston C (3rd floor-CC)

Implementing Web-Based Assessment Programs: Conceptual and Practical Considerations

Organizations are increasingly interested in developing Internet-based assessment programs. This session explores the underlying motivational factors as well as the organizational, technical, and psychometric issues involved in implementing these systems. Practitioners who have developed and introduced Web-based assessment programs will share their experiences and anticipations for the future.

Reid E. Klion, Performance Assessment Network, *Chair*
David L. Mayfield, Georgia-Pacific, *Integrating On-Line Testing Strategies Into Traditional Paper and Pencil Selection Systems: Challenges and Solutions*

Mark H. Ludwick, Capital One, *Behind-the-Scenes Complexities of Computerized Testing: Leveraging Multiple Vendors to Deliver an Integrated Web-Based Testing Program*
Martha E. Hennen, United States Postal Service, *Implementing Web-Based Versions of Computer Based Tests for Large Scale Administration*
Francois Chiocchio, Universite de Montreal, *Managing Web-Enabled Testing Implementation Projects: A Communication Focussed Stage-Gate Process*
James Olsen, Alpine Testing Solutions, *Discussant*

Submitted by Reid E. Klion, reid@pantesting.com

81. Symposium: Friday, 3:30–4:50
State Room 1 (3rd floor-CC)

Organizational Socialization Research: Summary, Redefinition, and New Research Directions

The goal of the symposium is to stimulate socialization research by showing where we've been, redefining what socialization means, and blazing new research trails. We present 2 meta-analyses of the socialization literature, a reconceptualization of the most widely used measure of socialization, and research on socialization in virtual teams.

Talya N. Bauer, Portland State University, *Chair*
Alan M. Saks, University of Toronto, Krista L. Uggerslev, University of Manitoba, Neil E. Fassina, Rotman School of Management, *Meta-Analysis of Socialization Tactics and Newcomer Adjustment*
Talya N. Bauer, Portland State University, Todd Bodner, Portland State University, Berrin Erdogan, Portland State University, Donald M. Truxillo, Portland State University, Jennifer S. Tucker, U.S. Army Research Institute/Portland State University, *The Role of Time in Socialization Research: A Meta-Analytic Investigation*
Howard J. Klein, The Ohio State University, Aden E. Heuser, The Ohio State University, Kyra L. Sutton, The Ohio State University, *The Dimensions and Levels of Socialization Content*
Kimberly Wells, U.S. Office of Personnel Management., *Enabling Tacit Knowledge Sharing in Virtual Teams: The Role of Socialization*
Connie R. Wanberg, University of Minnesota, *Discussant*

Submitted by Talya N. Bauer, TalyaB@Sba.pdx.edu

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82. Symposium: Friday, 3:30–4:50
State Room 2 (3rd floor-CC)

Innovations in Work Design: Going Beyond the Usual Suspects

The majority of work design research in I-O psychology is based on motivational theories. Given the limitations in such approaches, it is important to go beyond these "usual suspects" to examine new work characteristics, theories, and contexts. This symposium highlights current innovations in work design that extend beyond traditional approaches.

Frederick P. Morgeson, Michigan State University, *Chair*
Jennifer D. Nahrgang, Michigan State University, *Co-Chair*
Frederick P. Morgeson, Michigan State University, Stephen E. Humphrey, Florida State University, *The Work Design Questionnaire (WDQ): Developing and Validating a Comprehensive Measure for Assessing Job Design and the Nature of Work*
Sharon K. Parker, Australian Graduate School of Management, *A Broaden-and-Build Model of Work Design: How Job Enrichment Broadens Thought–Action Repertoires via Positive Affect*
John Cordery, University of Western Australia, *One More Time: How Do You Motivate...Customers? Applying Work Design Principles to Co-Production Arrangements in Service Organizations*
Stephen E. Humphrey, Florida State University, Jennifer D. Nahrgang, Michigan State University, Frederick P. Morgeson, Michigan State University, *Case Closed? Toward A New Conceptualization of Work Design: A Meta-Analytic Summary and Theoretical Extension*
Michael A. Campion, Purdue University, *Discussant*

Submitted by Frederick P. Morgeson, morgeson@msu.edu

83. Practice Forum: Friday, 3:30–5:20
State Room 3 (3rd floor-CC)

From Deployment to Employment: Research and Practices on Employing Veterans

An unprecedented number of veterans are interested in working but may find employers that do not appreciate the applicability or their ability to work with a physical or psychological disability. This panel will describe the benefits of hiring veterans and describe how employers locate, train, and accommodate veterans.

Nathan D. Ainspan, Department of Labor, *Presenter*
Corey E. Miller, Wright State University, *Presenter*
Megan K Leasher, Wright State University, *Presenter*
Drew Myers, RecruitMilitary LLC, *Presenter*

Mary A. Jansen, Department of Veterans Affairs, *Presenter*
Kendra Duckworth, Job Accomodations Network, *Presenter*
Walter Penk, Texas A&M University, *Presenter*
Paul Hicks, Central Texas VA Health Care Services, *Presenter*
Kathryn Kotrla, Central Texas VA Health Care Services, *Presenter*

Submitted by Nathan D. Ainspan, ainspan.nathan@dol.gov

84. Roundtable: Friday, 3:30–4:50
State Room 4 (3rd floor-CC)

Ask the Selection Experts

This session is designed to answer SIOP member questions about personnel selection-related topics. Experts on personnel selection are available, as resources, to help members solve their own research and practice problems in the areas of personality testing, interviewing, Internet testing, situational judgment, adverse impact concerns, and selection litigation issues.

Allen I. Huffcutt, Bradley University, Chad H. Van Iddekinge, Florida State University, Richard Posthuma, University of Texas-El Paso, *Interviews*
Mark J. Schmit, APT, Inc., Denise Potosky, Pennsylvania State University, *Internet Testing*
Robert E. Ployhart, University of South Carolina, Deborah L. Whetzel, Work Skills First, Inc., *Situational Judgment*
Deniz S. Ones, University of Minnesota, Chockalingam Viswesvaran, Florida International University, *Personality*
Philip L. Roth, Clemson University, Maury Buster, State of Alabama, Fred S. Switzer, Clemson University, *Adverse Impact*
Philip Bobko, Gettysburg College, Alice Ann Byrne, State of Alabama, *Litigation in Personnel Selection*

Submitted by Philip L. Roth, rothp@clemson.edu

85. Master Tutorial: Friday, 3:30–4:50
Lone Star C1 (2nd floor-CC)

1.5 CE Credits Available for Attending!
Register at the Session

Measuring and Maximizing the ROI of Executive Coaching

Executive coaching is increasing in popularity. Faced with skyrocketing costs, companies are questioning the return on investment (ROI) in coaching. This master tutorial presents a 5-step framework to evaluate the impact of coaching engagements and measure ROI. We will explore how coaching compares to other forms of executive development.

Katherine E. Holt, Peakinsight LLC, *Presenter*
David B. Peterson, Personnel Decisions International, *Presenter*

Submitted by Katherine E. Holt, katherine@peakinsight.com

86. Practice Forum: Friday, 3:30–4:50
Lone Star C2 (2nd floor-CC)

Creating Change Through Leadership Development

Leadership is a key component of any organizational change. In this forum, practitioners will discuss their efforts to create change through leadership development. Challenges included creating a leadership culture, realigning leadership after restructuring, and improving a CEO's effectiveness in order to improve performance.

Ann Williams Howell, Denison Consulting, *Chair*
Ann Williams Howell, Denison Consulting, *Leadership Development and Assessment: Practical Strategies and Innovative Approaches*
Deborah McCuiston, JetBlue Airways, *Overcoming Leadership Development Challenges in an Airline Start-Up*
Shawn Overcast, JetBlue Airways, Dwayne Munneke, State of Michigan, *Making Michigan a Great Workplace: Design and Implementation of Values Based Culture Change and Leadership Development in State Government*
Nancy Foltz-Adams, Office of Great Workplace Development, Caroline Fisher, Fisher Group, *Leadership Development and Organizational Culture: Case Study of a Northeastern Power Company*

Submitted by Ann Williams Howell, ahowell@ denisonculture.com

87. Practice Forum: Friday, 3:30–4:50
Lone Star C3 (2nd floor-CC)

The Lifecycle of a Dell Executive: Integrated Executive Talent Management

The executive lifecycle at Dell is explored including Dell's Executive Success Profile, executive on-boarding process, executive development, and executive promotion. This "lifecycle" is created through an integration executive talent management process targeted at building both a winning culture and a winning company.

Lucy H. Dahl, Dell Inc., *Chair*
Lucy H. Dahl, Dell Inc., *Dell Executive Success Profile*
Kimberly Arnold, Dell, Inc., Jennifer Hutcheson, Dell, Inc., *Dell Executive On-Boarding & Assimilation*
Laura M. Guenther, Dell, Inc, *Dell Executive Development*
Laura M. Guenther, Dell, Inc, Lucy H. Dahl, Dell Inc., *Dell Executive Career Development & Promotions*

Submitted by Lucy H. Dahl, lucy_dahl@dell.com

88. Symposium: Friday, 3:30–5:20
Lone Star C4 (2nd floor-CC)

Linking Personality to Decision Making in Recruitment and Selection

Decision-making research has often focused on general processes with limited ability to account for individual differences in decision-making tasks. Research in this symposium focuses on how personality affects judgment and decision making in the area of recruitment and selection from the perspective of job seekers and organizational decision makers.

Patrick H. Raymark, Clemson University, *Chair*
Gary N. Burns, Central Michigan University, Neil D. Christiansen, Central Michigan University, *Personality and Self-Efficacy in Job Choice*
Edwin A. J. Van Hooft, Erasmus University Rotterdam, Vanessa Blokland, Free University Amsterdam, Henk Van der Flier, Free University Amsterdam, *Tailoring Job Advertisements: The Effects of Content and Wording on Job Pursuit Intentions*
Bert Schreurs, Belgian Ministry of Defense, Celina Druart, Belgian Ministry of Defense, *The Moderating Role of Personality in the Relationship Between Trait Inferences and Organizational Attraction*
James P. O'Brien, Richard Ivey School of Business, Mitchell Rothstein, University of Western Ontario, *Employment Interviewer Cognitive Styles and Decision Making*

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Neil D. Christiansen, Central Michigan University, Gary N. Burns, Central Michigan University, *Personality Judgments From Resume Content and Style*

Scott Highhouse, Bowling Green State University, *Discussant*

Submitted by Gary N. Burns, burns1gn@cmich.edu

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89. Special Event: Friday, 3:30–4:20 Austin 1 (2nd floor-H)

Meeting for the Committee on Lesbian, Gay, Bisexual, and Transgender Issues

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

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90. Special Event: Friday, 3:30–4:20 Austin 2 (2nd floor-H)

Distinguished Professional Contributions Award

Thirty Years of Biodata: Lessons Learned

Reviews over 30 years pursuing the use of biodata to identify high-quality candidates while reducing subgroup differences observed for mental ability tests. Includes a description of procedures and decision rules. Suggests that a focus on life history's circumstances will lead to a better understanding of individual differences.

Paul W. Thayer, North Carolina State University, *Chair*
Frank W. Erwin, ePredix, *Presenter*

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91. Symposium: Friday, 3:30–4:20 Seminar Theater (2nd floor-H)

Theoretical and Practical Issues of Negative Performance Appraisals

This symposium will highlight 3 studies of poor job performance: (a) a theoretical model describing how and when worker responses to negative performance evaluations will result in retaliatory counterproductive behaviors; (b) a taxonomy of poor job performance; and (c) a 6-sigma study about leaders who delay addressing poor job performance.

Tina M. Everest, The Home Depot, *Chair*
Kristophor G. Canali, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, *Workplace Retaliation in Response to Negative Performance Evaluations*

Pam Levine, Colorado State University, *Developing a Taxonomy of Substandard Job Performance Behaviors*

Tina Everest, The Home Depot, *Performance Improvement Plan Cycle Time: A Six Sigma Study*

Submitted by Tina M. Everest, tina_everest@homedepot.com

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92. Symposium: Friday, 3:30–4:50 Majestic 1 (37th floor-H)

Applications of Conjoint Analysis in Industrial-Organizational Psychology

Conjoint analysis is an analytic technique not normally used in I-O psychology. The symposium will describe conjoint analysis, identify the steps in doing these analyses including the design issues to consider, and demonstrate potential applications.

Robert D. Pritchard, University of Central Florida, *Chair*
Melissa J. Sargent, NASA, Kennedy Space Center, *Co-Chair*
Deborah DiazGranados, University of Central Florida, *Co-Chair*
Robert D. Pritchard, University of Central Florida, *Symposium Introduction: What is Conjoint Analysis?*
Heiko Grossmann, Universitat Muenster, *Steps Involved in Conjoint Analysis: A Gentle Introduction*
Heinz Holling, Universitat Muenster, *Experimental Design of Conjoint Analysis Studies*
Melissa J. Sargent, NASA, Kennedy Space Center, *Applications of Conjoint Analysis in I-O Psychology I*
Deborah DiazGranados, University of Central Florida, *Applications of Conjoint Analysis in I-O Psychology II*
Neal W. Schmitt, Michigan State University, *Discussant*

Submitted by Melissa J. Sargent, melissa.j.sargent@nasa.gov

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93. Symposium: Friday, 3:30–4:50 Majestic 4-5 (37th floor-H)

At Your Service: Applying I-O Psychology to Customer Service Issues

Providing quality customer service is imperative for most organizations' survival, yet relatively little I-O research has addressed this issue. This symposium presents a series of empirical papers by academics and practitioners that apply the principles of I-O psychology to resolve organizational issues in the delivery of customer service.

Terri Shapiro, Hofstra University, *Chair*

Miriam T. Nelson, Aon Consulting, *Co-Chair*

Rebecca Butz Williamson, Personnel Decisions, International, Barry M. Staw, University of Calif-Berkeley, Arthur P. Brief, Tulane University, Miriam T. Nelson, Aon Consulting, *The Toll of Tenure: Service Work, Personality, and Job Attitudes*

Terri Shapiro, Hofstra University, Jennifer Nieman, Hofstra University, *Customer Service Recovery: A Laboratory Experiment*

Miriam T. Nelson, Aon Consulting, Meredith A Walker, Aon Consulting, Terri Shapiro, Hofstra University, *Customer Service Recovery: A Field Study*

Miriam T. Nelson, Aon Consulting, Clifford R. Jay, Aon Consulting, *Cultural Differences in Call Center Representatives Performance: A Changing Story*

Submitted by Terri Shapiro, terri.shapiro@hofstra.edu

94. Interactive Posters: Friday, 3:30–4:20 Majestic 8 (37th floor-H)

Goal Orientation

Michael Horvath, Clemson University, *Facilitator*

94-1. Comparing Two, Three, and Four-Dimensional Measures of Goal Orientation

The present study compared measures of 2-, 3-, and 4-dimensional models of goal orientation. The results showed that, in general, these measures possessed good psychometric qualities (factorial validity, reliability, convergent and divergent validity) and that they were meaningfully related to proactive personality, intrinsic motivation, and fear of failure.

Karen Van Dam, Tilburg University

Submitted by Karen Van Dam, K.vanDam@uvt.nl

94-2. Trait-Based Goal Orientation and Performance: A Meta-Analysis

The relationship between trait-based measures of goal orientation and performance in work motivation and other achievement contexts was examined. Meta-analytic analysis revealed a positive relationship between learning goal orientation and performance. The various relationships found between performance goal orientation and performance were also investigated and discussed.

Kathleen M. Arnold, DePaul University
Douglas F. Cellar, DePaul University

Alice F. Stuhlmacher, DePaul University
Kendra Palmer, DePaul University
Bethany Lynn Denning, DePaul University
Devon Riester, DePaul University
Sanja Licina, DePaul University
Kathleen M. Arnold, DePaul University

Submitted by Kathleen M. Arnold, karnold6@depaul.edu

94-3. A Preliminary Investigation of the Work Avoidance Goal-Orientation Construct

A new work avoidance goal-orientation scale was developed that captures the desire to minimize effort at work. The construct was related to alienation and perceiving one's job as meaningless and uninteresting. Work avoidance demonstrated usefulness in predicting job perceptions when combined with more traditional goal orientations as predictors.

Carolyn M. Jagacinski, Purdue University
Shamala Kumar, Purdue University
Silvia Bonaccio, Purdue University
Holly Lam, Purdue University

Submitted by Carolyn M. Jagacinski, jag@psych.purdue.edu

94-4. Are They Really the Same? Convergence of Goal Orientation Measures

We examined convergent validity of 3 goal-orientation measures, 2 trait goal-orientation measures, and 1 measure of state goal orientation. In addition, we investigated mastery-avoidance goal orientation, a 4th goal-orientation construct, in both trait and state measures. Results and implications for theory and future research are discussed.

Suzanne E. Juraska, Personnel Decisions Research Institutes
Erin Swartout, Personnel Decisions Research Institutes

Submitted by Erin Swartout, eswartou@gmu.edu

95. Community of Interest: Friday, 3:30–4:20 Live Oak (2nd floor-H)

Assessment Centers for Multiple Purposes: Prediction, Diagnosis, and Development

George C. Thornton, Colorado State University, *Facilitator*

96. Poster Session: Friday, 3:30–4:20 Lone Star A-B (2nd floor-CC)

Job Attitudes

96-1. The Impact of the Feedback Environment on Job Satisfaction

This study uses a longitudinal design to examine the relationship between the feedback environment and job satisfaction. Results from a sample of 155 employees showed that a favorable feedback environment was related to higher levels of job satisfaction and that this relationship was mediated by the quality of leader–member exchange.

Frederik Anseel, Ghent University
Filip Lievens, Ghent University

Submitted by Frederik Anseel, Frederik.Anseel@ugent.be

96-2. Job Reactions of Nontraditional or "Contingent" Professional Workers

This research distinguishes several forms of nontraditional work and assesses respondents' various motives for working in those arrangements. Performing temporary or contract work results in less commitment to the organization, and workers who obtained jobs on their own had greater organizational commitment than those placed by a staffing firm.

Joel M. Lefkowitz, Baruch College, CUNY
Jay M. Finkelman, Alliant International University, C.S.O.S.
Brian Redmond, Baruch College, CUNY

Submitted by Joel M. Lefkowitz, Joel_Lefkowitz@baruch.cuny.edu

96-3. Does Normative Commitment Develop Through Team Processes? Implications for Turnover

This study looked at how team processes impact the normative commitment–turnover relationship. Results indicated that perceptions of team cohesion partially mediated the relationships between global normative commitment and turnover intention and local normative commitment and turnover intention. Team size was also found to negatively correlate with both foci of commitment.

Jesse Erdheim, Bowling Green State University

Submitted by Jesse Erdheim, jerdhei@bgnet.bgsu.edu

96-4. Job Satisfaction Among Healthcare Employees: Does Time of Year Matter?

The study explored how differences in measurement influenced job satisfaction ratings. Results showed that using facet measures of job satisfaction may not necessarily always be worthwhile. In addition, the time in which satisfaction was measured was found to be a significant factor yielding many interesting implications that are further discussed.

Eyal Ronen, Illinois Institute of Technology
Nahren Ishaya, Illinois Institute of Technology
Karen Kozminski, Illinois Institute of Technology

Submitted by Nahren Ishaya, ishanah@iit.edu

96-5. Outcomes Associated With Perceptions of Organizational Politics: A Meta-Analysis

Meta-analytic correlations from 53 samples were obtained for relationships between perceptions of organizational politics (POP) and job satisfaction, job anxiety, turnover intentions, organizational commitment, and job performance. POP is associated negatively with job satisfaction and organizational commitment, positively with job anxiety and turnover intentions, and non-significantly with job performance.

Brian K. Miller, Texas State University-San Marcos
Matthew A Rutherford, James Madison University
Robert W. Kolodinsky, James Madison University

Submitted by Brian K. Miller, bkmiller@txstate.edu

96-6. Discrepancy, Velocity, and Job Satisfaction: Temporal Orientation as a Moderator

This study proposed and tested a dynamic perspective of job satisfaction that discrepancy and velocity information jointly predict job satisfaction. It also demonstrates that discrepancy information has stronger effects on job satisfaction for those with high present orientation, whereas velocity information was more important for those with high future orientation.

Chu-Hsiang Chang, Roosevelt University
Russell E. Johnson, University of Akron

Submitted by Chu-Hsiang Chang, changc1@rcn.com

96-7. Validation of the Index of Organizational Reactions (IOR) Short Form

Participants completed the short form IOR, AJDI, and a condensed MSQ. The short form IOR demonstrated construct validity and accounted for incremental variance in job performance and turnover intentions beyond the AJDI and MSQ, suggesting that it may be a viable alternative to other abbreviated measures of facet job satisfaction.

James W. Badaglia, Big Red Rooster
Mark S. Nagy, Xavier University

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

96-8. Predictability and Consequences of Employee Engagement

We investigated the relationships of personality-based measures with employee engagement and the impact of employee engagement levels on job performance. Our findings indicated several strong personality correlates of engagement and moderate links between engagement and performance on interpersonally oriented work activities.

Evan F. Sinar, Development Dimensions International
Joseph A. Jones, Development Dimensions International

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

96-9. Understanding the Variability of Job Satisfaction

The intraindividual variability of different facets of job satisfaction was measured daily over a 1 month period. Results suggest that individuals' job satisfaction (JS) significantly varies over shorter time frames but mean levels of satisfaction remain fairly consistent and that this variability is a unique predictor of workplace outcomes.

Lindsey Marie Young, Wayne State University
Boris B. Baltes, Wayne State University

Submitted by Lindsey Marie Young, lmyoung@wayne.edu

96-10. Consequences of Nepotism in the Family Firm: It's All Relative

The current investigation focuses on the effects of nepotistic behaviors in family-owned businesses. Both family and nonfamily member perceptions were compared. It was found that preferential treatment toward kin lead nonfamily members to perceive these nepotistic practices as unfair and perceive those who administer such acts as untrustworthy.

Jennifer Spranger, Grand Valley State University

Submitted by Jennifer Spranger, sprangej@gvsu.edu

96-11. A Longitudinal Unit-Level Test of the Employee Satisfaction–Performance Link

We present an integrated unit-level model of organizational performance using data collected during each of 4 quarters over a 1-year period of time. Responses from 8,535 employees and nearly 180,000 customers in 558 units were used. Employee satisfaction, turnover, efficiency, guest satisfaction, and financial performance are included in the model.

David L. Van Rooy, Marriott International
Chockalingam Viswesvaran, Florida International
    University

Submitted by David L. Van Rooy, dvanrooy@hotmail.com

96-12. A Meta-Analytic Investigation of the Unit-Level Employee Satisfaction–Performance Link

We present meta-analytic results linking unit-level employee satisfaction to several variables including job performance, withdrawal behaviors, leadership, commitment, and customer satisfaction. After correction for attenuation, the correlation between employee satisfaction and job performance was .30. We provide separate analyses based on rating source, performance domain, and organizational type.

David L. Van Rooy, Marriott International
Daniel S. Whitman, Florida International University
Chockalingam Viswesvaran, Florida International University

Submitted by David L. Van Rooy, dvanrooy@hotmail.com

96-13. Situation Strength and the Dispositional Approach to Job Satisfaction

The current study examines whether situation strength moderates the relationships between dispositions and job satisfaction. Data from 466 university employees indicated that negative affectivity and core self-evaluations, but not positive affectivity, were more strongly associated with job satisfaction for individuals working in weak rather than strong work environments.

Nathan A. Bowling, Wright State University
Terry A. Beehr, Central Michigan University

Submitted by Nathan A. Bowling,
    psybowling@yahoo.com

FRIDAY PM

96-14. Interactive Effects of Organizational Politics and Role Conflict on Turnover

In a study of professors, we examined the interactive effects of 2 stressors, role conflict and perceived organizational politics (at 3 levels: peer, department chair, dean) on turnover intentions. Results show that high chair politics exacerbates the effects of role conflict on turnover intentions.

Zinta S. Byrne, Colorado State University
Michele Baranczyk, Colorado State University
Rachel M. Johnson, Colorado State University
Susan P. James, Colorado State University
Omnia El-Hakim, Colorado State University

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

96-15. Personality and a Typology of Job Involvement and Organizational Commitment

This paper investigates the relationship between personality and employee attachment to the job and to the organization using a typology of job involvement and organizational commitment. The results show that Emotional Stability, Extraversion, and Conscientousness have a significant impact on individual classifications according to the attachment typology.

Anders R. Sjoberg, Psykologiforlaget AB
Sofia Ruden, Psykologiforlaget AB
Magnus Sverke, Stockholm University

Submitted by Sofia Ruden, s.ruden@psykologiforlaget.se

96-16. Investigation of Multilevel Relationships Between Supervisor and Subordinate Attitudes

The purpose of this study was to examine whether supervisors' job satisfaction and turnover intentions influence their subordinates' perceptions of organizational support and positive mood. Hierarchical linear modeling was used to demonstrate that supervisor attitudes related to subordinate mood and that subordinate POS mediates these relationships.

Jamie S. Donsbach, University of Albany, SUNY/U.S.
    Office of Personnel Management
Linda R. Shanock, University of Albany, SUNY

Submitted by Jamie S. Donsbach, jd5247@albany.edu

96-17. Does Demographic Item Nonresponse Relate to Job Attitudes?

Nonresponse to demographic items can be due to purposeful omission (e.g. to protect one's identity) or forgetfulness. This study examines whether nonresponse to demographic items ($n = 773$ employees) relates to job attitudes. Results support the hypotheses: Missing demographic data was related to lower satisfaction with management and lower perceived job security.

Christiane Spitzmueller, University of Houston
Ingwer Borg, ZUMA
Kayo Sady, University of Houston
Christopher D. Barr, University of Houston
Matthias Spitzmueller, Michigan State University

Submitted by Christiane Spitzmueller,
    christiane.spitzmueller@mail.uh.edu

96-18. Cynicism Towards Coworkers, Immediate Supervisors and Upper-Level Management

This study assesses the effects of politics perceptions on cynicism towards individuals in 3 distinct levels of the organization. Psychological contract violation is investigated as moderator of each relationship. Findings related to the direct effects of politics perceptions and the moderating effects of psychological contract violation are discussed.

Matrecia L. James, Jacksonville University
Wayne A. Hochwarter, Florida State University
Gerald R. Ferris, Florida State University

Submitted by Matrecia L. James, mjames2@ju.edu

96-19. Post-Deployment Reintegration Experiences: Their Relationship to Organizational Outcomes

This research addresses the postdeployment reintegration experiences of Canadian Forces (CF) military personnel ($N = 519$) who completed the 36-item Post-Deployment Reintegration Scale. We provide further support for its factor structure and investigate its relationship to measures of organizational outcomes, including commitment to the military, job-related affect, and career intentions.

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

96-20. Double Trouble or Twice Nice: Municipal Elected Officials Juggling Jobs

We examined how elected municipal officials juggled their council duties with their primary job duties. In a nation-wide sample of city council members, we found that role boundary strength was an important factor in predicting whether council duties would interfere with primary job duties.

Mahyulee C. Colatat, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitted by Mahyulee C. Colatat,
　　mcolata@bgnet.bgsu.edu

96-21. Assessing Trust in Leadership at Dyadic and Organizational Levels

We qualitatively examined the multidimensional nature of trust in leadership for both dyadic (i.e., supervisor) and organizational (i.e., top management) referents. Working adults generated adjectives that characterize trust in leadership for both referents. Results revealed a consistent 4-dimensional structure of trust in leadership across dyadic and organizational levels.

Mahyulee C. Colatat, Bowling Green State University
Craig D. Crossley, University of Nebraska-Lincoln
Ian S. Little, Hogan Assessment Systems

Submitted by Mahyulee C. Colatat,
　　mcolata@bgnet.bgsu.edu

96-22. The Role of Individual Differences and Motives in Psychological Ownership

Researchers developed scales for measuring the underlying motives (effectance, self-identity, and place to live) of psychological ownership. Structural equation analysis of survey data (Time 1 and Time 2) from 109 employees indicated that the motives mediated the relationship between individual differences (internal locus of control and collectivism) and psychological ownership.

Nancy H. Leonard, West Virginia University
Abhishek Srivastava, West Virginia University
Jack A. Fuller, West Virginia University

Submitted by Abhishek Srivastava,
　　abhishek.srivastava@ mail.wvu.edu

96-23. FFM Facet-Level Personality Correlates of Job Satisfaction for Childcare Workers

Four dimensions of job satisfaction (work itself, coworkers, supervision, and pay/benefits) were individually regressed on FFM personality factors (Step 1) and their constituent facets (Step 2) in a series of hierarchical regression analyses. Data from 135 childcare workers revealed that different FFM factors relate differentially to dimensions of job satisfaction.

Andre L. Couto, Illinois State University
Dusty McEwen, Illinois State University
Jared C. Bartels, Illinois State University
Phillip N. Getchell, Illinois State University
John F. Binning, Illinois State University
Kimberly T. Schneider, Illinois State University
Andrew T. Daly, Illinois State University
Monica Zborowski, Illinois State University

Submitted by John F. Binning, jbinning@ilstu.edu

96-24. Job Satisfaction and Union Participation: Cross-Level and Group-Level Interactions

This study proposes that job satisfaction impacts union participation more strongly when satisfaction is conceptualized at the group level. Results also confirm group- and cross-level interactions between job satisfaction and union commitment, with opposite moderator effects at the individual versus group level of aggregation.

Alexander R. Schwall, Pennsylvania State University
Daniel A. Newman, Texas A&M University

Submitted by Alexander R. Schwall, ars214@psu.edu

96-25. Personality and Organizational Commitment: Mediational Role of Job Characteristics Perceptions

We examined whether perceptions of job characteristics mediated the relationship between personality (5-factor model) and organizational commitment. Results indicate perceptions of job characteristics mediated the relationship between personality (Neuroticism, Extraversion, Agreeableness, and Conscientiousness) and affective, and personality (Extraversion, Agreeableness, and Conscientiousness) and normative, but not continuance, commitment.

Daren S. Protolipac, St. Cloud State University
Lisa Finkelstein, Northern Illinois University
Paul Stiles, St. Cloud State University

Submitted by John Kulas, jtkulas@stcloudstate.edu

96-26. Job Autonomy: A Meta-Analysis of Autonomy and Emplyoee Outcomes

The current meta-analysis examines the relationships between job autonomy and 10 outcome variables. This review includes articles from 1986–2003, includes 118 data points, and analyzes the data using the method suggested by Hunter and Schmidt (1990). Results found were similar to those of Spector (1986).

James R. Davison, University of Houston
Kathryn Keeton, University of Houston
Kayo Sady, University of Houston

Submitted by Kathryn Keeton,
    KathrynEKeeton@earthlink.net

96-27. Construct Validation of Equity Sensitivity: New Evidence of Multidimensionality

Huseman, Hatfield, and Miles' (1985) equity sensitivity instrument utilizes a forced distribution to allocate points between benevolent and entitlement statements, which results in the measurement of equity sensitivity as unidimensional. We provide an empirical demonstration that a single-stimulus format allows for multidimensionality and investigate the construct validity of this alternative measurement.

Kristl Davison, University of Mississippi
Mark N. Bing, University of Mississippi

Submitted by Kristl Davison, kdavison@bus.olemiss.edu

96-28. Work–Family Conflict, Emotions, and Satisfaction: Effects at Work and Home

Using experience-sampling methodology, we investigated the effects of family-to-work conflict experienced at work and work-to-family conflict experienced at home on emotions (hostility and guilt) and job and marital satisfaction, as well as the moderating role of trait hostility on the conflict–emotion relationships. Results generally were supportive of the hypotheses.

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

96-29. Evaluating Job Satisfaction: On the Inclusion of Affective, Cognitive, and Evaluative Components

Job satisfaction continues to be heavily researched by organizational scientists, yet an agreed upon definition of the construct is still lacking. This current study identifies 3 major components of job satisfaction (affect, cognition, and evaluation) and argues for their use in future measures of job satisfaction.

Jeremy Tekell, University of North Texas
Terence Yeoh, University of North Texas
Joseph W. Huff, University of Illinois-Springfield

Submitted by Jeremy Tekell, TekellJ@gmail.com

96-30. Motivational Goals, Norms, Attitudes, and Behavior Prediction: A Meta-Analytic Synthesis

The effectiveness of social norms for behavior prediction has been limited by conceptual and operational problems. We present a tripartite model of motivational goals underlying norm conformity. The results of a meta-analysis of attitude–behavior prediction studies support our hypotheses and reveal that motives moderate the relationship between norms and behavior.

Gregory J. Pool, St. Mary's University
Elizabeth Chanoine, St. Mary's University

Submitted by Mark C. Frame, Frame@uta.edu

97. Practice Forum: Friday, 3:30–4:50 Dallas A1 (1st floor-CC)

Optimizing Subject Matter Expert Input: A Collaborative Approach

Because subject matter experts are the backbone of I-O initiatives, optimizing SME input is critical to ensure project success. This forum will discuss a variety of practical ways to facilitate SME interactions, including technological applications and the unique circumstances faced when working with executive-level SMEs.

Erica C. Lutrick, Aon Consulting, *Chair*
Christine E. Corbet, Verizon, *Co-Chair*
Christine E. Corbet, Verizon, Erica C. Lutrick, Aon
    Consulting, *Optimizing Subject Matter Expert
    Input: A Collaborative Approach*
Matthew Dreyer, Verizon, Christine E. Corbet, Verizon,
    David S. Gill, Verizon, Amy C. Hirsch, Verizon,
    Jessica Osedach, Verizon, *Remote Facilitation of
    Subject Matter Expert Meetings*

Amy Dawgert Grubb, Federal Bureau of Investigation, *Political Considerations in SME Workshops*

Meredith A. Walker, Aon Consulting, *Effective Subject Matter Expert Strategies: An External Perspective*

Erica C. Lutrick, Aon Consulting, Theresa L. McNelly, Aon Consulting, Daniel P. Russell, Aon Consulting, *Leveraging Insight From Executive SMEs*

Submitted by Christine E. Corbet, christine.e.corbet@verizon.com

98. Symposium: Friday, 3:30–5:20 Dallas A2 (1st floor-CC)

Team Adaptation to Environmental Forces: Current Research and Theory

Recently, organizational researchers have begun to focus on the linkages between team functioning and environmental contexts, yet, relatively little is known about the factors that enable successful team adaptation. This symposium brings together a collection of conceptual and empirical papers that examine team adaptation from a diverse range of perspectives.

Christian J. Resick, Florida International University, *Chair*

Leslie A. DeChurch, Florida International University, *Co-Chair*

Steve W. J. Kozlowski, Michigan State University, *Dynamic Team Leadership: Developing Adaptive Teams*

Aleksander P. J. Ellis, University of Arizona, Andrew Li, University of Arizona, John R. Hollenbeck, Michigan State University, Daniel R. Ilgen, Michigan State University, Stephen E. Humphrey, Florida State University, *The Asymmetrical Nature of Structural Changes in Teams*

Kenneth Randall, Florida International University, Christian J. Resick, Florida International University, Leslie A. DeChurch, Florida International University, *Teamwork in Turbulent Environments: What Factors Enable Teams to Adapt?*

Michael Johnson, Michigan State University, John R. Hollenbeck, Michigan State University, Daniel R. Ilgen, Michigan State University, Christopher M. Barnes, Michigan State University, *Team Adaptation to Structural Misalignment: Determinants of Alternative Change Mechanisms*

Joan R. Rentsch, University of Tennessee, Lisa Delise, University of Tennessee-Knoxville, Katherine Hildebrand, George Mason University, Stephen J. Zaccaro, George Mason University, *Adaptation to Multinational Teamwork in Networked Environments*

Marissa L. Shuffler, George Mason University, *Adaptive Team Leadership*

Submitted by Christian J. Resick, resickc@fiu.edu

99. Practice Forum: Friday, 3:30–4:50 Dallas A3 (1st floor-CC)

Beyond Linkage: Leveraging Survey Data for Organizational Decisions and Changes

Linkage research has consistently demonstrated a connection between employee and customer attitudes to financial outcomes. Beginning with an example of linkage research, presenters from diverse industries will share how they have gone beyond linkage research and have used survey data to inform organizational decisions and promote change through action plans.

Bryan C. Hayes, Kenexa, *Chair*

Peter D. Timmerman, Kenexa, *Co-Chair*

Matt Valenti, Starwood Hotels & Resorts, Christine Schrader, Starwood Hotels & Resorts, Mariangela Battista, Starwood Hotels & Resorts, Michelle M. Crosby, Starwood Hotels & Resorts, *Tracing Financial Performance Back to the Leader*

Thomas E. Powell, GlaxoSmithKline, Penny Koommoo-Welch, GlaxoSmithKline, *Organizational Insight at GlaxoSmithKline: Employee Surveys and Beyond*

Arlette D. Guthrie, The Home Depot, Michael R. Dolen, Kenexa, *Data Driven Decisions: Using Survey Data at The Home Depot*

Ginger Whelan, Harrah's Entertainment, Inc., Michael J. Howard, Harrah's Entertainment, *Harrah's Pulse Engagement Index (HPEI) Survey*

Peter D. Timmerman, Kenexa, Bryan C. Hayes, Kenexa, *Turning Survey Results Into Action: Factors that Promote Action Planning*

Submitted by Peter D. Timmerman, peter.timmeman@kenexa.com

100. Special Event: Friday, 4:00–4:50 Austin 3 (2nd floor-H)

International Affairs Meeting

Sharon Arad, IBM, *Host*

101. Special Event: Friday, 4:30–5:20 Austin 1 (2nd floor-H)

Reception for Lesbian, Gay, Bisexual, and Transgender Committee and Allies

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

102. Panel Discussion: Friday, 4:30–5:50 Austin 2 (2nd floor-H)

Staying on Your High Horse: Ethical Challenges in Employee Surveys

Two sets of scenarios presenting ethical issues found in employee survey research are discussed by a panel of survey experts. The nuances that influence decision making and strategies related to the scenarios presented will be discussed. Audience members will be given a chance to pose their own ethical questions.

Sarah R. Johnson, Genesee Survey Services, Inc., *Chair*
Alan L. Colquitt, Eli Lilly & Company, *Panelist*
Paul M. Mastrangelo, Genesee Survey Services, Inc., *Panelist*
Sara P. Weiner, IBM, *Panelist*
Wendi J. Everton, Eastern Connecticut State University, *Discussant*

Submitted by Sarah R. Johnson, sarah.johnson@gensurvey.com

103. Symposium: Friday, 4:30–5:50 Seminar Theater (2nd floor-H)

Don't Say a Word: Explaining Withholding of Knowledge From Coworkers

The presentations in this symposium explain why employees keep their knowledge to themselves. Empirical results of 3 separate perspectives are offered: territorial behaviors, knowledge hiding behaviors, and secrecy. Our discussant will facilitate an engaged discussion on multilevel predictors and outcomes of secrecy in organizations. The implications for research and practice will also be discussed.

David Zweig, University of Toronto-Scarborough, *Chair*
Sandra Robinson, University of British Columbia, Graham Brown, Singapore Management University, *Territoriality in Organizations: Impediment to Knowledge Sharing*
Catherine Connelly, McMaster University, David Zweig, University of Toronto-Scarborough, Jane Webster, Queen's School of Business, *Knowledge Hiding in Organizations*
Susan E. Brodt, Queen's University, Sim B. Sitkin, Fuqua School of Business, Duke University, *The Paradox of Secrecy Norms in Organizations*
Belle Rose Ragins, University of Wisconsin-Milwaukee, *Discussant*

Submitted by David Zweig, zweig@utsc.utoronto.ca

104. Interactive Posters: Friday, 4:30–5:20 Majestic 8 (37th floor-H)

Creativity

Tatana M. Olson, United States Navy, *Facilitator*

104-1. Predicting Creativity with Alternative Biodata Question Types

We predicted creativity using 3 constructs: openness, achievement motivation, and verbal skills. Each construct was measured 3 times using biodata questions focusing on the exposure to, outcome of, or reaction to specific past experiences. Prediction of creative performance was strongest when the constructs were assessed using the reaction questions.

Jody J. Illies, Saint Cloud State University
Roni Reiter-Palmon, University of Nebraska-Omaha
Lisa Kobe Cross, Taleo

Submitted by Jody J. Illies, jjillies@stcloudstate.edu

104-2. A Multilevel Investigation of the Organizational Learning Factors Influencing Creativity

This research develops a multilevel model of organizational learning assessing the influence of these factors on employee creativity. We test this model in a cross-national sample of 25 teams comprising 198 R&D employees.

Claudia A. Sacramento, Aston University
Giles Hirst, Aston University
Giles Hirst, Aston University

Submitted by Sally A. Carless, sally.carless@med.monash.edu.au

104-3. The Influence of Leaders' Regulatory Focus Modeling on Employee Creativity

This study investigates the relationship between leadership role modeling and employee creativity and innovation in a Chinese organization. Specifically, we examined whether immediate supervisors' regulatory focus influenced employee creativity and innovation. Results indicated that both creativity and innovation are positively associated with promotion-focused leadership behavior. Implications are discussed.

Ju-Chien Cindy Wu, Baylor University
Jeffery S McMullen, Baylor University
Mitchell J. Neubert, Baylor University
Xiang Yi, Western Illinois University

Submitted by Ju-Chien Cindy Wu, Cindy_Wu@baylor.edu

104-4. Climate for Creativity: A Quantitative Review

A meta-analysis was conducted using 42 prior studies where the relationships between climate and various indices of creative performance were examined. These climate dimensions were found to be effective predictors of creative performance across criteria, samples, and settings. The implications of these findings for understanding creativity and innovation are discussed.

Sam T. Hunter, University of Oklahoma
Katrina E. Bedell, University of Oklahoma
Michael D. Mumford, University of Oklahoma

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

105. Poster Session: Friday, 4:30–5:20 Lone Star A-B (2nd floor-CC)

Job Analysis & Performance

105-1. Outcomes of Perceived Organizational Support: The Role of Pay Context

Two studies examined how pay structures influence the degree to which perceived support affects performance and commitment. With higher contingency of pay on performance, the effect of perceived organizational support on performance decreased, and the effect of perceived supervisor support on performance increased. Commitment was not affected by pay structure.

Asya Pazy, Tel Aviv University
Yoav Ganzach, Tel Aviv University

Submitted by Asya Pazy, asyap@post.tau.ac.il

105-2. An SDT Analysis of Error Detection in a Simulated Pharmacy Environment

Eighty-five participants completed a detection task under different decision payoff conditions. The task mimicked prescription checking in a pharmacy. Errors varied across high, medium, and low saliences. Hit rate was associated with error salience in the payoff condition, and selective attention was associated with hit rate in the control condition.

Kraig L. Schell, Angelo State University
Elizabeth L. Bankhead, Angelo State University
Cory Hunsaker, Angelo State University
Kyle Kelley, Angelo State University

Submitted by Kraig L. Schell, kraig.schell@angelo.edu

105-3. Personality and Motivational Predictors of Soft Skills Performance

The dimensionality of soft skills performance is investigated within a nomological network of nonability individual differences. The soft skills performance questionnaire (SSPQ) is developed based on a series of studies to develop a taxonomy of skills. Results showed that nonability traits predicted performance through their influence on proximal motivational processes.

Tracy Kantrowitz, PreVisor
Ruth Kanfer, Georgia Institute of Technology
Michael Lippstreu, Georgia Institute of Technology

Submitted by Tracy Kantrowitz, tmk76@aol.com

105-4. Introducing Hope as a Workplace Construct

Drawing on hope theory, we examined the relationship between hope and job performance in 3 studies. We found that more hopeful retail sales employees, mortgage brokers, and management executives tended to have higher job performance a year later, even after controlling for their self-efficacy and cognitive ability.

Suzanne J. Peterson, Arizona State University
Kristin Lynn Byron, Rochester Institute of Technology

Submitted by Kristin Lynn Byron, kbyron@cob.rit.edu

105-5. Interactive Effects of Social Exchanges on Employee Behavior

This study examines the interactive effects of social exchanges on employee behaviors. Using data from 448 employees, this study showed that trust in the organization enhanced the effect of POS on employee extra-role, in-role, and withdrawal behaviors, and trust in the supervisor enhanced the effect of LMX on these outcomes.

Amanuel G. Tekleab, Clarkson University
Dan S. Chiaburu, Penn State University

Submitted by Amanuel G. Tekleab, atekleab@clarkson.edu

105-6. The Effect of Web-Based Training on Personality-Based Job Analysis Responses

This study was conducted to assess the impact of Web-based training on actual job incumbent ratings on the Personality-Related Personnel Requirements Form. The results showed that training led to different PPRF ratings and different relationships between self-reported personality and ratings on the PPRF.

Mark Mazurkiewicz, Colorado State University
Eric D. Heggestad, University of North Carolina-Charlotte
Herman Aguinis, University of Colorado-Denver

Submitted by Mark Mazurkiewicz,
    mazurk3@lamar.colostate.edu

105-7. Organizational Support, Contract Fulfillment, Preferred Status, and Outcomes Among Part Timers

We investigated the moderating effect of organizational support and psychological contract fulfillment on relationships between preferred work status and 2 measures of job performance. We found employees whose work status preference was not met engaged in more extra-role behaviors when they had a high level of POS or contract fulfillment.

Jennica Webster, University of Wisconsin-Oshkosh
Gary A. Adams, University of Wisconsin-Oshkosh

Submitted by Jennica Webster, webstj91@uwosh.edu

105-8. A General Model of Job Performance: A Ten-Factor Solution

Utilizing job analysis techniques, 2 models of performance were tested with a sample of 553 employees from 3 Latin-American countries. Although results were unable to replicate none of the models, a 10-factor solution similar to 1 of the hypothesized structures emerged from exploratory analysis. Theoretical and practical implications are discussed.

Otmar E. Varela, Nicholls State University
Elvira Salgado, UNIANDES
Virginia Lazio, ESPOL

Submitted by Otmar E. Varela, otmar.varela@nicholls.edu

105-9. The Wonderlic–NFL Performance Relationship Revisited: Positional Analyses and Generalizability

This research reexamined the relationship between the Wonderlic and NFL performance by accumulating data from another draft class. Results indicated that scores on the Wonderlic are not predictive of future NFL performance overall or by position. In addition, the use of this measure produced significant racial discrepancies.

Brian D. Lyons, University at Albany, SUNY
Brian J. Hoffman, University of Tennessee, Knoxville
John W. Michel, University at Albany, SUNY

Submitted by Brian D. Lyons, bl536526@albany.edu

105-10. Alternative Performance Frameworks: Directions for Research and Practice

Frameworks for conceptualizing and measuring performance in organizations are identified and explored. The 3 frameworks, task, role, and values, are described and contrasted. The strategic context is presented as a critical factor in the choice of a performance framework. Directions for research are offered.

Robert L. Cardy, Arizona State University
Aimee D. Ellis, Arizona State University

Submitted by Aimee D. Ellis, aimee.ellis@asu.edu

105-11. The Role of Social Discomfort in Understanding Performance Appraisal Anxiety

Because anxiety experienced by raters during performance appraisal is associated with inflated performance ratings, this study examines factors that contribute to appraisal anxiety. The results supported our central hypothesis that high social discomfort magnifies the effect of anticipated feedback rejection on the anxiety raters experience when they appraise work performance.

Kristophor G. Canali, University of Connecticut
W. Robert Lewis, University of Connecticut
Jonathan Ferris, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitted by Kristophor G. Canali,
    kristophor.canali@uconn.edu

105-12. Effect of Motivational Fit on Satisfaction With Organizational Citizenship Behaviors

This study investigated the satisfaction based on 2 organizational citizenship behaviors (OCB): compliance and voice. Type of goals (approach vs. avoidance) predicted satisfaction with OCB. Individual differences in approach/avoidance temperaments (Behavioral Inhibitory Scale/Behavioral Activation Scale) predicted affect and satisfaction when doing OCB. We discuss theoretical and practical implications.

Guihyun Park, Michigan State University
Linn VanDyne, Michigan State University

Submitted by Guihyun Park, parkguih@msu.edu

105-13. Knowledge and Skills in the Prediction of Organizational Helping

This study tested the incremental validity of knowledge and skills in the prediction of the helping dimension of citizenship beyond previously identified predictors. Findings demonstrate the importance of knowledge and skills beyond traits, motives, and attitudes in the prediction of helping. Implications for future research and practice are discussed.

Nicole M. Dudley, Shaker Consulting Group

Submitted by Nicole M. Dudley,
    nikki.dudley@shakercg.com

105-14. Defining Productivity as the Product of Efficiency and Effectiveness

The purpose of this paper is to define in objective, measurable terms individual employee productivity. The authors contrast an additive and a multiplicative model with varying levels of efficiency and effectiveness to determine the best way to quantify individual productivity and conclude that the multiplicative model is superior.

Saurabh S. Deshpande, Texas A&M University
Stephanie C.. Payne, Texas A&M University

Submitted by Saurabh S. Deshpande, saurabhd@tamu.edu

105-15. OCB Redeemed: A Qualitative Study of Discretionary Contributions at Work

We use qualitative research methods (grounded theory) to reexamine the discretionary nature of organizational citizenship behavior and the factors influencing employee decisions about withholding and making citizenship contributions. We show that OCB can be discretionary in nature and highlight the practical and research implications that follow.

Sankalp Chaturvedi, National University of Singapore
Daniel J. McAllister, National University of Singapore

Submitted by Sankalp Chaturvedi, sankalp@nus.edu.sg

105-16. Adaptability: A Distinct Dimension of Leader Performance?

Adaptability has received recent attention as an important factor of employees' job performance. We investigated whether adaptability is distinct from task and contextual performance and contributes uniquely to overall performance. Our results demonstrated that adaptability was closely related to some leadership behaviors but was an important dimension of leader performance.

Jennifer S. Tucker, U.S. Army Research Institute/
    Portland State University
Robert J. Pleban, U.S. Army Research Institute

Submitted by Jennifer S. Tucker,
    Jennifer.S.Tucker@us.army.mil

105-17. Differences in Raters' Sensitivity to Constraints on Ratee Performance

This study examines the antecedents and consequences of supervisor's consideration of situational influences when making performance ratings. Results found raters who considered situational influences were more likely to give higher ratings. Such raters also tended to be more innovative, sociable, adaptable, and self-controlled.

Jeff A. Weekley, Kenexa
Robert E. Ployhart, University of South Carolina

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

105-18. Learning Goal Orientation, Monitoring, and Creativity: Mediating Role of Scouting

Using survey data from 3 sources (157 employees and their coworkers and supervisors), researchers found that creativity had a direct relationship with supervisor close monitoring (negative) and learning goal orientation (positive). The effects of supervisor close monitoring and learning goal orientation on creativity were completely mediated by scouting behavior.

Abhishek Srivastava, West Virginia University
Seokhwa Yun, Montclair State University
Mark Allyn, Montclair State University

Submitted by Abhishek Srivastava,
    abhishek.srivastava@mail.wvu.edu

105-19. Relative Importance of Antecedents to Voluntary Workplace Behaviors

A model of voluntary behaviors is tested using dominance analysis. Environmental and individual characteristics that have been previously supported as antecedents to both OCB and CWB were analyzed to determine the relative importance of these variables. Hypotheses were contrary to previously published multiple regressions, but clear patterns can be discerned.

Kimberly E. O'Brien, University of South Florida
Tammy D. Allen, University of South Florida

Submitted by Kimberly E. O'Brien,
    ko9152@hotmail.com

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105-20. Perceived Requirement as a Mediator of Personality–Contextual Performance Relationships

We examined whether the extent to which employees perceive contextual performance as required influences their engagement in these behaviors and whether differences in perceived requirement affect the relationship between personality and contextual performance. Results suggest that perceived requirement predicts contextual performance and mediates the effects of personality on contextual performance.

Irini Kokkinou, Purdue University
Reeshad S. Dalal, Purdue University

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

105-21. Limits on Leadership and Job Design: Importance of Error Criticality

Motivational work design and leadership are generally thought of as positive aspects of a job. We propose that there are cases in which generally motivating features of work are less appealing. Results show that error criticality attenuates the positive effects of self-determination supportive leadership and motivational work design.

David T. Wagner, Michigan State University
Frederick P. Morgeson, Michigan State University

Submitted by David T. Wagner, WagnerD@bus.msu.edu

105-22. The Establishment of Visual Requirements for White-Collar Jobs

Job analyses of white-collar positions rarely examine physical or sensory abilities (Guion, 1998). However, some white-collar jobs have valid physical and/or sensory requirements. This study describes how visual standards were established for white-collar positions in 5 occupational groups at a large federal agency.

Thomas A. Stetz, National Geospatial-Intelligence Agency
Scott B. Button, C2 Technologies, Inc.
Deborah Gebhardt, Human Performance Systems, Inc.
Brian K. Griepentrog, George Mason University/Fors Mars Group
W. Benjamin Porr, C2 Technologies, Inc

Submitted by Scott B. Button, sbutton@c2ti.com

105-23. Control and Anticipation of Social Interruptions: Reduced Stress, Improved Performance

Little research has investigated the impact of social interruptions on individuals. In a laboratory study, participants engaged in a computer task were exposed to social interruptions. Participants who could control whether interruptions occurred experienced reduced stress levels. Participants who were able to anticipate the interruptions had better performance levels.

Drew Carton, Duke University
John R. Aiello, Rutgers University

Submitted by John R. Aiello, jraiello@rci.rutgers.edu

105-24. Updating Work Roles Using Criticality and the Jaccard Similarity Coefficient

In some organizations, dynamic work roles are taking the place of traditional job descriptions. Previous work has failed to take into account certain job analytic data in creating the competencies in these work roles. The current study takes these aspects into account by utilizing a statistical correction formula.

W. Benjamin Porr, C2 Technologies, Inc.
Dustin W. Scott, C2 Technologies, Inc.
Thomas A. Stetz, National Geospatial-Intelligence Agency
Julie A. Cincotta, C2 Technologies, Inc.
Scott B. Button, C2 Technologies, Inc.

Submitted by W. Benjamin Porr, WPorr@gmu.edu

105-25. Execution Behaviors as Predictors of Performance for Leaders in Transition

We proposed and tested a 3-prong model of execution behavior as a predictor of leaders' performance during a role transition. Data were collected from 1,443 ratings of 109 leaders. Execution behavior at Time 1 was significantly related to transition performance at Time 2. We discuss implications from a scientist–practitioner standpoint.

Steven M. Rumery, Leadership Research Institute
Cathleen A. Swody, University of Connecticut
W. Robert Lewis, University of Connecticut
Curtis Walker, University of Connecticut
Stephen M. Lambert, Pfizer, Inc.

Submitted by Cathleen A. Swody, cathleen.swody@uconn.edu

105-26. In College Basketball, Performance Consistency Is Measurable and It Matters

Within-person variability in performance is generally considered measurement error, but recent personality research has found stable individual differences in variability. Using an archival data set (NCAA Division I men's basketball statistics), we find (a) reliable individual differences in performance consistency and (b) consistency incrementally predicts team success above individual performance.

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign
Deborah E. Rupp, University of Illinois at Urbana-Champaign

Submitted by Alyssa Mitchell Gibbons, amitchll@uiuc.edu

105-27. Momentary Versus Retrospective Reports of Mood, Behavior, and Performance

The congruence between momentary and retrospective reports of mood, OCBs, CWBs, task, and overall performance were examined. Correlations indicated fairly good recall; however, the congruence decreased when within-person variance increased. In addition, the proportion of variance in retrospective reports predicted by between-person variables increased when within-person variance decreased. Implications are discussed.

Holly Lam, Purdue University
Reeshad S. Dalal, Purdue University
Howard M. Weiss, Purdue University
Eric R. Welch, Purdue University

Submitted by Reeshad S. Dalal, rsdalal@psych.purdue.edu

105-28. Regulatory Failure in High Fidelity Simulations

This study extends previous literature on self-regulation by employing a high fidelity customer-service simulation as a resource-depleting manipulation (Study 1) and by using performance on a naval combat simulator as a dependent measure (Study 2), following classic ego depletion processes. Results confirm the tangible resource utilized for self-regulation in these situations.

Christopher R. Warren, Tulane University
Michael J. Zyphur, Tulane University
Ronald S. Landis, Tulane University
Carl J. Thoresen, Cornerstone Management Resource Systems, Inc.

Submitted by Christopher R. Warren, christopherrwarren@hotmail.com

105-29. Rater Personality and Ability in the Performance Appraisal Process

Raters vary in the relative weights they assign to task, citizenship (OCB), and counterproductive behavior (CWB) when they rate overall performance. This study investigated whether rater personality and general mental ability (GMA) explain these differences. Results indicate that agreeable raters emphasize OCB and raters high in GMA emphasize task performance.

Maria Rotundo, University of Toronto
Jia Lin Xie, University of Toronto

Submitted by Maria Rotundo, rotundo@rotman.utoronto.ca

105-30. Ability, Personality, Performance Over Time: A Censored Latent Growth Model

This study examined relations among cognitive ability, personality, and performance over time. Theoretical underpinnings were rooted in literature on dynamic performance; a censored latent growth model (LGM) procedure was used. Results show cognitive ability is a better predictor of initial performance, and personality is a better predictor of performance change.

Michael J. Zyphur, Tulane University
Ronald S. Landis, Tulane University
Jill C. Bradley, Tulane University
Carl J. Thoresen, Cornerstone Management Resource Systems, Inc.

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

106. Conversation Hour: Friday, 5:00–5:50 State Room 1 (3rd floor-CC)

Leaving HR: I-O Psychologists Working in Business

I-O psychologists employed by large corporations don't have to limit themselves to HR careers and should consider expanding their experience by working in business functions such as marketing, marketing intelligence, and internal auditing. We'll discuss our jobs, the transition, and provide advice for those interested in a nontraditional work experience.

Irene A. Sasaki, Dow Chemical Company, *Host*
Matthew S. Montei, S. C. Johnson, *Co-Host*
Allan Fromen, IBM, *Co-Host*

Submitted by Irene A. Sasaki, isasaki@dow.com

107. Symposium: Friday, 5:00–5:50
State Room 2 (3rd floor-CC)

Deceptively Simple: Applicant Faking Behavior and Prediction of Job Performance

The effect of faking on hiring decisions has long been a concern of practitioners. Research has investigated the effect of faking on the criterion validity of personality measures; however, these studies resulted in a wide range of conclusions. The current symposium will discuss whether applicant faking behavior attenuates criterion validity.

Richard L. Griffith, Florida Institute of Technology, *Chair*
Yukiko Yoshita, Florida Institute of Technology, *Co-Chair*
Len White, U.S. Army Research Institute, Arwen
　　Elizabeth Hunter, George Washington University,
　　Social Desirability Effects on the Predictive Validity of Personality Constructs
Matthew Nordlund, University of Akron, Andrea F.
　　Snell, University of Akron, *Improving Criterion-Related Validities With Instructions to Applicants: A Good Idea That Actually Worked*
Matthew S. O'Connell, Select International, Inc., Mei-Chuan Kung, Select International, Inc., Esteban
　　Tristan, Wright State University, *Beyond Impression Management: Evaluating Three Measures of Response Distortion and Their Relationship to Job Performance*
Richard L. Griffith, Florida Institute of Technology,
　　Yukiko Yoshita, Florida Institute of Technology,
　　Mitchell H. Peterson, Florida Institute of Technology,
　　Tina Malm, Florida Institute of Technology,
　　Addressing Elusive Questions: Investigating the Faking–Performance Relationship
Nicholas L. Vasilopoulos, George Washington
　　University, *Discussant*

Submitted by Richard L. Griffith, griffith@fit.edu

108. Roundtable: Friday, 5:00–5:50
State Room 4 (3rd floor-CC)

Positive Organizational Scholarship: The Past, The Future, and SIOP Opportunities

The area of "positive organizational scholarship" (POS) has been gaining strength in both psychological and business realms of interest. It crosses disciplines and focuses research and practitioner content to the aspects of human life that are affirming, virtuous, and "positive." Where does it come from and where should it go?

Jeanne K. J. Enders, Portland State University, *Host*

Submitted by Jeanne K. J. Enders, endersj@pdx.edu

109. Conversation Hour: Friday, 5:00–5:50
Lone Star C1 (2nd floor-CC)

Graduate Student Seeking Applied Position: Strategies for Success

Attaining applied experience in I-O psychology often proves a daunting challenge for graduate students. Four I-O professionals holding consulting positions share strategies for finding, securing, and succeeding in applied internships and first jobs. Emphasis is placed on leveraging the SIOP Placement Center, JobNet, salary survey, and networking.

Holly S. Payne, PreVisor, Inc., *Host*
Craig R. Dawson, PreVisor, Inc., *Co-Host*
Ryan Shaemus O'Leary, PDRI, *Co-Host*
Michael S. Fetzer, PreVisor, Inc., *Co-Host*
R. Jason Weiss, Development Dimensions International,
　　Presenter
Submitted by Holly S. Payne, hpayne@qwiz.com

110. Special Event: Friday, 5:00–5:50
Austin 3 (2nd floor-H)

International Members Reception

Sharon Arad, IBM, *Host*

111. Symposium: Friday, 5:00–5:50
Majestic 1 (37th floor-H)

Noncognitive Predictors of School Success

Universities have continually sought more equitable, yet valid, predictors of student success beyond achievement tests. In this symposium, research on noncognitive predictors of school success (e.g., personality, learning approaches, and tacit knowledge) will be presented as alternatives or supplements to achievement tests as predictors of school success and student retention.

Craig D. Haas, Hogan Assessment Systems, *Chair*
James H. Martin, University of Missouri-Rolla, Robert
　　L. Montgomery, University of Missouri-Rolla,
　　Longitudinal Analysis of Personality-Academic Performance Relationships
Adrian Furnham, London University, *Personality and Approaches to Learning Predict Preference for Different Teaching Methods*
Wayne R. Edwards, Bank of America, *Augmenting the Selection Process for Psychology Graduate Students: Validity Evidence for a Test of Tacit Knowledge and Practical Considerations*

Submitted by Craig D. Haas, craighaas@yahoo.com

112. Practice Forum: Friday, 5:00–5:50
Dallas A1 (1st floor-CC)

Employee Engagement: Does it Make a Difference in Business Performance?

Many organizations are investing a considerable amount of time and money in employee engagement programs. However, there is little research showing that engagement makes a difference to the business. This practice forum includes 3 studies evaluating the relationship between engagement and performance at 3 levels: employee, team, and store.

Carla K. Shull, Coors Brewing Company, *Chair*
Sean McDade, PeopleMetrics, Inc., *The Nonlinear Relationship Between Employee Engagement and Financial Performance: A Case Study*
Carla K. Shull, Coors Brewing Company, *The Relationship Between Employee Engagement and Sales Team Performance at Molson Coors Brewing Company*
Paul R. Bernthal, Development Dimensions International, Tom Labadie, CompUSA, *Employee Engagement as a Predictor of Store Turnover and Financial Performance at CompUSA*

Submitted by Carla K. Shull, carla.shull@coors.com

113. Panel Discussion: Friday, 5:00–5:50
Dallas A3 (1st floor-CC)

Implications for Personality Testing: 7th Circuit's Decision: *Karraker vs. RAC*

With the 7th Circuit's decision in *Karraker vs. Rent-A-Center*, companies using personality assessments for hiring and promotion may question the use of personality assessments in general and if they are using them in accordance to EEOC guidelines. Discussion will focus dialogue between personality testing experts, practitioners, and session participants.

Julianna M. Otremba, ePredix, Inc., *Chair*
James C. Sharf, Employment Risk Advisors, Inc., *Panelist*
Craig J. Russell, University of Oklahoma, *Panelist*
Ken Lahti, ePredix, *Panelist*
Jeffrey D. Facteau, PreVisor, Inc., *Panelist*

Submitted by Julianna M. Otremba, julianna.otremba@ epredix.com

114. Evening Reception: Friday, 6:00–8:00
Lone Star Preconvene (2nd floor-CC)

Top Posters—Evening Reception

114-1. The Role of Employee Attributions of HR Practices in SHRM

S. Rains Wallace Dissertation Research Award

To address the dearth of research on the link between employee experiences of HR practices and unit/organizational effectiveness, I introduce the construct of HR attributions and show that the attributions employees make about why management adopts the HR practices that it does influences their attitudes, behaviors, and ultimately, unit effectiveness.

Lisa H. Nishii, Cornell University

114-2. A Comment on Employee Surveys: Examining Open-Ended Responses

Technological advances are changing the role of open-ended comments in organizational survey initiatives. Meanwhile, little is known about the characteristics of these comments, the attitudes of those providing them, and the relationship between quantitative and qualitative responses. This study uses data from an employee survey ($N = 661$) to examine these issues.

Reanna M. Poncheri, North Carolina State University/ Surface, Ward & Associates
Jennifer T. Lindberg, North Carolina State University
Lori Foster Thompson, North Carolina State University
Eric A. Surface, Surface, Ward & Associates

Submitted by Reanna M. Poncheri, rmponche@ncsu.edu

114-3. Expanding the Criterion Domain? A Meta-Analysis of the OCB Literature

We meta-analytically examine the relations among 5 dimensions of OCB, task performance and several work-related attitudes. Results of meta-analytic structural modeling indicate that OCB is (a) best viewed as a unidimensional construct, (b) empirically distinct from task performance, and (c) more strongly related to attitudes than is task performance.

Brian J. Hoffman, University of Tennessee-Knoxville
Carrie A. Blair, University of Tennessee-Knoxville
John P. Meriac, University of Tennessee
David J. Woehr, University of Tennessee

Submitted by Brian J. Hoffman, bhoffma2@utk.edu

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114-4. Investment in Workforce Health: Implications for Workforce Safety and Commitment

The current study examined the effects of organizational-level health investment for safety climate, health climate, coworker support for health and individual level workplace commitment and risk-taking behavior. Organizational-level effects were found for safety climate and coworker support. Individual-level effects were found for safety and health climate and support.

Kathryn Mearns, University of Aberdeen
Lorraine Hope, University of Portsmouth
Michael T. Ford, George Mason University
Lois E. Tetrick, George Mason University

Submitted by Lois E. Tetrick, ltetrick@gmu.edu

114-5. A Closer Look at CWB: Emotions, Targets, and Outcomes

John C. Flanagan Award for Outstanding Student Contribution to the SIOP Conference

Using a qualitative research design, we investigated the nature of CWB from the actor's perspective. Findings highlight the need for further research into emotions leading to CWB, positive outcomes of CWB, and intentions and motives behind the performance of CWB using a wider range of behaviors than typically studied.

Meagan M. Tunstall, University of Houston
Lisa M. Penney, University of Houston
Emily M. Hunter, University of Houston
Evan L. Weinberger, University of Houston

Submitted by Meagan M Tunstall, mmt00b@cs.com

114-6. Advancing Measurement of Work–Family Boundary Management Practices

Using 2 independent samples of working adults, we report on the refinement of 4 work–family boundary flexibility measures and the development of 2 interdomain transitions measures. Initial results support the argument that domain boundaries and interdomain transitions are both theoretically and empirically relevant to the assessment of the work–family interface.

Russell A. Matthews, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitted by Russell A. Matthews, Russell.Matthews@uconn.edu

114-7. Gene-Environmental Effects on Leadership Emergence: Examining Interactions

Previous research found genetic influence on leadership emergence. We extend these findings by examining the environmental moderators. Results indicated negative moderating effects: Individuals' opportunities to participate in extracurricular activities and parental support during high school can significantly reduce the strength of the genetic influence on leadership emergence at work.

Zhen Zhang, University of Minnesota
Remus Ilies, Michigan State University
Richard D. Arvey, University of Minnesota

Submitted by Zhen Zhang, zzhang@csom.umn.edu

114-8. Middle Response Category Functioning in Graphic Rating Scale Applications

This study examined whether the middle response option in graphic rating scales indicates a moderate standing on a trait/item or rather a "dumping ground" for unsure or non-applicable responses. Results indicate that although respondents sometimes use it as an N/A proxy, this misuse may not adversely affect reliability and validity.

John Kulas, Saint Cloud State University
Alicia Stachowski, George Mason University
Brad A. Haynes, Meyecon.com

Submitted by John Kulas, jtkulas@stcloudstate.edu

114-9. Preliminary Validation of an Emotional Intelligence Measure for Employee Development

This study describes the development and initial validation of a 24-item measure of emotional intelligence that overcomes the conceptual and practical limitations of other measures based upon Mayer and Salovey's (1997) model. Data from 474 participants across 3 studies demonstrated the measure's psychometric properties and utility for employee development applications.

Kevin Groves, California State University
Mary Pat McEnrue, California State University-Los Angeles
Winny Shen, PepsiCo FritoLay Leadership Center/California State University-Los Angeles

Submitted by Winny Shen, winnyshen@gmail.com

114-10. Expanding Predictor/Criterion Space in Public Sector to Reduce Adverse Impact

The current study attempts to maximize criterion validity while minimizing adverse impact by expanding the predictor and criterion space in a public sector environ-

ment. Logistic regression results were encouraging, with an alternative composite having greater criterion validity than a cognitive-based composite, while having no practical significant subgroup mean differences.

Juan Benavidez, Oklahoma Office of Personnel
    Management
Gregory G. Manley, University of Texas-San Antonio
Tommie Mobbs, Presidio Sciences
Mary Shane Connelly, University of Oklahoma

Submitted by Gregory G. Manley, gmanley@utsa.edu

114-11. A Mediation Model of Goal Congruence, Service Climate, and Outcomes

Using a sample of 36 bank branches, we supported a fully mediated model in which branch employees' agreement on the prioritization of branch goals predicted their perceptions of the branch's service climate, which in turn predicted branch customers' ratings of service quality and branch revenue in terms of loan sales.

Lawrence A. Witt, University of New Orleans
Karen Holcombe Ehrhart, San Diego State University
Benjamin Schneider, Valtera

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

114-12. Who's Procedurally Just? The Role of Managers' Implicit Personal Theory

Strong employee reactions to procedural injustice have inspired interventions aimed at increasing managers' procedural justice. In the present study, managers holding the "incremental" implicit theory (i.e., belief that people tend to change) predicted employee perceptions of procedural justice and subsequent organizational citizenship behavior, as mediated by employees' organizational commitment.

Peter A. Heslin, Southern Methodist University
Don VandeWalle, Southern Methodist University

Submitted by Peter A. Heslin, heslin@cox.smu.edu

114-13. Job Insecurity and Accident Underreporting

Data from 359 employees located in 4 organizations suggest that perceptions of job insecurity may serve to inhibit the reporting of accidents to supervisors. Analyses indicate that when job security is high, there is little difference between reported and unreported accidents. However, as job security decreases, employees underreport more accidents.

Tahira M. Probst, Washington State University-Vancouver

Submitted by Tahira M. Probst,
    probst@vancouver.wsu.edu

114-14. Accountability Influences Decoy Effects on Group-Based Selection Decisions

The decoy effect occurs when preferences between 2 alternatives reverse as a result of the manipulation of an inferior 3rd alternative. This research showed that when decisions were made by groups, the decoy effect held only when decision makers knew they would have to justify their decision processes.

Jerel E. Slaughter, University of Arizona
Jessica Bagger, University of Arizona
Andrew Li, University of Arizona

Submitted by Jerel E. Slaughter, jslaught@eller.arizona.edu

114-15. Concept Redundancy Among Forms and Bases of Commitment

This study examines concept redundancy among forms (affective, normative, continuance) and bases (compliance, identification, internalization) of commitment. Confirmatory factor analyses supported a 4-factor model combining affective commitment, normative commitment, and identification. This model fit the data well, and a 6-factor model fit no better and contained extremely high correlations.

Thomas E. Becker, University of Delaware

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

114-16. An Evaluation of the Cross-Cultural Generalizability of Organizational Commitment

This study evaluated similarities and differences across national boundaries in the measurement of organizational commitment, its mean levels, and its relationships with job satisfaction. Aside from measurement nonequivalence arising from item wording complexities, universality was observed in the measurement of commitment, mean levels of commitment, and in relationships with satisfaction.

Keith Hattrup, San Diego State University
Karsten Mueller, University of Mannheim
Pancho Aguirre, San Diego State University

Submitted by Keith Hattrup, khattrup@psychology.sdsu.ed

Got Turnover?

"Agents quit because they dislike what they do...
not because they lack skills."

Coffee Break
Saturday, 7:30–8:00
Lonestar Preconvene

115. Symposium: Saturday, 8:00–9:20
San Antonio A (3rd floor-CC)

Testing Strategies for Reducing Adverse Impact

The use of cognitive ability tests for selection results in substantial degrees of adverse impact. The 3 empirical studies in this symposium explore the utility of alternative strategies for reducing adverse impact on cognitive ability and reading comprehension tests.

Lili Duan, University of Maryland, *Chair*
Ken Yusko, Arlington County Government, *Co-Chair*
Lili Duan, University of Maryland, David M. Mayer, University of Central Florida, *Time Limits and Adverse Impact: Time Management as a Moderator*
Mina Sipe, DDI, Harold W. Goldstein, Baruch College, CUNY, *Black–White Differences in Reading Comprehension: The Measure Matters*
Anu Ramesh, University of Maryland, Paul J. Hanges, University of Maryland, Michael Daugherty, University of Maryland, *Measuring Working Memory in Firefighter Applicants: Validity and Adverse Impact*
Sheldon Zedeck, University of California-Berkeley, *Discussant*

Submitted by Paul J. Hanges, Hanges@psyc.umd.edu

116. Symposium: Saturday, 8:00–9:50
Houston A (3rd floor-CC)

Perceived Organizational Support: The Key Role of the Supervisor

We examine supervisors' contributions to perceived organizational support (POS), addressing 4 questions: (a) What factors affect supervisors' impact on POS? (b) Do supervisors or coworkers contribute more to POS? (c) How do supervisors influence employees' reciprocation of POS? (d) How can supervisors maintain employees' POS when employees are treated unfavorably?

Robert Eisenberger, University of Delaware, *Chair*
Justin Aselage, University of Delaware, Ivan L. Sucharski, University of Delaware, Robert Eisenberger, University of Delaware, Florence Stinglhamber, HEC–Liege, Belgium, *Supervisor's Organizational Embodiment: Why Supervisor Support Contributes to Perceived Organizational Support*

Tanguy Dulac, Universite Catholique de Louvain, Jackie Coyle-Shapiro, London School of Economics, *Leader–Member Exchange and Perceived Organizational Support During Organizational Socialization*
Linda R. Shanock, University of Albany, SUNY, Sylvia G. Roch, University at Albany, SUNY, *Perceived Organizational Support: Relationships With Supervisor and Coworker Support*
Lawrence A. Witt, University of New Orleans, *Perceived Organizational Support and Empowerment in the Work Unit*
Jason R. Jones, University of Delaware, *Perceived Organizational Support: Managers' Explanations for Unfavorable Treatment of Employees*
Lynn Shore, San Diego State University, *Discussant*

Submitted by Robert Eisenberger, eisenber@udel.edu

117. Symposium: Saturday, 8:00–9:50
Houston B (3rd floor-CC)

Making Ivory-Tower Job Analysis Useful in the Real World

Leveraging academic research to assist practitioners in solving real-world problems remains an ongoing challenge. This symposium describes 4 projects that attempted to bridge the gap between academic work-dimensionality research and practice, focusing on using job analysis information to identify cross-functional skills, personality requirements, occupational preferences, and ability-trait requirements.

Mark A. Wilson, North Carolina State University, *Chair*
Charles E. Lance, University of Georgia, Tracy A. Lambert, The University of Georgia, R. Bruce Gould, Self-employed, *Task Taxonomy to Support Research on Cross-Job Transferability of Skills*
Stephen G. Atkins, Massey University, Stuart C. Carr, Massey University, Richard Fletcher, Massey University/Auckland Campus , Robin McKay, PsycAssess, Ltd., *Worker Vocational Fit From the Perspective of Personality-Focused Job Analysis*
Robert J. Harvey, Virginia Tech, Teresa A. Wagner, University of South Alabama, *Does Gender Moderation in Job-Component Validity Make a Bottom-Line Difference?*
Leslie A. Thomas, Selection Science, Robert J. Harvey, Virginia Tech, *Using CMQ/2 Work Dimensions to Facilitate Military Occupational Exploration*
Milton Hakel, Bowling Green State University, *Discussant*

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

SATURDAY AM

118. Symposium: Saturday, 8:00–9:50 Houston C (3rd floor-CC)

Publication Bias in I-O Psychology: The Elephant in the Room?

Publication bias occurs when some studies do not make their way into the literature, and these missing studies are systematically different from those that do appear in the literature. This symposium introduces methods of publication bias detection developed in the medical literature and applies them to 3 I-O data sets.

Elaine D. Pulakos, Personnel Decisions Research Institutes, *Chair*
Hannah R. Rothstein, Baruch College, CUNY, *An Overview of Publication Bias Methods*
Michael A. McDaniel, Virginia Commonwealth University, Patrick F. McKay, University of Wisconsin-Milwaukee, Hannah R. Rothstein, Baruch College, CUNY, *Publication Bias and Racial Effects on Job Performance: The Elephant in the Room*
Deborah L. Whetzel, Work Skills First, Inc., *Publication Bias in the Validity of Customer Service Measures*
Michael A. McDaniel, Virginia Commonwealth University, Gregory M. Hurtz, California State University-Sacramento, John J. Donovan, Virginia Tech, *An Evaluation of Publication Bias in Big Five Validity Data*
Timothy A. Judge, University of Florida, *Discussant*

Submitted by Michael A. McDaniel, mamcdani@vcu.edu

119. Symposium: Saturday, 8:00–9:50 State Room 1 (3rd floor-CC)

Sensemaking and Tacit Knowledge in Organizations

This symposium addresses critical issues and outlines innovative approaches to sensemaking and tacit knowledge in the military context. Data from novices and several echelons of military leaders will be presented and discussed with respect to these concepts and recommendations for training of military leaders given.

Celestine Ntuen, North Carolina Agricultural and Technological State University, *Chair*
Alan K. Goble, Bennett College, Tristan Marsh, Bennett College, Anthony R. Perry, North Carolina Agricultural and Technological State University, Stephanie Woods, North Carolina Agricultural and Technological State University, *Measurement and Documentation of Tacit Knowledge in Organizations*
Anthony R. Perry, North Carolina Agricultural and Technological State University, Stephanie Woods, North Carolina Agricultural and Technological State University, Alan K. Goble, Bennett College, Tristan Marsh, Bennett College, *Tacit Knowledge Formation, Structure, and Sharing in Organizational Settings*
Xiaochun Jiang, North Carolina Agricultural and Technological State University, Younho Seong, North Carolina Agricultural and Technological State University, Daniel Mountjoy, North Carolina Agricultural and Technological State University, *Tacit Knowledge Alignment Within an Organization*
Younho Seong, North Carolina Agricultural and Technological State University, Xiaochun Jiang, North Carolina Agricultural and Technological State University, Eui H. Park, North Carolina Agricultural and Technological State University, Dennis Leedom, Evidence Based Research Inc., *Windows of Decision Opportunities and Decision Modality in a Dynamic Environment*
Tonya L Smith-Jackson, Virginia Tech, Boon K. Soh, Virginia Tech, Gina Mollet, Virginia Tech, Tanner Baterman, Virginia Tech, *Individual Differences and the Role of Socialization in Sensemaking*

Submitted by S. Bartholomew Craig, bart_craig@ncsu.edu

120. Practice Forum: Saturday, 8:00–9:50 State Room 2 (3rd floor-CC)

Across Cultural Barriers: Validity of Personality in Non-Western Cultures

This forum presents leading-edge research and findings regarding issues in cross-cultural personality assessment. Issues in the definition, measurement, and the validation of personality constructs (work styles) in non-Western cultures are addressed. Practical issues, such as the role of response distortion in predicting work performance, will also be addressed.

Ronald C. Page, Human Resource Consultants, *Chair*
Hennie J. Kriek, SHL, *Personality Assessment: Group Differences, Language Proficiency, and Fairness*
Ronald C. Page, Human Resource Consultants, Brian Connelly, University of Minnesota, *Development of the Work Behavior Inventory for Cross-Cultural Applications*
Thomas L. Payne, Human Resource Consultants Southeast Asia, Arunee Vittayasirinun, Human Resource Consultants Southeast Asia, *Construct Validation of Personality Assessment With the WBI in Thailand*
Kaiguang Liang, C&D Management Consulting, Xin Yang, C&D Management Consulting, *Personality Assessment in China*

William H. Mobley, China Europe International Business School, Lena Wang, Mobley Group Pacific, *Construct and Predictive Validation of Personality Measures in China*

Submitted by Ronald C. Page, ronald.page@hrconsultantsinc.com

121. Symposium: Saturday, 8:00–9:50
State Room 3 (3rd floor-CC)

Nontraditional, Understudied Populations in Work–Family Research

Research shows that perceptions of organizational support are linked to reduced work–family conflict. This symposium expands our understanding by examining the role of supervisory, family, and organizational support among understudied populations, linking supervisory support with perceptions of leadership and identifying specific leader behaviors that shape perceptions of supportive supervisors.

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

April Jones, Pennsylvania State University, Jeanette N. Cleveland, Pennsylvania State University, Alma McCarthy, National University of Ireland, *The Moderating Effects of Managerial Support on the Experience of Work–Family Conflict Among Single Hotel Employees*

Bryanne Cordeiro, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Michael Judd, Pennsylvania State University, *Intentions to Use Family Leave Policies: Do Gender, Occupational Status, and LMX Matter?*

Carrie A. Bulger, Quinnipiac University, Janet L. Barnes-Farrell, University of Connecticut, *Age Matters: Age Effects on the Relationships Between Role Overload, Support, and Work-to-Family Conflict*

Whitney E. Botsford, George Mason University, Lois E. Tetrick, George Mason University, *International Comparison (1988–2002) of Attitudes Towards Women Working*

Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, Shelly Alexander, Portland State University, *Identifying Family-Supportive Supervisory Behaviors for Work and Family*

Submitted by Jeanette N. Cleveland, janc@psu.edu

122. Practice Forum: Saturday, 8:00–9:50
Lone Star C1 (2nd floor-CC)

Talent Management: Will the High Potentials Please Stand Up?

The ability to accurately identify and develop high-potential talent in an organization is critically important for meeting business needs. This session brings together internal and external practitioners who focus on talent assessment and management to discuss current trends, issues to consider, and learnings from 3 different talent management applications.

Allan H. Church, PepsiCo, *Chair*

Rodney Warrenfeltz, Hogan Assessment Systems, *Assessing Leadership Talent: Past Trends and Current Practices*

Scott A. Davies, Hogan Assessments Systems, Robert F. Silzer, Human Resource Assessment & Development, *Making a Difference in Talent Management*

Allan H. Church, PepsiCo, *Bring on the High Potentials—Talent Assessment at PepsiCo*

Erica I. Desrosiers, PepsiCo, Michael T. Barriere, Citigroup, *Determining Success Factors for Developing Talent at Citigroup Private Bank*

Amie J. Nelson, The Citigroup Private Bank, Joe Ryan, Citigroup Private Bank, David H. Oliver, PepsiCo International, *Translating Assessment Results Into Development at PepsiCo*

Paige Ross, PepsiCo, Ben E. Dowell, Bristol-Myers Squibb, *Discussant*

Submitted by Allan H. Church, allan.church@pepsi.com

123. Symposium: Saturday, 8:00–9:50
Lone Star C2 (2nd floor-CC)

Factors Affecting the Success of eHR Systems in Organizations

This symposium considers factors associated with the success of eHR systems including the role of (a) industrial and organizational psychology in the implementation of eHR, (b) individual and system characteristics that may influence the acceptance and effectiveness of eHR, and (c) human resources metrics used to enhance organizational effectiveness.

Dianna L. Stone, University of Central Florida, *Chair*

Jerard F. Kehoe, Selection & Assessment Consulting, David N. Dickter, PSI, *Industrial and Organizational Psychology's Role in eHR*

Enrique G. Melon, U.S. Navy Human Performance Center, *Environmental and Learner-Related Factors Affecting the Success of e-Learning*

SATURDAY AM

Dianna L. Stone, University of Central Florida, Richard Johnson, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, Gergana Markova, University of Central Florida, ***Employees' Reactions to Human Resources Information Systems***

Kimberly Lukaszewski, State University of New York-New Paltz, Dianna L. Stone, University of Central Florida, Eugene F. Stone-Romero, University of Central Florida, ***Individuals' Reactions to Human Resources Information Systems Policies and Practices***

James H. Dulebohn, Michigan State University, Janet Marler, University at Albany-SUNY, ***HR Metrics: An Integrative Model for eHR***

Submitted by Dianna L. Stone, shashcub@cfl.rr.com

124. Panel Discussion: Saturday, 8:00–9:50
Lone Star C3 (2nd floor-CC)

Validity Generalization at Work: Is it Legal to be Scientific?

The scientific community has embraced validity generalization evidence supporting the cross-situational validity of cognitive and noncognitive tests. However, there is a lack of clarity in practice regarding specific methodologies that are acceptable both scientifically and legally. This session will explore legal and professional issues in the practical application of VG.

John A. Weiner, Psychological Services, Inc., ***Chair***
Frank L. Schmidt, University of Iowa, ***Panelist***
James C. Sharf, Employment Risk Advisors, Inc., ***Panelist***
Richard Fischer, OFCCP, U.S. Dept of Labor , ***Panelist***
Keith M. Pyburn, Fisher & Phillips, LLP, ***Panelist***
William W. Ruch, Psychological Services, Inc., ***Panelist***
David Copus, Ogletree Deakins, ***Panelist***

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

125. Panel Discussion: Saturday, 8:00–9:50
Lone Star C4 (2nd floor-CC)

Executive Coaching: How Do We Know the Value We Add?

Following the showing of the 25-minute DVD, *The Psychology of Executive Coaching: The State of the Art*, a diverse panel of executive coaches will discuss some of the provocative questions arising from the practice of executive coaching. The session is expected to stimulate insight, encourage dialogue, and highlight research needs.

J. David Brewer, Leadership Consulting Group of San Francisco, ***Chair***
Gregory Pennington, RHR International, ***Panelist***
David B. Peterson, Personnel Decisions International, ***Panelist***
Anna Marie Valerio, Executive Leadership Strategies, LLC, ***Panelist***
Denise P. Verolini, Wells Fargo Private Client Services, ***Panelist***

Submitted by Anna Marie Valerio, annamarievalerio@aol.com

126. Symposium: Saturday, 8:00–9:50
Austin 1 (2nd floor-H)

Recent Developments in Efficacy Research: Interventions and Temporal Relationships

Results from longitudinal and experimental studies of efficacy–performance relationships are reported. Both self- and team efficacy are shown to be influenced by various interventions. The longitudinal results, however, suggest that such relationships are not stable over time. Team composition and development variables are featured as potential moderators of effects.

Catherine Collins, University of New South Wales, ***Chair***
John E. Mathieu, University of Connecticut, ***Co-Chair***
Yoav Ganzach, Tel Aviv University, Dov Eden, Tel Aviv University, Tal Zigman, Tel Aviv University, ***Augmenting Means Efficacy to Improve Performance: A Field Experiment***
Lisa Kath, University of Connecticut, John E. Mathieu, University of Connecticut, ***Longitudinal Analyses of the Relationships Between Collective Efficacy and Performance***
Narda Quigley, Villanova University, Paul E. Tesluk, University of Maryland, ***The Moderating Influence of Average Team Member Emotional Stability on the Team Performance Feedback–Team Efficacy Relationship***
Catherine Collins, University of New South Wales, Sharon K. Parker, Australian Graduate School of Management, ***Enhancing Team Efficacy: A Longitudinal Evaluation of a Mentoring and Data Feedback Intervention***
Gilad Chen, Texas A&M University, ***Discussant***

Submitted by Catherine Collins, cathc@agsm.edu.au

127. Symposium: Saturday, 8:00–9:50 Austin 2 (2nd floor-H)

Test Security and Cheating: Research on Practical Issues

In continuously administered employment tests, test security may be compromised by examinees revealing test items to future test candidates. This symposium presents empirical research on how item memorization differs across administration and item types, the effects of item preknowledge on performance and individual difference variables, and methods to detect breaches.

Stephen Stark, University of South Florida, *Chair*

Siang Chee Chuah, AICPA, *Co-Chair*

Ben-Roy Do, University of Illinois, Urbana-Champaign, *Co-Chair*

Siang Chee Chuah, AICPA, Ben-Roy Do, University of Illinois, Urbana-Champaign, *Test Administration as a Means for Improving Test Security: CAT Versus Paper and Pencil*

Alan D. Mead, PAQ Services, Inc, *A Comparison of Traditional and Simulation Assessment Memorability and Security*

Ben-Roy Do, University of Illinois, Urbana-Champaign, Bradley James Brummel, University of Illinois, Urbana-Champaign, *Item Preknowledge on Test Performance and Item Confidence*

Bradley James Brummel, University of Illinois, Urbana-Champaign, Siang Chee Chuah, AICPA, *Individual Differences in Cheating Ability and Likelihood*

Bruce Biskin, American Institute of Certified Public Accountants, *Security in a High Stakes Computer-Based Testing Environment: Risks and Findings*

Fritz Drasgow, University of Illinois, Urbana-Champaign, *Discussant*

Submitted by Ben-Roy Do, benroydo@uiuc.edu

128. Symposium: Saturday, 8:00–9:50 Austin 3 (2nd floor-H)

"Service With a Smile, Regardless": Emotions and Customer Service Work

Employees in service roles must be able to accurately read the emotions of customers, regulate their own emotions according to organizational expectations, and react appropriately. This process and the burnout and service performance outcomes that result will be examined. Several new moderators will be tested (e.g., cognitive ability, racial identity).

Steffanie L. Wilk, The Ohio State University, *Chair*

Nancy P. Rothbard, University of Pennsylvania-Wharton School, *Co-Chair*

Lorna M. Doucet, University of Illinois at Urbana-Champaign, Greg R. Oldham, University of Illinois at Urbana-Champaign, *I Know How You Feel, But It Doesn't Always Help: Emotional Accuracy and The Effectiveness Of Customer Service Representatives*

Radostina Purvanova, University of Minnesota, Joyce E. Bono, University of Minnesota, *Customer Service Performance: "Be Enthusiastic" or "Be Yourself"?*

Steffanie L. Wilk, The Ohio State University, Nancy P. Rothbard, University of Pennsylvania-Wharton School, *Emotional Dissonance, Burnout, and Job Performance: An Experience-Sampling Study of Call Center Workers*

Anat Rafaeli, Technion-Israel Institute of Technology, Shy Ravid, Technion-Israel Institute of Technology, Ravit Rozilio, Technion-Israel Institute of Technology, *The Effects of Anger of Self and Others*

Julie Kern, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Does Racial Identity Buffer or Exacerbate the Relationship of Workplace Mistreatment With Anger and Burnout?*

Theresa M. Glomb, University of Minnesota, *Discussant*

Submitted by Steffanie L. Wilk, wilk@cob.osu.edu

129. Master Tutorial: Saturday, 8:00–9:50 Seminar Theater (2nd floor-H)

Two CE Credits Available for Attending! Register at the Session

SIOP Goes to Washington: Advocating for I-O Psychology

In this interactive session, led by one of APA's senior science lobbyists, participants will learn more about the federal context for funding of psychological science and opportunities for industrial-organizational psychologists to become more directly involved in translating their research for policymakers.

Heather O'Beirne Kelly, American Psychological Association, *Presenter*

130. Symposium: Saturday, 8:00–9:50 Majestic 1 (37th floor-H)

Creativity and Innovation in Work Organizations: Multilevel Approaches

Knowledge concerning the similarities and differences of factors affecting work-related creativity and innovation at different levels of analysis is limited. The papers presented in this symposium provide empirical and conceptual advances in understanding multilevel and cross-

level effects related to the amount and quality of creativity and innovation in organizations.

James L. Farr, Pennsylvania State University, *Chair*

Priya Bains, Pennsylvania State University, Veronique Tran, Pennsylvania State University, *Creativity and Innovation: Taking It to the Next Level*

Michael D. Mumford, University of Oklahoma, Sam T. Hunter, University of Oklahoma, *Innovation and Creativity: Cross-Level Paradoxes*

Michelle M. Harrison, Pennsylvania State University, Nicole Neff, Pennsylvania State University, Alexander R. Schwall, Pennsylvania State University, Xinyuan Zhao, Pennsylvania State University, *A Meta-Analytic Investigation of Individual Creativity and Innovation in the Workplace*

Carsten K. W. De Dreu, University of Amsterdam, *Minority Dissent in Organizational Teams: From Creative Thoughts to Innovative Products and Services*

Christina E. Shalley, Georgia Institute of Technology, *Discussant*

Submitted by James L. Farr, J5F@psu.edu

131. Symposium: Saturday, 8:00–9:50 Majestic 4-5 (37th floor-H)

The Expatriate Lifecycle: Insights From Selection to Repatriation

Research insights from studies of various phases of the expatriate experience are presented. Findings point to tolerance for stress, workplace strain, and role conflict as among the attributes impacting expatriate success—before, during, and after assignment. Results also challenge the traditional notion that greater cultural distance is inherently negative.

Kelly R. Harkcom, ISR, *Chair*

Mary G. Tye, Colorado State University, Peter Y. Chen, Colorado State University, *Selection of Expatriates: Decision-Making Models of Human Resources Professionals*

Patrick Kulesa, ISR, Leslie A. Bethencourt, ISR, Ralph J. Bishop, ISR, Katherine Schardt, ISR, Jolene L. Skinner, ISR, *Cultural Distance: Is Value Congruency Inevitably Better?*

Riki Takeuchi, HKUST, Mo Wang, Portland State University, Yaping Gong, Hong Kong University of Science & Technology, *Mediating Effects of Self-Efficacy and Psychological Workplace Strain for Expatriates*

Maria L. Kraimer, University of Melbourne, Margaret A. Shaffer, University of Wisconsin at Milwaukee, David A. Harrison, Pennsylvania State University, Hong Ren, Pennsylvania State University, *A Role Identity Perspective for Repatriation Effectiveness*

Laura Galarza, University of Puerto Rico, *Discussant*

Submitted by Kelly R. Harkcom, kelly.harkcom@ isrinsight.com

132. Roundtable: Saturday, 8:00–8:50 Majestic 6 (37th floor-H)

Comparing People Across the Globe: The Challenge of International Norms

Personality tests have typically been normed and used within a given country. But increasingly, we face the need to compare personality test results across countries. We address complications of ensuring that test norms are fair across cultures and preserve cultural strengths and still provide a standard of comparison.

Robert E. Lewis, Personnel Decisions International, *Host*

Anna Brown, SHL Group plc, *Co-Host*

Dave Bartram, SHL Group plc, *Co-Host*

Steven Fleck, SHL Group plc, *Co-Host*

Ilke Inceoglu, SHL Group plc, *Co-Host*

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

133. Practice Forum: Saturday, 8:00–9:50 Majestic 7 (37th floor-H)

Dynamic Testing: An Essential Ingredient in Personnel Selection

As psychological testing in personnel selection continues to increase dramatically, dynamic testing has become essential for test developers to ensure that their personnel assessment tools are competent and valid. This forum addresses the necessity, utility, and legality of dynamic testing. Also, the components of dynamic testing systems will be examined.

Patrick L. Wadlington, Hogan Assessment Systems, *Chair*

Reid E. Klion, Performance Assessment Network, *Dynamic Testing: Technical Considerations and Developments*

Patrick L. Wadlington, Hogan Assessment Systems, *Necessity, Advantages, and Requirements of Dynamic Testing in Personnel Selection*

Scott A. Davies, Hogan Assessments Systems, Jill V. Turner, Hogan Assessment Systems, *Item Banking: An Applied Perspective*

Rick R. Jacobs, Pennsylvania State University, *When Science Outpaces Practice: New Applications for Computer Adaptive Testing*

Ryan A. Ross, Hogan Assessment Systems, *Discussant*

Submitted by Patrick L. Wadlington,
    pwadlington@hoganassessments.com

134. Symposium: Saturday, 8:00–9:50
Majestic 3 (37th floor-H)

The Rules of Attraction: What, When, and Why Applicants Choose

To attract and secure qualified job applicants, organizations must understand the content and processes underlying applicant decision making. The present symposium provides insight into applicant job choice by elucidating (a) which attributes are important to job seekers; and (b) when, why, and to whom certain attributes are most important.

Crystal M. Harold, Indiana University-Purdue University Indianapolis, *Chair*
Michael Ingerick, HumRRO, *Co-Chair*
Derek S. Chapman, University of Calgary, Nicholas Borodenko, University of Calgary, *Targeting Recruiting Efforts at the Individual, Occupational, or Universal Level*
Scott Highhouse, Bowling Green State University, *Social-Identity Functions of Organizational Attraction*
Crystal M. Harold, Indiana University-Purdue University Indianapolis, Michael Ingerick, HumRRO, Ted Diaz, HumRRO, Zachary J. Steiner, Indiana University-Purdue University Indianapolis, *The Organization Offereth and the Applicant Taketh? Group- and Individual-Level Differences in Fit Preferences and Their Effects on Organizational Choice*
Margaret E. Brooks, Wayne State University, Milton D. Hakel, BGSU/ORD, *Attribute Importance Across the Job Choice Process*
Filip Lievens, Ghent University, *The Importance of Instrumental and Symbolic Beliefs for Potential Applicants, Actual Applicants, and Employees*
Connie R. Wanberg, University of Minnesota, *Discussant*

Submitted by Crystal M. Harold, charold@iupui.edu

135. Interactive Posters: Saturday, 8:00–8:50
Majestic 8 (37th floor-H)

Cross-Cultural

Joselito C. Lualhati, Global Skills X-Change, *Facilitator*

135-1. Cross Cultural Variations in Climate, Stress and Organizational Productivity Relationships

We examined the relationships between organizational climate, employee stress and organizational productivity in a cross-national study of 51 UK and 104 Chinese manufacturing organizations. The results indicated divergence between contexts. Climates that facilitate employee autonomy displayed a differing pattern of relationships with employee stress and productivity across contexts.

Giles Hirst, Aston University
Pawan Budhwar, Aston Business School
Helen Shipton, Aston Business School
Michael A. West, University of Aston
Xu Chongyuan, Chinese Academy of Sciences
Chen Long, Chinese Academy of Sciences

Submitted by Sally A. Carless,
    sally.carless@med.monash.edu.au

135-2. Cross-Cultural Differences in the Impact of a Productivity Intervention

The study examined the impact of horizontal-collectivism on the success of ProMES. Results indicated that power distance and collectivism interact in predicting ProMES success. In countries low in power distance, collectivism played an important role in predicting ProMES success. In countries high in power distance, however, collectivism did not matter.

Anthony R. Paquin, Western Kentucky University
Sylvia G. Roch, University at Albany, SUNY
Maria L. Sanchez-Ku, Select International, Inc.

Submitted by Sylvia G. Roch, roch@albany.edu

135-3. The Development of Cross-Cultural Interpersonal Conflict at Work Scale

The purpose of this study is to develop a cross-cultural interpersonal conflict at work scale (CC-ICS), which addresses both direct conflict and indirect conflict. The CC-ICS would be validated by ICAWS (Spector & Jex, 1998) in both China and the United States.

Cong Liu, Illinois State University
Margaret M. Nauta, Illinois State University
Paul E. Spector, University of South Florida
Chaoping Li, Renmin University of China
Altovise Rogers, Illinois State University

Submitted by Cong Liu, cliu@ilstu.edu

135-4. A Biodata Inventory for Expatriate Selection: Assessing Cross-Cultural Adaptability

This study set out to develop and validate a biographical data inventory called BICCA for assessing cross-cultural adaptability in expatriate managers. Results from 202 expatriates suggest that the BICCA is an effective alternative to commonly used personality inventories in measuring cross-cultural adaptability. We conclude with practical implications.

Nancy Groesch, EADS

Submitted by Nancy Groesch, nancy.groesch@eads.net

136. Poster Session: Saturday, 8:00–8:50 Lone Star A-B (2nd floor-CC)

Selection

136-1. Assessment Centers: Current Practices in the United States

Our primary goal was to describe the "state of the art" of assessment center (AC) practices in the U.S. In addition, we evaluated whether ACs follow the *Guidelines for AC Operations* (2000). Finally, we compared our findings to a prior study (Spychalski et al., 1997) to determine current trends.

Tasha L. Eurich, Colorado State University
Diana E. Krause, University of Western Ontario
Konstantin Cigularov, Colorado State University
George C. Thornton, Colorado State University

Submitted by Tasha L. Eurich, teurich@lamar.colostate.edu

136-2. Adverse Impact Prediction: Implications of Using the Eighty Percent Rule

This study examined the implications of modeling adverse impact via linear regression as a continuous ratio and via logistic regression as an 80% rule decision. Results indicated differential prediction across adverse impact measures for varying selection ratios and percentages of focal group applicants.

Eric M. Dunleavy, American Institutes for Research
Karla K. Stuebing, FSD Data Services, Inc.
James E. Campion, University of Houston

Submitted by Eric M. Dunleavy, edunleavy@air.org

136-3. Longitudinal Changes in Testing Applicants and Labor Productivity Growth

Longitudinal reviews of surveys on the incidences of using ability, personality, and other tests for applicants, are reported in the framework of *Griggs v. Duke Power* (1971). Models of selection utility are reviewed, and expected relationships between testing incidences and national labor productivity (output per hour) are stated and explored.

Donald L. Harville, Air Force Research Laboratory

Submitted by Donald L. Harville, Harville@ix.netcom.com

136-4. A Multifaceted Comparison of Situational Judgment and Biodata Keying Methods

Our research evaluated the impact of development sample size on the effectiveness of various situational judgment and biodata empirical keying methods. Effectiveness metrics included criterion-related validity, validity shrinkage with cross-validation, and race/ethnicity subgroup differences. We discuss potential implications for researchers considering the appropriateness of empirical keying for these content types.

Evan F. Sinar, Development Dimensions International
Joseph A. Jones, Development Dimensions International

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

136-5. Letters of Recommendation: Controversy and Consensus From Expert Perspectives

This study investigated the opinions and usage of letters of recommendation (LORs) by personnel-related professionals. The results demonstrated that LORs are still relied upon in academia; however, appear to be "phasing out" in applied professions. All professionals identified inflation as a problem with LORs that may never be resolved.

Jessica M. Nicklin, University at Albany, SUNY
Sylvia G. Roch, University at Albany, SUNY

Submitted by Jessica M. Nicklin, jn0702@albany.edu

136-6. Changes in Test Anxiety Before a Work Sample Test

Previous research has found negative relationships between test anxiety and performance on cognitive exams. The present study examined the relationship between test anxiety and performance on a work sample test. HLM analyses found differences in the pattern of anxiety for individuals who passed and individuals who failed the exam.

Nathan Schneeberger, Excelsior College

Submitted by Nathan Schneeberger, ns9529@albany.edu

136-7. Exploring the Processes of Self-Awareness

Study 1 outlined self-awareness processes by examining its cognitive structure. Interviews with 21 assessment center participants surfaced 8 performance strategies. In Study 2, these strategies were validated on a postgraduate sample. Using only numerical indices of self-awareness fails to reflect how effective performance strategies may be used in selection.

Suat Hui A. Lim, Pennsylvania State University
James L. Farr, Pennsylvania State University
Ray Randall, Institute of Work Health and Organisations

Submitted by Suat Hui A. Lim, sal263@psu.edu

136-8. Impression Management and Dimensional Structured Interview Performance

This study examined the influence of impression management (IM) on interview ratings in a structured interview for the position of entry-level fire fighter. Relationships were uncovered between IM and several performance areas; the relationships were maintained after controlling for length of applicant response, a potential confound identified in prior research.

Craig R. Dawson, Previsor, Inc.
Patrick H. Raymark, Clemson University
Michael Horvath, Clemson University

Submitted by Craig R. Dawson, craiganddelilah@juno.com

136-9. The "Write" Stuff: Preliminary Assessment of a Writing Proficiency Test

The importance of foreign language skills is clearly on the rise in the U.S., largely due to economic expansion, national security, and workforce demographic shifts. This study examines the psychometric properties of a newly created writing proficiency test designed by the American Council for the Teaching of Foreign Languages.

Eric A. Surface, Surface, Ward & Associates
Erich C. Dierdorff, DePaul University
Reanna M. Poncheri, NC State/Surface, Ward & Assoc.

Submitted by Eric A. Surface, esurface@swa-consulting.com

136-10. Effects of Personality Test Format on Faking, Validity, and Reactions

Recent research suggests that forced-choice personality measures are more resistant to faking than Likert-type measures. This study examined practical issues associated with the use of forced-choice measures, focusing on faking, criterion-related validity, and test-taker reactions. Results indicated forced-choice measures demonstrate incremental validity over cognitive ability and produce limited negative reactions.

Patrick D. Converse, Florida Institute of Technology
Frederick L. Oswald, Michigan State University
Anna Imus, Michigan State University
Cynthia A. Hedricks, Caliper, Inc.
Hilary Butera, Caliper, Inc.
Radha Roy, Caliper Management, Inc.

Submitted by Patrick D. Converse, pconvers@fit.edu

136-11. Construct Validation of a Personality-Based Safety Assessment

This study explores the construct validity of the personality-based safety measure through exploratory and confirmatory factor analyses and assessment of internal consistency. Results supported a 33-item measure with 7-factor solution and scale reliability acceptable at .82. The factors include positive affect, thrill seeking, negative affect, dependability, trouble making, empathy, and commitment.

Nisreen H. Pedhiwala, Portland State University
George E. Paajanen, Unicru, Inc.

Submitted by Nisreen H. Pedhiwala, nisreen@pdx.edu

136-12. Construction and Validation of the Interview Faking Behaviors Scale

A typology of faking behaviors is proposed. Candidates will fake in order to create images, protect images, and ingratiate. The Interview Faking Behavior (IFB) scale was developed, and then tested with several independent samples of job candidates (N_{total} = 1,075). This study demonstrates evidence of the construct validity of the scale.

Julia Levashina, Purdue University
Michael A. Campion, Purdue University

Submitted by Julia Levashina, levashin@purdue.edu

SATURDAY AM

136-13. The Role of SES in the Ability Performance Relationship

This paper examines the relationship between socioeconomic status, ability tests, and their joint relationship with subsequent performance using the data from a variety of national longitudinal samples. In general, the evidence presented supports our hypothesis that the predictive power of standardized tests is not appreciably reduced when SES is controlled.

Sara Cooper, University of Illinois-Urbana Champaign
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota
Justin Arneson, University of Minnesota
Shonna Waters, University of Minnesota

Submitted by Nathan R. Kuncel, nkuncel@uiuc.edu

136-14. Are Nonverbal Cues Used to Make Personality Attributions in Interviews?

This study examines Big 5 personality attributions in understanding the relationships between nonverbal cues and interview scores. Results indicate that raters can make personality attributions using only 1 channel of information and these personality perceptions help explain the relationship between visual (and vocal) cues and interview ratings.

Timothy G. DeGroot, Oklahoma State University
Janaki Gooty, Oakhoma State University

Submitted by Timothy G. DeGroot, degrotg@okstate.edu

136-15. Prediction of College Academic Performance: The Role of Study Habits

This study increased understanding of college academic performance by demonstrating that study skills account for unique variance in college performance over and above high school GPA, the ACT, and Conscientiousness. These findings increase our conceptual understanding of how cognitive and personality variables are related to performance.

N. Tyler Day, Wright State University
Corey E. Miller, Wright State University
Charles N. Thompson, Wright State University
Debra Steele-Johnson, Wright State University
Bryan A. Calkin, Wright State University
Pam R. Dowling, Wright State University
Candace L. Eshelman-Haynes, Wright State University
Elizabeth A. Lerner, Wright State University
Katie M. Meckley, Wright State University
Shannon M. Posey, Wright State University
Marjorie F. Task, Wright State University

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

136-16. Type of Overt Integrity Item, Faking, and Performance

The prevalence of faking across different types of integrity items was investigated. Certain types of overt integrity tests were more frequently faked than others, and faking on certain items improved integrity scores. Moreover, locus of control was found to affect performance and faking on specific types of items.

David J. Whitney, California State University-Long Beach
Janie Yu, Texas A&M University
Kelly Kaminski, Southern California Edison

Submitted by David J. Whitney, dwhitney@CSULB.edu

136-17. Cognitive Load and Gender Bias in a Simulated Selection Decision

Gender stereotypes have been shown to influence person perception, but research is mixed on whether stereotypes impact employment decisions. A simulated selection decision showed no direct evidence of bias but revealed subtle effects of stereotypes on the interpretation of information about job applicants, particularly for decision makers under cognitive load.

Michael Matyasik, Wonderlic, Inc.
Scott B. Morris, Illinois Institute of Technology

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

136-18. The Prevalence of Faking Among Icelandic Job Applicants

The prevalence of several faking behaviors was assessed, using a sample of Icelandic job applicants. Serious faking such as fabrication of data was almost nonoccurring, and about a quarter of the applicants engage in mild faking. The faking base rates are compared to the results of Donovan et al., (2003).

Leifur Geir Hafsteinsson, Reykjavik University

Submitted by Leifur Geir Hafsteinsson, lgh@ru.is

136-19. Comparing IVR and Web-Based Approaches for Preemployment Screening

This study evaluated the effects of test modality on responses to items used for simple prescreening of job applicants. Over 50,000 participants completed an initial application using either interactive voice responses (IVR) or the World Wide Web. After controlling for demographic differences, item responses did not differ across tests modalities.

Keith Hattrup, San Diego State University
Matthew S. O'Connell, Select International, Inc.
Jenine R. Yager, San Diego State University

Submitted by Keith Hattrup,
    khattrup@psychology.sdsu.edu

136-20. Practicing What We Preach: Recommendation Letter Usage in I-O Programs

LOR are an integral component of I-O graduate admissions. Research suggests implementation of standardized forms can improve LOR validity and reliability. In order to further understand LOR prevalence and use, the present study investigated 50 I-O doctoral programs' application process. Implications and recommendations for future research on LOR are discussed.

Anna L. Tolentino, University of South Florida
Ashley A. Gray, University of South Florida

Submitted by Anna L. Tolentino, alt3878@aol.com

136-21. Susceptibility of Angoff Method to Judgmental Errors: A Laboratory Experiment

The Angoff method is the most recommended judgmental approach for creating cutoff scores. However, the method's high subjectivity may lead to inaccuracy and unreliability in judgments generated. This study identifies mood as contributing to the unreliability and inaccuracy of Angoff judgments and proposes techniques to deal with these issues.

Daren S. Protolipac, St. Cloud State University
Lisa Finkelstein, Northern Illinois University

Submitted by John Kulas, jtkulas@stcloudstate.edu

136-22. Reexamination of the Effects of Test-Preparation Methods on the SAT

The present study involved a reanalysis of an existing dataset to determine whether gains seen in coaching are confounded by time investment of the test taker, such that once time spent preparing is controlled for, formal coaching provides no benefit beyond gains that could be obtained through self-motivated home study.

Paul R. Sackett, University of Minnesota
Shonna D. Waters, University of Minnesota

Submitted by Shonna D. Waters, wate0120@umn.edu

136-23. Validation of a School Teacher Selection System

This poster describes the development, validity, utility, and fairness of an automated preemployment K-12 teacher selection instrument. The test assesses the likelihood that a teacher will be successful in the teaching role, with "success" defined as performance ratings. Implications are discussed.

Dee W. Drozd, The Gallup Organization
Theodore L. Hayes, The Gallup Organization

Submitted by Theodore L. Hayes, ted_hayes@gallup.com

136-24. Do Warnings Lead to Lower and More Honest Personality Scores?

This study examined the impact of warnings on Conscientiousness self-ratings in a selection context. Results suggest that warnings led to lower and more honest ratings. Different types of warnings may also have different effects. Warnings that emphasized embedded lie items led to lower ratings than warnings that emphasized social verification

Mano Ramakrishnan, The George Washington University
Andrea F. Snell, University of Akron

Submitted by Mano Ramakrishnan,
    mr_akron@yahoo.com

136-25. The Effect of Temporal Context on Personality Measures Used in Personnel Selection

This research examined the effect of the temporal context in the elevation of applicant scores obtained on a measure of Conscientiousness. Data from 91 applicants suggested that judgments of the self, made in the future context, were significantly higher than in the past context but similar to an applicant context.

Abhishek Gujar, Florida Tech
Richard Griffith, Florida Tech
Yukiko Yoshita, Florida Tech

Submitted by Yukiko Yoshita, yyoshita@fit.edu

SATURDAY AM

SATURDAY AM

136-26. Personnel Screening Decisions: Devaluating Critical Incomplete Information (Missing Vs. Hidden)

Integrating devaluation hypothesis with attribution theory, results of this study demonstrate that HR managers and graduating HR seniors rate applicants with critical missing information as equal only to average applicants with complete information and applicants with critical hidden information as no better than poor applicants with complete information.

Soon Ang, Nanyang Technological University
Linn Van Dyne, Michigan State University

Submitted by Linn Van Dyne, vandyne@msu.edu

136-27. Developing Personality-Based Biodata Integrity Measures

Biodata questionnaire developed/validated by generating items targeting constructs predicting ethical decision making (EDM): control locus and Conscientiousness. EDM was assessed by in-basket measuring managerial responses regarding business decisions. Correlation-analysis revealed convergent ($rs = .41, .50$) and discriminant ($rs = .21, .24$) validity of biodata scales with established scales and criterion-related validity with EDM ($rs = .42, .40$).

Gregory G. Manley, University of Texas-San Antonio
Kristen M. Dunn, University of Texas-San Antonio
Juan Benavidez, Oklahoma Office of Personnel Management
Michael Beech, University of Texas-San Antonio

Submitted by Gregory G. Manley, gmanley@utsa.edu

136-28. Does Test Anxiety Induce Measurement Bias in Ability Tests?

Though both state and trait anxiety are negatively related to intelligence test scores, scant evidence exists concerning whether anxiety results in actual measurement bias (i.e., differential measurement functions across people). Using structural equation modeling to explicitly test for measurement invariance, our results show that anxiety does not lead to measurement bias.

Silvia Bonaccio, Purdue University
Charlie L. Reeve, University of North Carolina-Charlotte

Submitted by Silvia Bonaccio, silvia@psych.purdue.edu

136-29. The Impact of Response Scale on Conscientiousness–Performance Relationships: A Meta-Analysis

The current meta-analysis examined whether response format (i.e., dichotomous vs. continuous) moderates the relationship between Conscientiousness and supervisor ratings of performance. As hypothesized, a higher validity estimate was obtained for the Conscientiousness scales that included a continuous item response format.

Nicholas L. Vasilopoulos, George Washington University
Kenneth Matos, George Washington University
Nicholas R. Martin, George Washington University
Arwen Elizabeth Hunter, George Washington University
Theodore L. Hayes, The Gallup Organization

Submitted by Nicholas L. Vasilopoulos, nlv@gwu.edu

137. Symposium: Saturday, 8:30–9:50 San Antonio B (3rd floor-CC)

Devoting Rashly Something as Holy, Ye Must Then Reconsider: Revisiting Methodological Sacred Cows

Many of our methodological practices are accepted uncritically. The papers in this symposium revisit methodological sacred cows associated with the study of congruence, moderators, MANOVA, and adverse impact. Alternatives to traditional methods are described and evaluated.

Jose M. Cortina, George Mason University, *Chair*
Jeffrey R. Edwards, University of North Carolina, Mark E. Parry, University of Missouri-Kansas City, *Applications and Extensions of Spline Regression*
Scott Tonidandel, Davidson College, James M. LeBreton, Wayne State University, Jessica Perkins, Davidson College, *Applying Relative Importance to Multivariate Analysis of Variance*
Herman Aguinis, University of Colorado-Denver, Marlene Smith, University of Colorado-Denver, *A New Framework for Understanding the Impact of Test Validity and Bias on Selection Errors and Adverse Impact*
Katherine Elder, George Mason University, Tine Koehler, George Mason University, Jose M. Cortina, George Mason University, *Power to the People: Detecting More Interactions in I-O*
Lawrence R. James, Georgia Tech, *Discussant*

Submitted by Jose M. Cortina, jcortina@gmu.edu

138. Roundtable: Saturday, 9:00–9:50 Majestic 6 (37th floor-H)

Telework and Dependent Care: Is Standard Practice Best Practice?

Research shows that caring for dependents is a primary motivator for participation in telework programs. Yet, most organizations prohibit this very practice. This roundtable discussion will provide an opportunity to brainstorm ideas on how remote work programs can be modified to better accommodate this emerging trend.

Jennifer M. Verive, White Rabbit Virtual, Inc., *Host*
May A. Flores, Big Brothers Big Sisters of North Texas,
   Co-Host
Timothy Golden, Rensselaer Polytechnic Institute,
   Co-Host

Submitted by Jennifer M. Verive, jverive@wrvinc.com

139. Interactive Posters: Saturday, 9:00–9:50 Majestic 8 (37th floor-H)

Aggression at Work

Melissa L. Gruys, Washington State University-
   Vancouver, *Facilitator*

139-1. Do Mobility, Influence Tactics, and Abusive Supervison Impact OCBs?

Using 192 workers in an automotive firm, 66 state employees, and their immediate supervisors, we predicted and found significant 3-way interactions in both samples. Specifically, the moderating effects of influence tactics on the abusive supervision–OCB relationship were moderated by subordinates' perceptions of job mobility.

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

Submitted by K. Michele Kacmar, mkacmar@cba.ua.edu

139-2. Perceptions of Abuse in Aggressive Work Behavior

Although targets of work abuse, bullying, and aggression have identified sources, incidents, and reactions, little research has examined factors that may shape these subjective responses. This study investigates the impact of actor work role and gender and target gender on perceptions of abuse in 4 types of aggressive behavior.

Philip J. Moberg, Northern Kentucky University
Christine L. Ehrbar, MeyerTool, Inc.

Submitted by Philip J. Moberg, mobergp1@nku.edu

139-3. Harsh Critics: Aggressive Attributions for Failure

This study tested the relationship between trait aggression and attributions of failure in work scenarios. Analyses indicated that aggressive people were much more likely than nonaggressive people to (a) attribute failure to personal characteristics rather than task or circumstances, and (b) respond more harshly to people who failed.

Mark C. Bowler, University of Tennessee
Michael D. McIntyre, University of Tennessee
David J. Woehr, University of Tennessee

Submitted by Mark C. Bowler, mbowler@utk.edu

139-4. Sources of Leader Violence: Comparison of Ideological and Nonideological Leaders

Recent events have called attention to the potential of ideological leaders to incite violence. The present study examined 80 historically notable leaders. Violent and nonviolent leaders were compared to violent and nonviolent ideological leaders in a historiometric analysis examining multilevel variables that might predispose ideological leaders to violence.

Katrina E. Bedell, University of Oklahoma
Sam T. Hunter, University of Oklahoma
Dawn Eubanks, University of Oklahoma
Jazmine Espejo, University of Oklahoma
Mary Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitted by Katrina E. Bedell,
   kbedell@psychology.ou.edu

140. Community of Interest: Saturday, 9:00–9:50 Live Oak (2nd floor-H)

Emerging Topic #3 in I-O Psychology
See registration desk for more information.

141. Poster Session: Saturday, 9:00–9:50 Lone Star A-B (2nd floor-CC)

Global Diversity

141-1. Group Differences in Applicant Scores on an Emotional Intelligence Test

Emotional intelligence (EI) scores for 907 job applicants were used to examine ethnic and gender group differences. Results indicate that Whites and Hispanics scored significantly higher than Blacks. No gender differences were found. Implications of these findings are discussed for organizations considering or using a measure of EI for selection.

Daniel S. Whitman, Florida International University
David L. Van Rooy, Marriott International
Chockalingam Viswesvaran, Florida International University
Eyran Kraus, City of Miami
Tina M. Burns, Florida International University

Submitted by Daniel S. Whitman, dwhitman@yahoo.com

141-2. Gender Differences in Importance Ratings in 360° Feedback Surveys

Based on gender role theory, it was hypothesized that male bosses and self-targets would rate instrumental factors as higher in importance to a job, where female bosses and self-targets would rate expressive factors higher. Overall, these hypotheses were not supported; however, a few were partially supported.

Katherine Roberto, Organizational Wellness and Learning Systems
Celesta Taylor, University of Texas-Arlington
Ashleigh Schwab, University of Texas-Arlington
Lloyd Lin, University of Texas-Arlington
Taylor Paige Drummond, University of Texas-Arlington
Kristi Murray, Texas A&M University
Mark C. Frame, University of Texas-Arlington

Submitted by Katherine Roberto, kjr_tx@msn.com

141-3. Validation of an American Social Self-Efficacy Inventory in Chinese Population

This paper reports the validation of an American social self-efficacy inventory developed by Smith and Betz (2000) within a Chinese population. Empirical evidence indicates that this modified Chinese translation version of the measure has adequate psychometric properties, supporting the utility of this measure in future research in Chinese contexts.

Jinyan Fan, Hofstra University
Hui Meng, East China Normal University
Felix James Lopez, Lopez and Associates, Inc.
Xiaofang Li, Shanghai Teacher's University
Xiangping Gao, Shanghai Teacher's University

Submitted by Jinyan Fan, fanjinyan@yahoo.com

141-4. Asian Variability in Performance Rating Modesty Bias

Self- and supervisor, peer, and subordinate ratings were compared within 6 Asian countries. Japanese, and to a lesser extent Korean and Singaporean, managers exhibited modesty bias compared to other ratings; Chinese and Indian managers did not. Findings fail to support the ability of individualism–collectivism to explain differences in modesty/leniency bias.

Laura G. Barron, University of Minnesota
Paul R. Sackett, University of Minnesota
Roxanne M. Laczo, United Health Group

Submitted by Laura G Barron, barro090@umn.edu

141-5. The Draw of Diversity: How Diversity Climates Affect Job Pursuit

In this study, we used diversity climate perceptions to explicate racial differences in job pursuit intentions. Results ($N = 194$) indicated that prodiversity climate perceptions help to attract those who personally value diversity or who identify with racial groups that are likely to be affirmed in pro-diversity climates.

Derek R. Avery, Rutgers University
Patrick F. McKay, University of Wisconsin-Milwaukee
Morela Hernandez, Duke University
Michelle (Mikki) Hebl, Rice University
Mark A. Morris, JCPenney

Submitted by Derek R. Avery, davery@camden.rutgers.edu

141-6. The Influence of Sex-Role Stereotypes and Sex Typing on Performance Evaluations

This study was conducted to examine the influence of gender-role stereotypes and the sex typing of the professor job on performance evaluations of university educators in actual classroom performance evaluation situations. Intraclass correlation coefficients and multiple hierarchical regression were employed to determine the extent and direction of these relationships.

Jay M. Dorio, University of South Florida

Submitted by Jay M. Dorio, jdorio@mail.usf.edu

141-7. It's Not Black and White: Reactions to Minority Recruitment Efforts

Organizations often use targeted recruitment strategies to attract minority applicants to increase diversity. However, results detailing how Black and White job applicants react to such tactics are inconclusive. We reviewed theories and empirical studies to explain the reactions of these job seekers and provided propositions to stimulate future research.

Marla Baskerville Watkins, Tulane University
Flannery G. Stevens, Tulane University
Bryan D. Edwards, Tulane University

Submitted by Bryan D. Edwards, bryaedwards@yahoo.com

141-8. Still Sexist: The Relationship Between Sexism and Applicant Evaluations

The purpose of this study was to examine the relationship between sexism and the evaluation of female job candidates. Participants who endorsed subtle forms of sexism provided more negative evaluations of a female versus a male job applicant; results for participants who endorsed overtly sexist attitudes, however, were more complex.

Amy Nicole Salvaggio, University of Tulsa
Michelle Streich, University of Tulsa
Jenna R. Fitzke, University of Tulsa
Rebecca A. Denney, Samsung Austin Semiconductor

Submitted by Amy Nicole Salvaggio, amy-salvaggio@ utulsa.edu

141-9. Testing Stereotype Threat Theory Predictions for Math Majors by Gender

This study tested the generalizability of stereotype threat theory findings from laboratory to real-world contexts using a measure of domain identification separate from domain ability. Results were not supportive of stereotype threat theory predictions, reinforcing the need for caution in generalizing stereotype threat theory lab findings to real-world testing environments.

Shonna D. Waters, University of Minnesota
Michael J. Cullen, Personnel Decisions Research Institutes, Inc.
Paul R. Sackett, University of Minnesota

Submitted by Michael J. Cullen, michael.cullen@pdri.com

141-10. What Blinds the Diversity Lens in Vertical Dyads?

We predicted the positive effect of dyadic similarity in cooperative orientation and contrasted the moderating effects of length of relationship and mutual trust. Multilevel analyses supported that length of relationship strengthened, and mutual trust weakened the positive effect of similarity. Similarity–attraction paradigm was supported only when mutual trust was low.

Xu Huang, The Hong Kong Polytechnic University
Joyce Iun, The Hong Kong Polytechnic University

Submitted by Xu Huang, mshuangx@polyu.edu.hk

141-11. Employee Disability: Its Effect on the Performance Evaluation Process

We explored whether amount of contact with disabled persons and disability–job fit stereotypes were related to job performance evaluations of disabled persons. Results suggest possible bias against disabled persons when performance is good and bias in favor of disabled persons when performance is poor. We conclude with future research questions.

Joel E. Lynch, Northern Illinois University
Lisa Finkelstein, Northern Illinois University

Submitted by Joel E. Lynch, joelelynch@hotmail.com

141-12. Motives, Intentions To Stay, and Acculturation Among Asian International Students

In a sample of Asian international students, a relationship between motives and acculturation was mediated by post-degree residency intentions. Motives associated with per-manent residency intentions were associated with greater acculturation. The findings are discussed for their impact on international students adjustment. Parallels with orga-nizational expatriates are also discussed.

Kevin Hy, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Janet L. Kottke, California State University-San Bernardino
David Chavez, California State University, San Bernardino

Submitted by Mark D. Agars, Magars@csusb.edu

141-13. Predicting Organizational Attitudes from Ethnic Identity and Perceptions of Diversity

The relation between ethnic identity and organizational attitudes was investigated. Data from 230 students indicated that ethnic identity explains incremental variance beyond minority status in organizational identification and peer social support. In addition, the magnitude of effect for ethnic identity on organizational identification and perceived organizational support depended on perceived diversity.

Dana M. Glenn, University of Houston
Kristina Renee Miller, University of Houston
Kathryn Keeton, University of Houston
Amy Canevello, University of Houston

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

141-14. Pursuit and Adjustment of Goals During Unemployment: Age Matters

This longitudinal study investigated the antecedents (work experiences, social support) of self-regulatory skills, namely goal pursuit and adjustment, and their predictive value for well-being (mental health, life satisfaction) and reemployment success. Our sample included 87 job seekers. Results revealed that both antecedents and consequences of self-regulation varied across age.

Cornelia Niessen, University of Konstanz
Nina Heinrichs, Technical University of Braunschweig

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

141-15. Impact of Manager Versus Team Members' Demography on Organizational Commitment

The current study explores the impact of manager versus team members' race, gender, and age on members' reported organizational commitment. Using survey data collected from an information technology company, we found no relationship between relational demography and organizational commitment. Limitations and direction for future study are provided.

Shawn Del Duco, Sirota Survey Intelligence
Angela Grotto, Baruch College
Justin G. Black, Sirota Survey Intelligence/Baruch-CUNY

Submitted by Justin G. Black, justin.black@gmail.com

141-16. Heterosexuals' Responses to Gay Co-Workers, Incorporating Gender Differences

This 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, Human Resources Research Organization
Darrin M. Grelle, The University of Georgia
Lauren S. Harris, University of Georgia
Kecia M. Thomas, University of Georgia

Submitted by Corey S. Munoz, munozcorey@hotmail.com

141-17. Using SJTs to Evaluate Equal Opportunity and Diversity Training Programs

We discuss the inadequacies associated with currently used methods for evaluating diversity training outcomes in the context of organizational effectiveness and suggest Situational Judgment Tests (SJT) as a viable, more comprehensive, and more credible alternative. This study addresses the construction of a SJT as well as the associated methodological challenges.

Neil M. A. Hauenstein, Virginia Tech
Patrice L. Esson, Virginia Tech
Rolanda Findlay, Virginia Tech
Julie Kalanick, Virginia Tech

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

141-18. The Effect of Racialized Jobs on Promotion Decisions

Some non-White candidates for promotion were more likely to be placed in racialized jobs. Candidate qualifications had a strong effect on job placement, but participants also considered the race of the applicant and the type of position when assigning candidates to jobs.

Miriam C. Bane, Middle Tennessee State University
Judith L. Van Hein, Middle Tennessee State University
Glenn E. Littlepage, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University

Submitted by Judith L. Van Hein, jvanhein@mtsu.edu

141-19. Adverse Impact: Four-Fifths Rule Versus Statistical Significance Tests in Courtrooms

This study examined the use of the 4/5ths rule as compared to significance tests to establish prima facie evidence of adverse impact in courtrooms. Results indicated that minorities are more likely to establish the prima facie case and win cases using statistical significant testing instead of the 4/5ths rule.

Patrice L. Esson, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech

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

141-20. Workplace Romance: Examining Sexual Orientation, Power Differences, and Organizational Culture

Little research has examined how observers react to workplace romances and what they think management should do. This experimental study examined sexual orientation of romance participants (homosexual/heterosexual), power (lateral/hierarchical romance), and organizational culture (conservative/liberal). There were more negative reactions toward hierarchical romances and homosexual couples and different relationship motives ascribed.

Amy K. Sandberg, Southern Illinois University-Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitted by Cynthia R. Nordstrom, cnordst@siue.edu

141-21. Coming Home: A Reservist Perspective on the Repatriation Process

A longitudinal, qualitative study was conducted with Army reservists to examine the process of returning to the civilian workforce after a combat deployment. A process model of reintegration emerged consisting of 4 stages. This study contributes to the literature on general repatriation as well as repatriation work adjustment.

Katherine E. Wiegand, Georgia Southern University
Rebecca A. Bull, Purdue University
Stephen G. Green, Purdue University
Shelley M. MacDermid, Purdue University

Submitted by Katherine E. Wiegand, kewiegand@georgiasouthern.edu

141-22. The Effects of Accent on Perceptions of a Medical Doctor

This study investigated respondents' initial perceptions of hypothetical medical doctors differing on accent type (Anglo, Chinese, Asian Indian, and Spanish) and sex. Results showed that foreign-accented doctors evoked more negative affect but were perceived as favorably as Anglo-accented doctors on social status, solidarity, and trustworthiness.

Megumi Hosoda, San Jose State University
Pamela M. Wells, San Jose State University

Submitted by Megumi Hosoda, mhosoda@email.sjsu.edu

141-23. Women Managers: Self-Imposed Barriers to Career Advancement

In this study the authors compare networking comfort levels of male ($n = 32$) and female ($n = 33$) senior executives with female mid-level ($n = 88$) managers. Although both male and female senior executives were quite similar and comfortable with networking activities, the mid-level female managers reported significantly higher levels of networking discomfort.

Shannon L. Goodson, Behavioral Sciences Research Press
George W. Dudley, Behavioral Sciences Research Press
William A. Weeks, Baylor University

Submitted by Shannon L. Goodson, bsrpslg@msn.com

141-24. Do Cross Cultural Values Affect Multisource Feedback Dynamics?

This study tests the effect of cultural values on multisource feedback utilizing a sample of 501 managers from Venezuela, a collectivistic and high power distance country. Results indicate that cultural values distort boss–subordinates feedback, focus evaluation on collectivist behaviors, and facilitate consensus among sources. Theoretical and practical implications are discussed.

Otmar E. Varela, Nicholls State University

Submitted by Otmar E. Varela, otmar.varela@nicholls.edu

141-25. The Impact of Personal Comfort With Diversity on Group Functioning

We examine personal comfort with diversity as a moderator of age, gender, and race dissimilarity effects and 3 aspects of group functioning. Results showed that individuals who have low personal comfort with diversity were strongly affected by being different than others in their work group. Asymmetrical subgroup effects were found.

Christine M. Riordan, Texas Christian University
Melenie C. Lankau, University of Georgia
Marcus Stewart, Bentley College

Submitted by Christine M. Riordan, c.riordan@tcu.edu

141-26. The Validity of IAT of Attitudes Towards Individuals With Disabilities

The current study was the 2nd to attempt to use the implicit association test (IAT) to measure attitudes towards individuals with disabilities. The IAT was related to the best paper-and-pencil measure of the construct (Interaction with Disabled Person's Scale) but was, surprisingly, found susceptible to socially desirable responding.

Adrian Thomas, Auburn University
Daly Vaughn, Auburn University
Daniel J. Svyantek, Auburn University

Submitted by Adrian Thomas, thomaa6@auburn.edu

141-27. The Bill Cosby Effect: Does Audience Race Influence Evaluations/Criticism?

The racial audience (experimenter race) was found to influence both Black and White raters in their evaluations of a Black applicant. In front of a Black audience, Black raters lower ratings of "good" performances and increase ratings of "bad" performances. White raters were less influenced by audience race.

Andrew Michael Biga, University of South Florida

Submitted by Andrew Michael Biga, abiga@mail.usf.edu

141-28. Comparing Telephonic and Face-to-Face Speaking Proficiency Interviews

Two samples of military personnel ($N = 32$; $N = 2,037$) completed interviews assessing foreign language proficiency either in person or telephonically. Comparisons supported the study hypothesis: Telephonic examinees received less favorable scores than their face-to-face counterparts even after controlling for interview year, language difficulty, cognitive ability, and language aptitude.

Lori Foster Thompson, North Carolina State University
Eric A. Surface, Surface, Ward & Associates

Submitted by Lori Foster Thompson, lfthompson@ncsu.edu

141-29. Criterion-Related Validity and Ethnic Differences of Dutch Police Officer Selection

This study investigated the criterion-related validity of Dutch police selection measures and differences between ethnic majority and minority applicants. The predictive power of cognitive measures was largely comparable to the predictive power of other (noncognitive ability) measures, but the latter showed much less adverse impact on employment opportunities.

Lonneke A. L. de Meijer, Erasmus University-Rotterdam
Marise Ph. Born, Erasmus University-Rotterdam
Gert Terlouw, Police Academy of The Netherlands
Henk T. Van Der Molen, Erasmus University-Rotterdam

Submitted by Lonneke A. L. de Meijer, demeijer@fsw.eur.nl

Coffee Break
Saturday, 10:00–10:30
Multiple Locations

142. Special Event: Saturday, 10:30–11:50 San Antonio A (3rd floor-CC)

Getting More Respect: Informing Multiple Constituents About I-O Scientific Contributions

I-O psychologists can benefit from increased recognition of our scientific and societal contributions. The purpose of this invited panel is thus to discuss how we as a field could communicate I-O psychology's accomplishments and contributions to multiple constituents, including other fields of psychology, prospective and current students, and work organizations.

Gilad Chen, Texas A&M University, *Chair*
Frank J. Landy, Landy Litigation Support Group, *Panelist*
Elaine D. Pulakos, Personnel Decisions Research Institutes, *Panelist*
Eduardo Salas, University of Central Florida, *Panelist*
Neal W. Schmitt, Michigan State University, *Panelist*

143. Symposium: Saturday, 10:30–11:50 San Antonio B (3rd floor-CC)

Testing Interaction Effects: Problems and Procedures

Procedures for testing moderator hypotheses (i.e., X–Y relationship depends upon Z) suffer a variety of shortcomings. We discuss these shortcomings and offer new techniques for evaluating interactions. Topics include effect size calculation, controlling heterogeneity of vari-

ance, mathematical restrictions in factorial ANOVA, and the effects of missing data on moderated regression.

Daniel A. Newman, Texas A&M University, *Chair*
Herman Aguinis, University of Colorado-Denver, Charles A. Pierce, University of Memphis, ***Computation of Effect Size for Moderating Effects of Categorical Variables in Multiple Regression***
Patrick J. Rosopa, University of Central Florida, ***An Alternative Solution for Heterogeneity of Variance Across Categorical Moderators in Moderated Multiple Regression***
William M. Rogers, Grand Valley State University, ***Monotonicity Constraints on Interaction Effects in Factorial ANOVA***
Jeremy F. Dawson, Aston University, Daniel A. Newman, Texas A&M University, ***Pairwise Deletion Problems With Moderated Multiple Regression***
Jose M. Cortina, George Mason University, *Discussant*

Submitted by Daniel A. Newman, d5n@tamu.edu

144. Symposium: Saturday, 10:30–12:20 Houston A (3rd floor-CC)

Gender and Culture: Emerging Directions for Organizational Citizenship Research

Despite the abundance of organizational citizenship behavior (OCB) research, little is known regarding the role that gender and culture play in understanding this behavior and its consequences. The research presented examines differential reactions to OCB across gender and similarities, as well as differences, in the dynamics of OCB across cultures.

Tammy D. Allen, University of South Florida, *Chair*
Lisa Wilkinson, University of South Florida, Tammy D. Allen, University of South Florida, ***The Influence of Gender Stereotypes of Citizenship Performance on Organizational Rewards***
Julie J. Chen, New York University, Madeline E. Heilman, New York University, ***Ordinary Versus Extraordinary: A Closer Examination of the Differential Reactions to Men's and Women's Altruistic Citizenship Behavior***
Laurent M. LaPierre, University of Ottawa, ***The Effects of Supervisor Behaviors Denoting Trustworthiness on Subordinate Motivation to Demonstrate Extra-Role Behaviors: Experimental Evidence From Canada and China***
Pablo Cardona, IESE Business School, Alvaro Espejo, IESE Business School, ***Organizational Citizenship Behaviors Across Cultures: An Exchange Perspective***
Mark G. Ehrhart, San Diego State University, *Discussant*

Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

145. Symposium: Saturday, 10:30–12:20 Houston B (3rd floor-CC)

Potentially Negative Effects of Corporate Culture on People With Disabilities

Research suggests that corporate cultures may create situations where organizations can discriminate against people with disabilities. This panel will explore the history and development of corporate cultures, how they have negatively impacted the employment prospects of people with disabilities, and what changes in policies and programs can improve this situation.

Nathan D. Ainspan, Department of Labor, *Chair*
Nathan D. Ainspan, Department of Labor, ***Current Statistics and Attitudes on the Employment of People With Disabilities***
Bonnie O'Day, Cornell University Institute for Policy Research, ***From Old Paradigms to New Perceptions: Paternalism and Disability Policy for the 21st Century***
Robert Stensrud, Drake University, Dennis Gilbride, Syracuse University, ***Corporate Cultures and Disabilities: The Employment Opportunity Survey (EOS)***
Lisa Schur, Rutgers University, Douglas L. Kruse, Rutgers University, ***Corporate Culture and the Attitudes of People With Disabilities in Organizations***
Eugene F. Stone-Romero, University of Central Florida, Dianna L. Stone, University of Central Florida, Kimberly Lukaszewski, State University of New York-New Paltz, ***Culture and Role Taking by People With Disabilities in Organizations***
Susanne M. Bruyere, Cornell University, Ramona L. Paetzold, Texas A&M University, ***Workplace Discrimination Lawsuits as Evidence of Corporate Culture***
Adrienne J. Colella, Tulane University, *Discussant*

Submitted by Nathan D. Ainspan, ainspan.nathan@dol.gov

146. Symposium: Saturday, 10:30–11:50 Houston C (3rd floor-CC)

Leadership and Evolutionary Psychology: New Perspectives on an Old Topic

History has taught us much about leadership, but questions remain. This session considers how evolutionary psychology provides a framework for integrating, reconsidering, and advancing the vast and fragmented literature on leadership. Darwin's "dangerous idea" has influenced other disciplines in the human sciences; we discuss what it offers students of leadership.

SATURDAY AM

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*
Robert B. Kaiser, Kaplan DeVries Inc., *Why an Evolutionary View of Leadership?*
Richard D. Arvey, University of Minnesota, *Genetic Influences on Leadership*
Mark Van Vugt, University of Kent at Canterbury, *What Evolution Teaches Us About Leadership: Some Lessons From the Past*
Robert T. Hogan, Hogan Assessment Systems, *Evolutionary Theory and Applied Psychology*
Adrian Furnham, London University, *Discussant*

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

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147. Panel Discussion: Saturday, 10:30–11:50
State Room 1 (3rd floor-CC)

Have You Ever Wondered...Ponderables About Using Employee Survey Results

The success of any employee survey hinges on what happens after the survey has been completed. In this session survey professionals discuss their findings to commonly asked survey questions on using employee survey data in organizations.

Sarah R. Johnson, Genesee Survey Services, *Chair*
Ingwer Borg, ZUMA, *Panelist*
Lindsay A. Bousman, University of Nebraska-Omaha; Microsoft Corporation, *Panelist*
Shauna Cour, Microsoft Corporation, *Panelist*
Paul M. Mastrangelo, Genesee Survey Services, *Panelist*
Kristin Chase, Universal Orlando, *Panelist*
Anjani Panchal, Pepsi Americas, *Panelist*

Submitted by Sarah R. Johnson, sarah.johnson@gensurvey.com

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148. Symposium: Saturday, 10:30–12:20
State Room 2 (3rd floor-CC)

Personality at Work: New Applications of Trait Activation Theory

Trait activation theory offers a rich personality–situation interactionist foundation for improving the use of personality data in fitting people with their work environments. Four new studies are presented that apply aspects of the theory in varying contexts, including SJTs, team member compatibility, and leadership.

Patrick L. Wadlington, Hogan Assessment Systems, *Chair*
Jeffrey R. Labrador, Central Michigan University, Neil D. Christiansen, Central Michigan University, Gary

N. Burns, Central Michigan University, *Measuring Personality Using Situational Judgment Tests*
Dawn Lambert, Psychological Associates, Robert P. Tett, University of Tulsa, *Personality Trait Activation and Coworker Preference*
Michael Glen Anderson, University of Tulsa, Robert P. Tett, University of Tulsa, *Who Prefers to Work With Whom? Trait Activation in Classroom Teams*
Lawrence A. Witt, University of New Orleans, Kenneth J. Harris, Indiana University Southeast, K. Michele Kacmar, University of Alabama, *An Examination of How LMX Activates Conscientiousness*
David V. Day, Pennsylvania State University, *Discussant*

Submitted by Robert P. Tett, robert-tett@utulsa.edu

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149. Symposium: Saturday, 10:30–11:50
State Room 3 (3rd floor-CC)

Current Issues in Training Effectiveness

The papers in this symposium focus on identifying which situational factors, including learning principles employed, and dispositional factors, including trainees' motivation to learn and cultural values, enable trainees to learn instructional material and to transfer these learned principles to their jobs.

Annette Towler, Illinois Institute of Technology, *Chair*
Eyal Ronen, Illinois Institute of Technology, Annette Towler, Illinois Institute of Technology, *Cultural Differences in Reactions to Feedback in Training*
Matthew Pearsall, University of Arizona, Miguel A. Quinones, University of Arizona, *The Role of Training in the Adoption of New Innovation*
Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Kenneth G. Brown, University of Iowa, Kurt Kraiger, Colorado State University, *The Impact of Anticipated Reactions and Core Self-Evaluations on Motivation to Learn, Posttraining Reactions, and Learning*
Michael J. Tews, Cornell University, J. Bruce Tracey, Cornell University, *An Empirical Examination of Interventions for Enhancing the Effectiveness of Interpersonal Skills Training*
Raymond A. Noe, Ohio State University, *Discussant*

Submitted by Annette Towler, towler@iit.edu

SATURDAY AM

150. Practice Forum: Saturday, 10:30–11:50
State Room 4 (3rd floor-CC)

Technology Innovations in Human Capital Development

How will technology integration help meet human capital development needs? How do you select the optimal solution? What are common challenges? What does the future hold? In this forum, discussants from 3 top companies present how their innovative technology solutions meet traditional human capital management and development needs.

Timothy S. Kroecker, Cambria Consulting, *Presenter*
Ann Gowdy, United Technologies, *Presenter*
Raymond Elman, Cambria Consulting, *Presenter*
Jackie Fitzgerald, Manheim Auctions, *Presenter*

Submitted by Timothy S. Kroecker, tkroecker@ cambriaconsulting.com

151. Special Event: Saturday, 10:30–12:20
Lone Star C1 (2nd floor-CC)

Ethics Reconsidered: Reflections From Inside and Outside I-O Psychology

How do psychologists identify and handle ethical issues in their work? How can the APA Code of Ethics help? How do psychologists with different backgrounds, competence areas, and perspectives reason through an ethical dilemma? This interactive session will answer such questions uniquely—from within and outside of I-O psychology.

Robin R. Cohen, Bristol-Myers Squibb, *Chair*
Robert Kinscherff, Department of Mental Health, *Panelist*
Rodney L. Lowman, Alliant International University, *Panelist*
William H. Macey, Valtera, *Panelist*
Vicki V. Vandaveer, Vandaveer Group, Inc, *Panelist*
Deirdre J. Knapp, HumRRO, *Co-Discussant*
Stephen Behnke, American Psychological Association, *Co-Discussant*

152. Symposium: Saturday, 10:30–12:20
Lone Star C2 (2nd floor-CC)

Advances in Research in Situational Judgment Tests: Content and Constructs

Although situational judgment tests (SJTs) have been demonstrated as valid predictors of job performance, we do not know much about what they measure. The 5

papers in this symposium address key issues concerning SJT content and constructs including situation specificity, decision-making strategies, content factors, construct-ability interaction, and creating parallel forms.

Gordon Waugh, HumRRO, *Chair*
Frederick L. Oswald, Michigan State University, Alyssa Friede, Michigan State University, Neal W. Schmitt, Michigan State University, Stephanie M. Drzakowski, Michigan State University, Anna Imus, Michigan State University, Smriti Shivpuri, Michigan State University, *Trait and Situational Variance in a Situational Judgment Measure of Goal Orientation*
Kelley J. Krokos, American Institutes for Research, *The Situational Nature of Situational Judgment*
Robert J. Schneider, Personnel Decisions Research Institutes, Jeff W. Johnson, Personnel Decisions Research Institutes, Pete Legree, U.S. Army Research Institute, *Do SJTs Measure the Same Construct Above and Below the Median?*
Gordon Waugh, HumRRO, Teresa L. Russell, Self-Employed, *The Effects of Content and Empirical Parameters on the Predictive Validity of a Situational Judgment Test*
Filip Lievens, Ghent University, *Situational Judgment Tests in High Stakes Testing: An Examination of Different Procedures for Creating Parallel Forms*
David Chan, Singapore Management University, *Discussant*

Submitted by Gordon Waugh, gwaugh@humrro.org

153. Symposium: Saturday, 10:30–11:50
Lone Star C3 (2nd floor-CC)

Learn 'N' Play: Effectiveness of Videogame-Based Simulations for Training and Development

Videogames are emerging as an increasingly popular training tool. This symposium presents theoretical and empirical research on individual, environmental, and pedagogical factors that maximize the effectiveness of game-based training. Together, the papers offer suggestions regarding how game-based training can be better implemented and utilized to enhance training outcomes.

Janis A. Cannon-Bowers, University of Central Florida, *Chair*
Karin A. Orvis, George Mason University, *Co-Chair*
Kara L. Orvis, Aptima, Inc., *Co-Chair*
Kara L. Orvis, Aptima, Inc., Michael J. Garrity, Aptima, Inc., Diane Miller, Aptima, Inc., *Maximizing Learning Outcomes in Game-Based Training Environments*

James Belanich, U.S. Army Research Institute, Laura Mullin, The Catholic University of America, ***Training Game Design Characteristics That Promote Learning***

Karin A. Orvis, George Mason University, James Belanich, U.S. Army Research Institute, Daniel B. Horn, U.S. Army Research Institute, ***The Impact of Trainee Characteristics on Game-Based Training Success***

Janis A. Cannon-Bowers, University of Central Florida, Adams Greenwood-Erickson, University of Central Florida, Alicia Sanchez, University of Central Florida, ***Toward a Comprehensive Research Agenda for Game-Based Learning and Synthetic Learning Environments***

Stephen J. Zaccaro, George Mason University, ***Discussant***

Submitted by Karin A. Orvis, Korvis1@gmu.edu

154. Symposium: Saturday, 10:30–12:20 Lone Star C4 (2nd floor-CC)

New Insights Into Constructs Underlying Structured Interview Performance and 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 studies and meta-analyses, conducted in experimental and applied settings, using data from American and European samples. A discussant will highlight the theoretical and applied implications.

Kerri L. Ferstl, Personnel Decisions Research Institutes, ***Chair***

Ute-Christine Klehe, University of Amsterdam, ***Co-Chair***

Christopher M. Berry, University of Minnesota, Paul R. Sackett, University of Minnesota, Richard N. Landers, University of Minnesota, ***Comprehensive Meta-Analysis of Interview–Ability Correlations: Less Related Than We Thought***

Chad H. Van Iddekinge, Florida State University, Michael S. Henry, Stanard & Associates, Inc./ITT, ***Are Facets of Cognitive Ability Differentially Predictive of Interview Performance?***

Ute-Christine Klehe, University of Amsterdam, Cornelius Koenig, University of Zurich, Klaus G. Melchers, University of Zurich, Martin Kleinmann, University of Zurich, Gerald Richter, Chiron Vaccines, ***Candidates' Ability to Identify Criteria in Structured Interviews and its Predictive Power of Performance in an Assessment Center***

Patrick Mussel, University of Hohenheim, Heinz Schuler, University of Hohenheim, Andreas Frintrup, HR-Diagnostics.com, ***Construct Validity of the Multimodal Interview***

Patrick H. Raymark, Clemson University, Chad H. Van Iddekinge, Florida State University, Laura McClelland, Clemson University, Heather N. Odle-Dusseau, Clemson University, Matthew Richard Millard, Clemson University, Jessica L. Bradley, Clemson University, ***Influence of Interviewee Faking on the Accuracy of Interviewer Judgments***

Robert E. Lewis, Personnel Decisions International, ***Discussant***

Submitted by Ute-Christine Klehe, u.klehe@uva.nl

155. Panel Discussion: Saturday, 10:30–11:50 Austin 1 (2nd floor-H)

That Wasn't in The I-O Handbook! RJP For Consulting Careers

In this panel discussion, consultants from *Fortune* 100 corporations, small and large consulting firms, and a government agency offer their perspectives on career-related topics of interest for each position. For those who are considering a career in consulting, this presentation will offer comprehensive advice and lessons learned.

Michael A. Campion, Purdue University, ***Chair***

Jerard F. Kehoe, Selection & Assessment Consulting, ***Panelist***

Julia McElreath, U.S. Department of Homeland Security, ***Panelist***

Jeffrey Gust, American Express, ***Panelist***

Matthew Dreyer, Verizon, ***Panelist***

Christine E. Corbet, Verizon, ***Panelist***

Allison B. Hoffman, Aon Consulting, ***Panelist***

Submitted by Allison B Hoffman, abshotland@yahoo.com

156. Special Event: Saturday, 10:30–11:20 Austin 2 (2nd floor-H)

Distinguished Scientific Contributions Award

The Subjective Nature of Objective Measures of Performance

Objective criterion measures are viewed as superior to subjective measures, but these objective measures still suffer from criterion deficiency and contamination. This presentation uses data to illustrate how the researcher's choice to focus on any 1 aspect of the ultimate criterion can bias results in predictable ways.

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

Angelo S. DeNisi, Tulane University, ***Presenter***

SATURDAY AM

157. Master Tutorial: Saturday, 10:30–12:20 Austin 3 (2nd floor-H)

Two CE Credits Available for Attending!
Register at the Session

Introduction to the Generalized Graded Unfolding Model and its Estimation

This tutorial will introduce unfolding item response theory (IRT) models. These models are appropriate for attitude, personality, and preference measurement. The focus will be on "graded unfolding models." The GGUM2004 shareware will also be introduced and used to demonstrate parameter estimation for all models in the graded unfolding model family.

James S. Roberts, Georgia Institute of Technology, *Presenter*

Submitted by Paul J. Hanges, Hanges@psyc.umd.edu

158. Symposium: Saturday, 10:30–11:50 Seminar Theater (2nd floor-H)

The Measurement, Causes, and Consequences of Facet Satisfaction

Although global job satisfaction has been the focus of more studies in industrial and organizational psychology than has any other topic, far less attention has been given to theory and research on facet satisfaction. This symposium focuses on the measurement, causes, and consequences of several job satisfaction facets.

Terry A. Beehr, Central Michigan University, *Chair*
Nathan A. Bowling, Wright State University, *Co-Chair*
Mo Wang, Portland State University, *Co-Chair*
Drew B. Brock, DASH Consulting, *"Important" Facets of Satisfaction: An Exploratory Factor Analytic Investigation*
Mo Wang, Portland State University, Steven S. Russell, PDRI, *The Relationship Between Facet and General Job Satisfaction: A Comparison Using Chinese and American Workers*
Nathan A. Bowling, Wright State University, Terry A. Beehr, Central Michigan University, *Dispositional Approach to Satisfaction With Social Facets of Work*
Patrick R. Draves, University of South Florida, Paul E. Spector, University of South Florida, *An Examination of Potential Moderating Effects of Personality on the Relationship Between Job Attitudes and Organizational Citizenship Behaviors*
Joseph D. Mayer, Xavier University, Mark S. Nagy, Xavier University, *Beyond Individual Job Satisfaction: An Examination of Organizational Level Outcomes*

Chris P. Parker, Northern Illinois University, *Discussant*

Submitted by Nathan A. Bowling, psybowling@yahoo.com

159. Symposium: Saturday, 10:30–12:20 Majestic 1 (37th floor-H)

Processes Linking Work and Family Domains: Taking a Dynamic Approach

Emotional spillover is considered an important mechanism linking work and family. This symposium introduces 1 conceptual piece linking work and family and 3 empirical studies investigating various spillover effects across work and family. The studies all utilize experience sampling methodology to gather multiple, momentary or "real-time" measures of the variables.

Remus Ilies, Michigan State University, *Chair*
Kelly M. Schwind, Michigan State University, *Co-Chair*
Kevin J. Williams, University at Albany-SUNY, Maria Arboleda, University at Albany-SUNY, *Affective Dynamics in Work and Family: A Goal Perspective*
Brent A. Scott, University of Florida, Timothy A. Judge, University of Florida, *Tired and Cranky? The Effects of Insomnia on Employee Emotions and Job Satisfaction*
Nancy P. Rothbard, University of Pennsylvania-Wharton School, Steffanie L. Wilk, The Ohio State University, *Waking Up on the Right Side of the Bed: The Influence of Mood on Work Attitudes and Performance*
Remus Ilies, Michigan State University, Kelly M. Schwind, Michigan State University, David T. Wagner, Michigan State University, Daniel R. Ilgen, Michigan State University, *The Influence of Work Overload on Well-Being: A Dynamic Work–Family Study*
Jeffrey R. Edwards, University of North Carolina, *Discussant*

Submitted by Remus Ilies, ilies@msu.edu

160. Symposium: Saturday, 10:30–12:20 Majestic 4-5 (37th floor-H)

Sexual Harassment of Special and Vulnerable Populations in the Workforce

Sexual harassment research has documented the forms, antecedents, and consequences of sexual harassment affecting the mainstream workforce. This symposium presents 5 studies that examine "special populations" in the workforce—those that are particularly vulnerable, distinct, or otherwise overlooked in mainstream research.

Margaret S. Stockdale, Southern Illinois University-Carbondale, *Chair*

SATURDAY AM

Armando Estrada, Washington State University Vancouver, Osvaldo F. Morera, University of Texas at El Paso, *A Test of Fitzgerald, Hulin, and Drasgow's (1995) Model of Sexual Harassment in Mexico*

Stephanie Swindler, Wright-Patterson AFRL, Julie Konik, University of Michigan, Lilia M. Cortina, University of Michigan, Davidson Hook, University of Michigan, *Sexual Harassment in the Workplace: An In-Depth Examination of Gender, Race–Ethnicity, and Measurement Issues*

Margaret S. Stockdale, Southern Illinois University-Carbondale, T. K. Logan, University of Kentucky, *Sexual Harassment Experiences of Vulnerable Women: A Comparison of Rural and Urban Women With Domestic Violence Protection Orders*

Charles A. Pierce, University of Memphis, Ivan S. Muslin, University of Memphis, Tobias Huning, University of Memphis, Herman Aguinis, University of Colorado-Denver, *Critical Review of Sexual Harassment Legal Cases Involving Workplace Romance*

Jennifer L. Berdahl, University of Toronto, *Discussant*

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

SATURDAY AM

161. Roundtable: Saturday, 10:30–11:50 Majestic 6 (37th floor-H)

Creating Inclusive I-O Program Cultures: Best Practices at UGA, UCF

Thomas and Clark (2003), based on a symposium held at the 2003 SIOP meeting, discussed the barriers and bridges to inclusion for minority graduate students in I-O psychology. This session will discuss best practices I-O programs can adopt to create an inclusive culture for diversity, highlighting 2 successful examples.

Bernardo M. Ferdman, Alliant International University, *Host*
Kecia M. Thomas, University of Georgia, *Co-Host*
Jimmy Davis, University of Georgia, *Co-Host*
Matthew S. Harrison, University of Georgia, *Co-Host*
Barbara A. Fritzsche, University of Central Florida, *Co-Host*
LaKeesha Flowers, University of Central Florida, *Co-Host*
Charles Levi Wells, Wayne State University, *Co-Host*

Submitted by Bernardo M. Ferdman, bferdman@alliant.edu

162. Symposium: Saturday, 10:30–11:50 Majestic 7 (37th floor-H)

Standardized Job Analysis Tools: State of the Science

We review current job analysis techniques and instruments and how different approaches can be used to meet specific organizational objectives. We present validity evidence supporting the use of deductive job analyses and an innovative new Web-based approach for combining job and individual information for the identification of applicant pools.

Jeff Foster, Hogan Assessment Systems, *Chair*
Jenna R. Fitzke, University of Tulsa, Michelle Streich, University of Tulsa, *Deductive Job Analysis Systems: A Comparative Review*
Calvin C. Hoffman, Alliant International University, *Recent Developments in JCV: Cognitive, Physical, and Personality Domains*
Jeff Foster, Hogan Assessment Systems, Michael Glen Anderson, University of Tulsa, *The Validity of Structured Job Analysis Instruments*
Jeff W. Johnson, Personnel Decisions Research Institutes, Gary W. Carter, Personnel Decisions Research Institutes, *The Development of a Prototype Tool to Identify Labor Pools*
Dwayne G. Norris, American Institutes for Research, *Discussant*

Submitted by Jeff Foster, jfoster@hoganassessments.com

163. Symposium: Saturday, 10:30–11:50 Majestic 3 (37th floor-H)

Culture-Strategy Alignment: Refreshing the Purpose of the Employee Survey

For human resources to become a stronger corporate partner, greater emphasis is needed on how organization culture can support business strategy. This session presents a research-based model showing which aspects of culture, as measured through employee surveys, are critical to achieving specific strategic priorities. Two business applications are discussed.

Camille Gallivan Nelson, ISR, *Chair*
Patrick Kulesa, ISR, *Aligning Organization Culture With Company Strategic Priorities: A Proposed Model*
Caroline Hanover, HGS, Susan McKay, HGS, *Aligning Work Culture With Changing Organizational Goals at HGS*
Adam Zuckerman, ISR, *Aligning Culture and Strategy: A Case Study From a High-Technology Company*
Dan Rubin, ISR, *Discussant*

Submitted by Kelly R. Harkcom, kelly.harkcom@isrinsight.com

164. Interactive Posters: Saturday, 10:30–11:20
Majestic 8 (37th floor-H)

Mentoring

Deborah K. Ford, CPS Human Resource Services,
　　Facilitator

164-1. Mentoring, Organizational Commitment, and Organizational Sense of Community

This study tests the effects of high-quality mentoring on organizational sense of community and organizational commitment. As expected, mentor's psychosocial support increased protégé's sense of community. However, career support had no effect. Contrary to expectations, neither psychosocial support nor career support had any effect on organizational commitment.

Anita Blanchard, University of North Carolina-Charlotte
Annie M. Rosso, University of North Carolina-Charlotte

Submitted by Anita Blanchard, ALBlanch@email.uncc.edu

164-2. Racial and Gender Differences in Mentoring: A Meta-Analysis

We examined the effects of gender and race on experience as a protégé or mentor, career-related mentoring, and psychosocial mentoring from both the protégés' and mentors' perspectives. Results showed female protégés report receiving more psychosocial mentoring. Male mentors report more experience as a mentor and giving more career-related mentoring.

Andrew Michael Biga, University of South Florida
Kimberly E. O'Brien, University of South Florida
Stacey Kessler, University of South Florida
Tammy D. Allen, University of South Florida
Michael T. Brannick, University of South Florida

Submitted by Andrew Michael Biga, abiga@mail.usf.edu

164-3. Protégé Characteristics Associated With Volunteer Participation in Formal Mentoring

Participants in a voluntary formal mentoring program designed for organizational newcomers scored lower on self-efficacy and self-monitoring and higher on emotional stability than did those who chose not to participate. Self-efficacy increased for these participants during the same time period in which self-efficacy dropped for those choosing not to participate.

Shannon A. Irving, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Helen Boudreaux, Mentoring and Workforce
　　Development Lab
Catherine Kiley, Mentoring and Workforce
　　Development Lab

Submitted by Shannon A. Irving, Amerilda1@aol.com

164-4. Positive and Negative Mentoring Experiences: Impact on Protégé Outcomes

This study examined the impact of positive mentoring and negative mentoring on protégé outcomes. Results revealed that negative mentoring experiences, specifically those that are maliciously motivated, are more predictive of protégés' intentions to leave the mentoring relationship and stress than positive mentoring. Implications for practice and research are discussed.

Sarah C. Evans, University of Georgia

Submitted by Sarah C. Evans, scevans@uga.edu

165. Community of Interest: Saturday, 10:30–11:20
Live Oak (2nd floor-H)

Issues in Multilevel Research

Robert E. Ployhart, University of South Carolina,
　　Facilitator

166. Poster Session: Saturday, 10:30–11:20
Lone Star A-B (2nd floor-CC)

Work Groups & Career Management

166-1. Understanding the Existence of Groups: Developing a Measure of Entitativity

This paper develops a measure of entitativity—a construct recently popularized in social psychology that relates to the degree that a group is viewed as a coherent social entity. We provide single and multilevel convergent validity in the form of relationships between group cohesion, group identity, and climate strength.

Gazi Islam, IBMEC
Michael J. Zyphur, Tulane University

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

SATURDAY AM

166-3. Prevalence of Proactive Acculturation Behaviors Among a Representative Random Sample

The prevalence of proactive socialization behaviors aimed at learning organizational values was assessed among a representative sample of working adults. Results show prevalence differences across behaviors in general, across occupational types, and over time; however, within-person behavioral consistency was high. Only directly asking questions of superiors impacted acculturation.

Charlie L. Reeve, University of North Carolina-Charlotte
Steven G. Rogelberg, University of North Carolina-Charlotte

Submitted by Charlie L. Reeve, clreeve@email.uncc.edu

166-4. Improving the Launch of Self-Managed Teams With a Process Intervention

We examined whether a process intervention provided to self-managed teams at project "launch" would enhance quality of performance and members' affective reaction to the experience. We found that our intervention did lead to teams paying more attention to processes. Teams that attended more to processes also had better team outcomes.

Christina E. Shalley, Georgia Institute of Technology
Wendy J. Walker, Georgia Institute of Technology
David M. Herold, Georgia Institute of Technology

Submitted by Wendy J. Walker, wendy.walker@mgt.gatech.edu

166-5. Explicit Coordination and Declarative Commitment in Leaderless Project Team Communication

Content and time-series analyses done on asynchronous collective electronic communication reveal that high performing project teams are more effective at coordination than low performing teams. Content and sequence analysis of declarative commitments show that task-related public and voluntary commitments foster a better understanding of the project and more commitments.

Francois Chiocchio, University of Montreal

Submitted by Francois Chiocchio, f.chiocchio@umontreal.ca

166-6. The Effects of Multiple Emergent Leaders on Team Performance

The present study contributes to the understanding of team functioning and performance by demonstrating the positive influence of multiple emergent leaders in self-directed teams. Shared leadership impacted team performance directly and through the development of accurate, but not more similar team mental models.

Roseanne J. Foti, Virginia Tech
Heather Hayes, Virginia Tech

Submitted by Roseanne J. Foti, rfoti@vt.edu

166-7. The Role of Individual and Industry Characteristics on Employee Marketability

The relationship of corporate reputation and organizational prestige on employee marketability was investigated. Multiple perspectives of marketability were obtained from 485 employees and 176 coworkers. Results confirmed the importance of human capital variables and highlighted the role of company reputation on staying marketable and employable in today's volatile business environment.

Rachel Day, American Institutes for Research
Tammy D. Allen, University of South Florida

Submitted by Rachel Day, rday@air.org

166-8. Litigation Intentions to Lawsuits: Procedural Justice Climate as a Moderator

We examine the link between litigation intentions and litigation filing and the moderating effect of procedural justice climate. Organizational data demonstrated a positive relationship between intentions and filing as well as support for the moderating role of procedural justice climate such that when climate was high, lawsuits were low.

J. Craig Wallace, Tulane University
Bryan D. Edwards, Tulane University
Scott Mondore, United Parcel Service
Erin Page, Georgia Institute of Technology

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

166-9. Evaluating Shared Mental Model Measurement

Despite widespread interest in shared mental models (SMM), studies comparing SMM measurement are sparse. Our flight-simulator study showed that various

approaches to eliciting mental models and assessing sharedness reflect different constructs, participants felt more negatively towards some elicitation methods over others, and skill predicted performance beyond that of SMM measures.

Sarah J. Ross, University of Western Ontario
Natalie J. Allen, University of Western Ontario

Submitted by Sarah J. Ross, sjirwin@uwo.ca

166-10. Reflexivity, Development of Shared Task Representations, and Group Decision Making

We examined effects of reflexivity on shared task representations in decision-making groups. An experiment showed that reflexivity led to better group decision making by affecting sharedness. Furthermore, reflexivity was found to have a stronger effect under conditions of diversity of representations than under conditions of homogeneity.

Wendy van Ginkel, Erasmus University Rotterdam
Daan van Knippenberg, Erasmus University Rotterdam

Submitted by Daan van Knippenberg,
    dvanknippenberg@rsm.nl

166-11. A Meta-Analytic Examination of Information Sharing in Work Teams

Results of the meta-analysis of 39 independent studies (2,501 teams; $N = 9,076$) suggest teams will share more information when a correct solution is possible, when instructed to share, and when members are amicable during discussion. Information sharing was also correlated with cohesion, satisfaction with discussion, and task knowledge.

Jessica Mesmer-Magnus, University of North Carolina-
    Wilmington
Leslie A. DeChurch, Florida International University

Submitted by Jessica Mesmer-Magnus,
    magnusj@uncw.edu

166-12. Learning From Errors: The Case of Medication Administration

The study aimed to identify learning mechanisms nursing units use to learn from errors and to test their effectiveness. Data were collected from 32 units using observations, interviews, and questionnaires. Results revealed the mechanisms employed to learn from errors and pointed at the superiority of integrated mechanisms that allow team learning and change.

Anat Drach-Zahavy, University of Haifa

Submitted by Tal Katz-Navon, katzt@idc.ac.il

166-13. Global Virtual Teams: A Review and Proposed Research Agenda

Global virtual teams (GVT) are prevalent in most transnational corporations. This review examines recent research on GVTs according to an inputs–process–emergent state-output model. The contributions of this paper are the review and integration of results, the identification of conflicting findings, and the proposal of a GVT research agenda.

Marieke Schilpzand, Georgia Institute of Technology

Submitted by Marieke Schilpzand,
    maria.schilpzand@mgt.gatech.edu

166-14. Partner and Personal Information Interaction Effects on Team Member Outcomes

We examined the interaction effects of partner and personal information on team member outcomes. Interactions involving partner's effort, performance identifiability, and reward information affected individuals' goal adoption and subsequent task performance. Results highlight the complexities of influencing goal adoption and task performance using multiple types of information.

Paul R. Heintz, Wright State University
Debra Steele-Johnson, Wright State University
Charlene K. Stokes, Wright State University

Submitted by Paul R. Heintz, heintz@edisonohio.edu

166-15. Group Attachment and the Big Five Predicting Group Tightness

The relationships between 2 personality frameworks (group attachment and the Big 5) and group tightness (group cohesion and norms) were investigated. Group attachment was strongly related to the criteria and provided incremental validity over the Big 5. The effects of team interdependence and level of analysis were also explored.

Marc Fogel, St.Vincent Health, Indianapolis
John T. Hazer, Indiana University-Purdue University
    Indiana

Submitted by Marc Fogel, mhfogel@stvincent.org

SATURDAY AM

166-16. The Impact of Personality and Value Diversity on Team Performance

We examined the impact of team diversity on team processes and performance. Diversity in terms of personality affected task performance and cohesion, whereas diversity in terms of values related to perceptions of conflict and team self-efficacy. Enhanced team processes and performance was generally associated with less variability among teammates.

Taylor L. Poling, University of Tennessee
David J. Woehr, University of Tennessee
Luis M. Arciniega, Instituto Tecnologico Autonomo de Mexico
C. Allen Gorman, University of Tennessee

Submitted by Taylor L. Poling, tpoling@utk.edu

166-17. Effects of Self-Esteem and Group Forming on Work Group Performance

The performance of small decision-making groups was significantly influenced by the relative strength of self-esteem of their best versus their worst performing member. A forming exercise prior to group activity interacted with the self-esteem difference to limit the poor performance of groups with poor performing, high self-esteem members.

Jessica Marsh, Western Oregon University
David A. Foster, Western Oregon University

Submitted by Jessica Marsh, Jmarsh15@hotmail.com

166-18. On-Boarding Employees: A Model Examining Manager Behavior, Socialization, and Commitment

This study tests a model proposing that individualized manager behavior (providing a department orientation subsequent to the organizational orientation) influences employee socialization, which in turn influences commitment. It appears that the additional department orientation by the manager serves an important role in increasing employee socialization and, ultimately, commitment.

Courtney L. Holladay, University of Texas, M. D. Anderson Cancer Center
Stefanie K. Halverson, University of Wisconsin-Madison
Terrance Michael Donnelly, M. D. Anderson Cancer Center
Steven Murray, University of Texas, M. D. Anderson Cancer Center

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

166-19. Collective Efficacy Formation: A Field Study in China

We investigated how collective efficacy is formed. Results point to the mediating role of interpersonal group trust in the relationships between the 4 main antecedents of collective efficacy (i.e., past performance, vicarious learning, social persuasion, and group affect) and collective efficacy. We conclude with implications for future research.

Dongseop Lee, University of Tulsa
Alex Stajkovic, University of Wisconsin-Madison

Submitted by Dongseop Lee, dongseop-lee@utulsa.edu

166-20. Effects of Emotional Stability and Feedback on Work Group Performance

The objective performance of small decision-making groups was significantly influenced by performance feedback. The impact of feedback on group performance, however, was moderated by the group's level of emotional stability. Groups low in emotional stability made poorer decisions after receiving performance feedback compared to groups high in emotional stability.

Sarah Adelhart, Pacific University
David A. Foster, Western Oregon University
Vic Savicki, Western Oregon University
Rachel Daniels, Portland State University
Jamie Fetter, Western Oregon University
Kat Hughes, Western Oregon University
Jessica Marsh, Western Oregon University

Submitted by David A. Foster, fosterd@wou.edu

166-21. Who Is Your Ideal Mentor?

We coded open-ended statements concerning what individuals envision as qualities in an ideal mentor and looked at differences depending on ethnicity and gender. We discuss the importance of investigating the specific expectations people have regarding the physical image of their mentors and how question wording can impact stated demographic preferences.

Lisa Finkelstein, Northern Illinois University
Andrea Zimmerman, Northern Illinois University
Irene Kostiwa, University of Louisville
Kristina Matarazzo, Northern Illinois University

Submitted by Lisa Finkelstein, lisaf@niu.edu

166-22. Multiple-Perspective Taking in Team-Member Exchange in a Virtual Environment

Ninety-nine teams participated in a 16-week long virtual team simulation as part of a required business core course. Team-level multiple-perspective taking was related to team-member exchange (TMX). TMX was related to peer performance evaluations, satisfaction with the virtual experience, and likelihood of recommending the experience to others.

Rudolph J. Sanchez, California State University-Fresno
Julie B. Olson-Buchanan, California State University-Fresno
James M. Schmidtke, California State University-Fresno
Paula L. Rechner, Texas State University-San Marcos

Submitted by Rudolph J. Sanchez, rjsanchez@csufresno.edu

166-23. The Effects of Feedback and Leadership on Virtual Team Performance

The current study examined the effects of leadership and peer evaluations on virtual team performance. Although there were no leadership effects on performance, there was a positive relationship between peer evaluations and performance. Also, our results further suggest that peer evaluations did reflect contributions made to the team.

James M. Schmidtke, California State University-Fresno
Paula L. Rechner, Texas State University-San Marcos
Julie B. Olson-Buchanan, California State University-Fresno
Rudolph J. Sanchez, California State University-Fresno

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

166-24. Composition of Teams and Computer-Based Tasks: Effects of Gender

Gender as a team composition variable has received sparse attention (Stephenson, 1994). We elucidate the complicated nature of gender composition as an influence on computer-based task performance. Results indicated that the assumption of the superior performance of matched gender teams is likely attributable to the matching of male/male teams only.

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

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

166-25. Virtual Teams: The Application of Critical Thinking Interventions

To evaluate the impact of critical thinking training on virtual teams, 67 teams were randomly assigned to conditions, crossing training type (critical thinking or control) and critical thinking probes (none, during planning stage, during task). Results indicate that team-level (probes) and individual-level (intelligence) factors influenced performance on a computer-mediated task.

Rebecca H. Klein, University of South Florida
Ashley A. Gray, University of South Florida
Matthew S. Prewett, University of South Florida
Timothy J. Willis, University of South Florida
Frederick R. B. Stilson, University of South Florida
Jared Freeman, Aptima Inc.
Kathleen P. Hess, Aptima, Inc.
Michael D. Coovert, University of South Florida

Submitted by Rebecca H. Klein, rhklein@mail.usf.edu

166-26. Simulation Training Evaluation for NASA's Mission Management Team

This research evaluates 2 distinct simulation-based training events at the National Aeronautics and Space Administration. Changes in mission management team members' competency-specific team efficacy beliefs were assessed via self-report. Moreover, observers rated team performance in critical competency areas during the simulations. Results suggest positive changes in team members' affective states.

Cameron Klein, University of Central Florida
Kevin C. Stagl, University of Central Florida
Eduardo Salas, University of Central Florida
Chris P. Parker, Northern Illinois University
Donald F. Van Eynde, Trinity University

Submitted by Cameron Klein, cameronklein@hotmail.com

166-27. Perceived Organizational Support and Work Group Processes

Employees form a perception concerning the degree that their organization values and cares for them (perceived organizational support or POS). This theoretical paper considers how group processes would influence employees' POS. In addition, the paper describes how the level of POS in the work group affects group processes and group performance.

Justin Aselage, University of Delaware
Robert Eisenberger, University of Delaware

Submitted by Justin Aselage, jaselage@udel.edu

SATURDAY AM

166-28.　Group Cohesion, Choice Shift, and Temporal Processes in Escalation of Commitment

Groups and individuals made repeated allocations of R&D funds in a computerized version of the A&S case. During failure, individuals and groups escalated commitment, but group escalation was related to choice shift, decision time, and group size, and not to group cohesiveness. Later, deescalation and group effects were temporally dependent.

Donald A. Hantula, Temple University
David Landman, Goldman Sachs

Submitted by Donald A. Hantula, hantula@temple.edu

166-29.　Methods Used to Study Mentoring: Review and Future Research Implications

Research regarding mentoring relationships has flourished during the past 20 years. This article reviews the methodological content of 109 published mentoring articles. Findings suggest that many of the criticisms leveled against mentoring research, such as dependence on cross-sectional, single-source studies, are justified. Implications and suggestions for future research are offered.

Kimberly E. O'Brien, University of South Florida
Elizabeth M. Lentz, University of South Florida/PDRI
Tammy D. Allen, University of South Florida
Lillian T. Eby, University of Georgia

Submitted by Tammy D. Allen, tallen@luna.cas.usf.edu

167. Special Event: Saturday, 11:30–12:20
Austin 2 (2nd floor-H)

Distinguished Teaching Contributions Award

I-O Teachers: Druids in the Desert, or the Invisible Man?

Arrowsmith (1967), "[U]niversities are as uncongenial to teaching as the Mojave Desert to Druid priests." In many psychology departments today that situation remains unchanged. Elsewhere, I-O doesn't even exist in the curriculum—it is the invisible aspect of psychology. How can I-O educators survive and thrive in this environment?

Boris B. Baltes, Wayne State University, *Chair*
Marcus W. Dickson, Wayne State University, *Presenter*

168. Interactive Posters: Saturday, 11:30–12:20
Majestic 8 (37th floor-H)

360° Feedback

Amy Hayes, Russell Reynolds Associates, *Facilitator*

168-1.　Development of 360º Assessment for Executives

The Leadership Navigator for Executives Survey, organized into 12 competencies with 2 factors, was developed to assess performance of vice president-level employees. This study provides evidence that the assessment is reliable, that it is measuring executive performance, and that the competencies are appropriate for a wide range of executives.

Greg Robinson, 3D Group
Dale S. Rose, 3D Group

Submitted by Dale S. Rose, drose@3Dgroup.net

168-2.　Applying Discrepancy Based Behavior Observation Scales to 360º Performance Appraisals

200 employees participated in a 360º performance appraisal that used actual and preferred ratings of performance. We found higher interrater agreement among the preferred ratings than actual ratings. The results suggest that one should consider including preferred ratings to increase the reliability of 360º performance appraisal instruments.

Kevin P. Richie, Memorial Health Care System
Mark S. Nagy, Xavier University
Sue R. Dyrenforth, VHA National Center for
　　Organization Development
Joseph D. Mayer, Xavier University

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

168-3.　Narrative Comments in 360º Feedback: Who Says What?

This study investigated the usefulness of qualitative comments made by raters in a 360º feedback process. Results indicated that comment usefulness differed by source, with peers providing the least clear feedback. In addition, usefulness differed by competency area. Practical implications and future research directions are discussed.

Treena L. Gillespie, California State University-Fullerton
Dale S. Rose, 3D Group
Greg Robinson, 3D Group

Submitted by Treena L. Gillespie, tgillespie@fullerton.edu

168-4. Building a Better Difference Score in Developmental Multirater Feedback Processes

Kluger and DeNisi found that feedback interventions sometimes lead to decreased performance (1996). We suggest that the positive influence of feedback has been underestimated and found that shading raters' Time 1 ratings on Time 2 surveys produced a more precise measure of change. Implications for scientists and practitioners are discussed.

Steven M. Rumery, Leadership Research Institute
Cathleen A. Swody, University of Connecticut
Vipanchi Mishra, University of Hartford
Doug Trainor, Pfizer Inc

Submitted by Cathleen A. Swody,
    cathleen.swody@uconn.edu

169. Community of Interest: Saturday, 11:30–12:20
Live Oak (2nd floor-H)

New OFCCP Rules on Internet Job Applicants

Doug Reynolds, Development Dimensions
    International, *Facilitator*

170. Poster Session: Saturday, 11:30–12:20
Lone Star A-B (2nd floor-CC)

Personality & Emotions

170-1. The Role of Emotional Intelligence in Integrity and Ethics Perceptions

We surveyed 198 undergraduate students about their tendency to engage in unethical behaviors and their perceptions others engaged in such behaviors. Results suggest emotional intelligence predicts self-ethics and other-ethics perceptions. EI explained significant incremental variance in other-ethics perceptions, over that explained by self-ethics. Implications for research and practice are discussed.

Jessica Mesmer-Magnus, University of North Carolina-
    Wilmington
Chockalingam Viswesvaran, Florida International
    University
Satish Deshpande, Western Michigan University
Jacob Joseph, University of Alaska-Fairbanks

Submitted by Jessica Mesmer-Magnus,
    magnusj@uncw.edu

170-2. The Effects of Biodata on the Prediction of Domain Knowledge

This study examined the relationship between biodata and domain knowledge. It was hypothesized that biodata would be positively correlated with domain knowledge, providing incremental predictive validity over trait measures for domain knowledge. Results showed that biodata had significant predictive validity for domain knowledge.

Stacey D. Wolman, Georgia Institute of Technology
Phillip L. Ackerman, Georgia Institute of Technology

Submitted by Stacey D. Wolman,
    stacey.wolman@psych.gatech.edu

170-3. The Workplace Arrogance Scale: Development and Validation of a Measure

Despite anecdotal evidence of arrogance being an important workplace construct, there has been no attempt to systematically study it. This study documents the development and construct validation of the Workplace Arrogance Scale (WAS). Results indicated that the unidimensional 25-item measure was reliable and displayed convergent and discriminant validity as expected.

Aarti Shyamsunder, University of Akron
Stanley B. Silverman, University of Akron

Submitted by Aarti Shyamsunder, as31@uakron.edu

170-4. Examining Measurement Invariance of the Chinese Version NEO-PI-R Conscientiousness Scale

Based upon Hofstede's cultural dimensions, the current study hypothesized the items on the NEO-PI-R Conscientiousness scale that may function differently across 2 national samples (American and Chinese). Most of the predictions were confirmed. Although a substantial proportion of items exhibited DIF, the entire conscientiousness scale functioned quite fairly across samples.

Guangrong Dai, Central Michigan University
Kyunghee Han, Central Michigan University
Huiqin Hu, Data Recognition Corporation
Stephen M. Colarelli, Central Michigan University

Submitted by Guangrong Dai, dai1g@cmich.edu

SATURDAY AM

170-5. Beyond "Big Five": A Taiwanese Workplace Personality Study

This study examined an indigenous Interpersonal Relatedness construct beyond the 5-factor model of personality in the workplace setting. The results indicated that a 6-factor model was superior in explaining personality traits in the Taiwanese sample. The Interpersonal Relatedness construct was independent of the work-specific constructs from the universal Big 5.

Chia-Lin Ho, University of Tulsa
Jennifer Welbourne, University of North Carolina-Charlotte
Pierce J. Howard, Center for Applied Cognitive Studies

Submitted by Chia-Lin Ho, chia-lin-ho@utulsa.edu

170-6. Personality Profiles of North American Professional Football Players

This study used a sample of 812 North American professional football players who completed the CPI 260™ assessment. Average profiles for selected groups of players were evaluated. Logistic regression and discriminant function analyses were used to examine personality differences among groups of players, including several positions and offense versus defense.

Nancy Schaubhut, CPP, Inc.
David A. Donnay, CPP, Inc.
Richard C. Thompson, Consulting Psychologists Press

Submitted by Nancy Schaubhut, nas@cpp.com

170-7. On the Possibility of Using Configural Scoring to Enhance Prediction

Multiple calls for the exploration of configural scoring methods in personnel selection have been made in recent years. The present study used data collected in Sackett, Wiemann, Berry, & Laczo (2004) and applied 3 configural approaches to the Big 5 personality factors for predicting 2 facets of job performance.

Shonna D. Waters, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Shonna D. Waters, wate0120@umn.edu

170-8. Testing Gender and Ethnic Factor Structure Equivalence of the IPIP

We tested the factor structure of the 50-item international personality item pool 5-factor model measure using a sample of 1,001 participants. The model fit was generally good, although slightly lower for 2 ethnic minority groups, and the factor structure was largely invariant across gender and ethnic groups.

Karen Holcombe Ehrhart, San Diego State University
Scott C. Roesch, San Diego State University
Mark G. Ehrhart, San Diego State University
Britta Kilian, University of Mannheim

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

170-9. Comparisons at Work: The Role of Culture, Context, and Gender

The present study examined the role of social comparison among workers from private and public organizations in 2 cultures. Results showed evidence for differences at self-enhancement and self-improvement motives of comparisons at work.

Carmen Carmona Rodriguez, University of Groningen
Abraham P. Buunk, University of Groningen
Jose M. Peiro, University of Valencia
Arie Dijkstra, University of Groningen

Submitted by Carmen Carmona Rodriguez, c.carmona@rug.nl

170-10. Dispositional Approach to Customer Satisfaction and Behavior: An Interdisciplinary Perspective

Marketing researchers and I-O psychologists alike have shown interest in the study of customer satisfaction. Borrowing from ideas found in the job attitude literature, the dispositional components of customer satisfaction were examined. Data collected from 160 customers suggests that positive affectivity but not negative affectivity is related to customer satisfaction.

Gary N. Burns, Central Michigan University
Nathan A. Bowling, Wright State University

Submitted by Gary N. Burns, burns1gn@cmich.edu

170-11. The Use of Interactions Between Personality Variables to Predict Performance

We examined the use of interactions for predicting job performance. We identified 2 variable pairs that have been found to interact in previous research (Conscientiousness/Agreeableness and Extraversion/Openness). Analyses on 3 independent samples ($N > 80$) supported the use of the first variable pair, Conscientiousness/Agreeableness, for predicting job performance.

Jeff Foster, Hogan Assessment Systems
Therese H. Macan, University of Missouri-St Louis

Submitted by Jeff Foster,
    jfoster@hoganassessments.com

170-12. Identifying the Underpinnings of Addiction: A Measure of Addiction Proneness

This study describes the development and initial validation of an indirect measure of cognitive biases associated with addiction. Data were collected and analyzed on 628 participants from 2 distinct populations (known addicts vs. a random sample). Results indicated that addictive behavior is supported by a unique set of cognitive biases.

Jennifer L. Bowler, University of Tennessee, Knoxville
Lawrence R. James, Georgia Tech

Submitted by Jennifer L. Bowler, jlpalmer@utk.edu

170-13. Consistency in Personality Assessment Across Selection and Development Contexts

Two studies ($N = 708$ and 76) examined the change and consistency of personality scores for individuals assessed twice. Each assessment occurred in a context providing high motivation to fake (selection) or no motivation to fake (development). Differences in context produced no differences in change or consistency suggestive of faking.

Brian Connelly, University of Minnesota
Jill E. Ellingson, Ohio State University
Paul R. Sackett, University of Minnesota

Submitted by Brian Connelly, conne122@umn.edu

170-14. Goal Orientation and Responses to Negative and Descriptive Feedback

Goal orientation and responses toward feedback were examined. 70 participants received negative feedback regarding task performance; half also received descriptive feedback. Descriptive feedback significantly improved performance. Learning goal orientation was positively related to performance, and an interaction was found between feedback use and performance-prove goal orientation in predicting performance.

Jaime B. Henning, Texas A&M University
Pedro Ignacio Leiva, Texas A&M University
Carol F. Shoptaugh, Missouri State University
Thomas D. Kane, Missouri State University

Submitted by Jaime B. Henning, jhenning@tamu.edu

170-15. Influence of Trainer Affect and Emotional Contagion on Training Outcomes

A model of training effectiveness with individual and training characteristics is proposed and tested. We found that trainer positive affect led to more positive reactions toward the trainer and training and greater levels of positive affect in trainees. In turn, trainees' affect influenced their reactions and performance.

Stefanie K. Halverson, University of Wisconsin-Madison
Courtney L. Holladay, University of Texas, M. D. Anderson Cancer Center
Miguel A. Quinones, University of Arizona

Submitted by Stefanie K. Halverson,
    shalverson@bus.wisc.edu

170-16. Within-Person Inconsistency of Personality Scores Between Applicant and Volunteer Situations

This study investigated the within-person consistency of personality ratings between "applicant" and "volunteer" situations. Results showed good consistency within the same situation but more inconsistency when a person completed it as an applicant and later as a volunteer. These results raise important construct validity questions about applicant self-ratings of personality.

Mark Alan Smith, American Institutes for Research
Jonathan M. Canger, Verizon Wireless

Submitted by Mark Alan Smith, msmith@air.org

170-17. Entrepreneurial Attributes During the Life Stages of Enterprise and Entrepreneur

Investigating the relationship between entrepreneurial attributes and entrepreneurs' and enterprises' life stages ($N = 276$) revealed that most attributes remain constant across the enterprises' life stages but become less characteristic across the life stages of entrepreneurs. The latter disconfirms the maturity model of personality development but concords with organizational choice models.

Marise Ph. Born, Erasmus University-Rotterdam
Sharda S. Nandram, Nyenrode University

Submitted by Marise Ph. Born, born@fsw.eur.nl

SATURDAY AM

170-18. Genetic Influences on Core Self-Evaluations Using a Female Twins' Sample

This study investigates the genetic influence on core self-evaluations with a sample of identical and fraternal female twins. Modeling procedures were used to estimate genetic influences showing that 35% of the variance in core self-evaluations can be accounted for by genetic factors, with the remaining 65% attributable to environmental factors.

Jing Zhu, University of Minnesota
Richard D. Arvey, University of Minnesota

Submitted by Jing Zhu, jzhu1@csom.umn.edu

170-19. Core of Fair and Stable Leadership Personality Constellation: Emotional Stability

Substantial evidence has accumulated demonstrating the associations between leadership and the personality traits of Emotional Stability, Extraversion, and Conscientiousness. These traits comprise a compound trait, fair and stable leadership, whose relationship to emotional stability is examined meta-analytically ($k = 25$, $N = 6,557$) to better understand its construct underpinnings.

Adib Birkland, University of Minnesota
Deniz S. Ones, University of Minnesota

Submitted by Adib Birkland, abirkland@csom.umn.edu

170-20. Influence of Volitional Arrangements and Personality on Attitudes and Performance

This research examines the independent and interactive effects of personality and work arrangements on job attitudes and performance. Responses of 625 women in the construction industry and their supervisors suggest that the positive effects of Conscientiousness and Openness to Experience depend on whether employees are in their preferred work arrangement.

Eden B. King, Rice University
Margaret E. Beier, Rice University
Sharon E. Matusik, Rice University
Jennifer M. George, Rice University
Michelle (Mikki) Hebl, Rice University

Submitted by Eden B. King, eking@alumni.rice.edu

170-21. Faking Personality Tests in Selection Settings: Tailoring Responses to Jobs?

In the present study, the view is challenged that faking is a 1-dimensional construct. Subjects were instructed to fake for 2 widely differing jobs. It was shown that faking generalized for Neuroticism and Conscientiousness but depended on the characteristics of the job for Extroversion and Openness to Experience.

Matthias Unterhuber, University of Salzburg

Submitted by Matthias Unterhuber,
    Matthias.Unterhuber@sbg.ac.at

170-22. "What is Beautiful is Good"...Most of the Time

We conducted 2 studies that investigated the effects of physical attractiveness on employment decisions. Results of Study 1 showed that applicants' attractiveness and qualifications interacted to influence ratings of overall performance. Study 2 showed that rater self-monitoring, applicant qualifications, and attractiveness interacted to influence ratings of applicants' career progress.

Jason D. Goodchild, University of Iowa
Michael K. Mount, University of Iowa
Laura Parks, University of Iowa

Submitted by Laura Parks, laura-parks@uiowa.edu

170-23. Emotional Labor: The Effect of Individual Characteristics on Consequences

This study examined the impact of individual characteristics on the consequences of emotional labor. Healthcare workers were surveyed to determine the effect of self-monitoring, role internalization, and faking in good faith/bad faith on emotional exhaustion and job satisfaction. Results supported an integrative model that helps resolve discrepancies in previous research.

Laila Beaven, Eidetik, Inc.
Patrick M. McCarthy, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University

Submitted by Laila Beaven, lbeaven@eidetikinc.net

SATURDAY AM

170-24. Exploring the Dispositional Source of Risk Preference

The current study examined relationships between personality and preferences for risk. Contrary to the assumption that preferences are subject only to situational contingencies, we asserted that the risk assessments may have a dispositional source. Results suggest that risk preferences are consistent across context and are strongly associated with individual differences.

Ronald F. Piccolo, University of Central Florida
Beth Livingston, University of Florida
Pauline Schilpzand, University of Florida
Timothy A. Judge, University of Florida

Submitted by Ronald F. Piccolo, rpiccolo@bus.ucf.edu

170-25. Taxometric Investigation of the Latent Structure of Personality

This study investigated the latent structure of Extraversion Introversion (EI) personality. Meehl's taxometric techniques such as MAXCOV reveal that the structure of personality is best explained along a continuum rather than as discrete types. Additional correlational analyses yielded stronger predictive relationships with a dimensional measure of personality. Implications are discussed.

Carrie L. Kersell, County of San Diego

Submitted by Carrie L. Kersell,
    carrie.kersell@safeway.com

170-26. Five-Factor Model of Personality and Job Satisfaction: Results from Singapore

With Asian study participants, this research replicates Judge et al's (2002) meta-analytic findings that the Big 5 traits Extroversion, Neuroticism, and Conscientiousness are related to job satisfaction. In addition, this study informs that in Asian collectivistic societies Agreeableness might play a more prominent role in affecting job satisfaction than in the West.

Klaus J. Templer, Nanyang Technological University

Submitted by Klaus J. Templer, akjtempler@ntu.edu.sg

170-27. Locus of Control and Work, Career, and Personal Outcomes

This study meta-analyzed the relationships between locus of control and work, career, and personal outcomes. Variables were categorized according to 3 theoretical perspectives: locus of control as well-being, as motivation, and as behavioral orientation. Hypotheses reflecting these 3 perspectives were proposed. We found support for these hypotheses in a meta-analysis.

Thomas Ng, University of Georgia
Kelly Sorensen, University of Georgia
Lillian T. Eby, University of Georgia

Submitted by Thomas Ng, twhng@uga.edu

170-28. The Effects of Personality on Individuals' Earnings

Personality was shown to predict earnings measured 6 years apart. The mechanism was explored through the mediating effect of individuals' leadership role occupancy. Results indicated partial mediation, and those high in the personality trait of social potency had higher earnings than those low, even when they occupied similar leadership positions.

Zhen Zhang, University of Minnesota
Richard D. Arvey, University of Minnesota

Submitted by Zhen Zhang, zzhang@csom.umn.edu

SATURDAY AM

Pay for Results, Not Expensive Overhead

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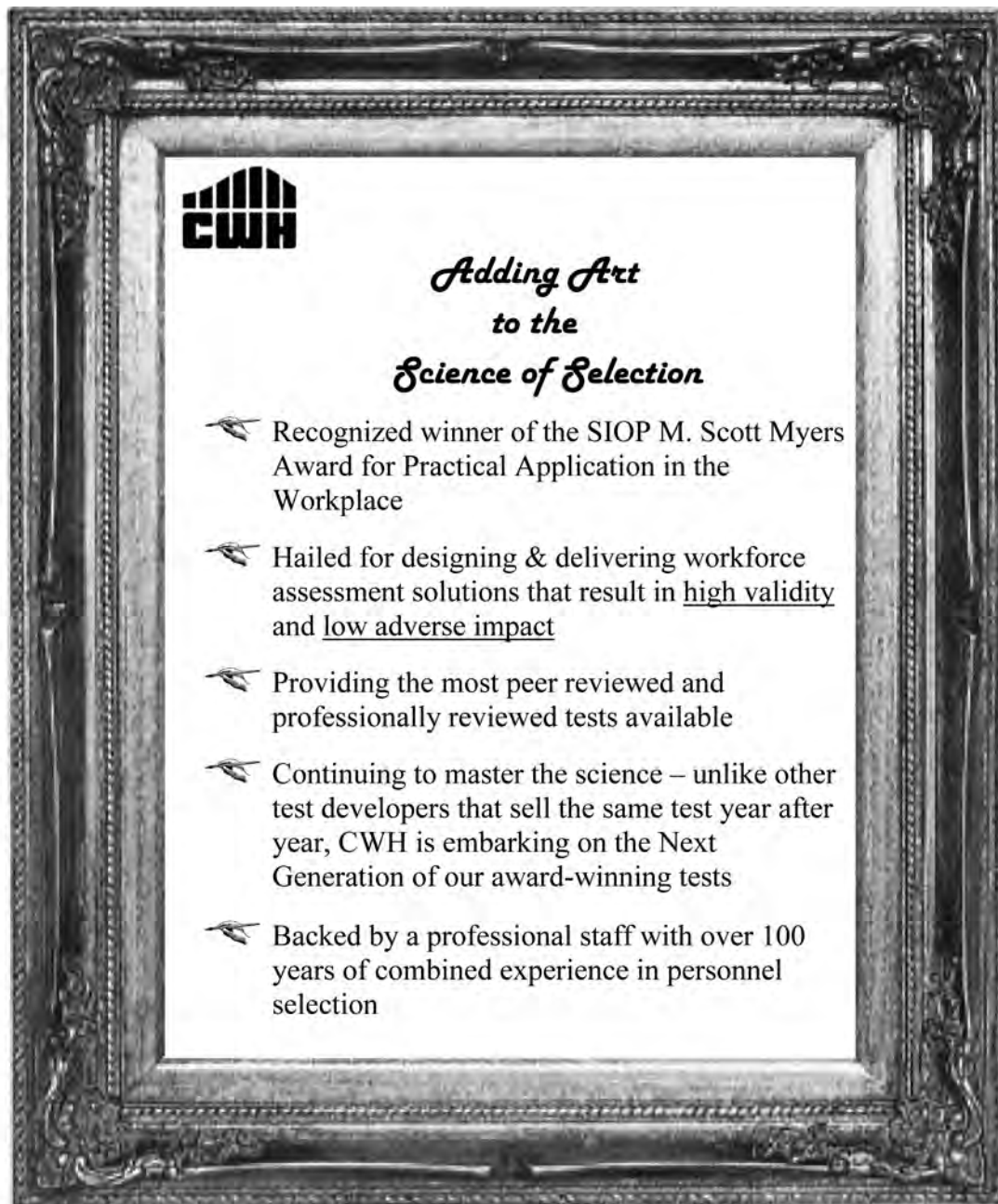
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Justin Black, Joyce Chan, Patrick Hyland, Louis Mischkind,
Peter A. Stathatos – All from Sirota
Kerry D. Chandler – ESPN, Inc.
Craig Ramsay – Intuit
Thomas Welch III - Mayo Clinic
Friday, May 5
2:00, Austin 1

**Turnover in High-Performing Employees:
Do Antecedents Depend on Age?**
Kim Jaussi – SUNY Binghamton
Michael Polanski – SUNY Binghamton
Walter Reichman – Sirota
Friday, May 5, 12:30
Lone Star A-B

**Impact of Manager Versus
Team Members'
Demography on Organizational
Commitment**
Shawn Del Duco, Angela Grotto,
Justin Black - Sirota
Saturday, May 6
9:00, Lone Star A-B.

Contact Walter Reichman (wreichman@sirota.com)
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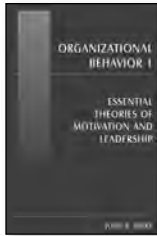
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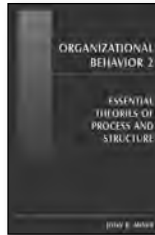
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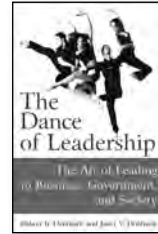
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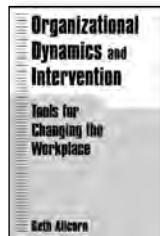
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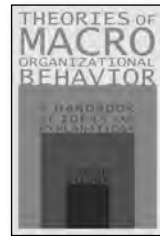
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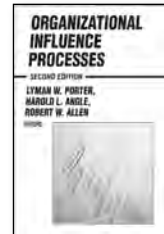
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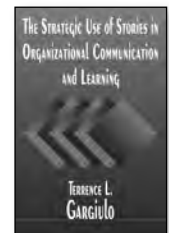
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171. Practice Forum: Saturday, 12:00–1:20 San Antonio A (3rd floor-CC)

Improving the Use and Usefulness of Multisource Comments

The use of comments in multisource feedback is relatively understudied compared to work on quantitative ratings. Presenters explore several different means of improving the use and usefulness of comments, including identifying characteristics of "helpful" comments, presentation of summary quantitative ratings before offering comments, and automated content coding technology.

Kristofer J. Fenlason, Data Recognition Corp, *Chair*
Jennifer D. Kaufman, Dell Inc., Brandy Orebaugh Agnew, Dell Inc., *Improving 360° Comments at Dell: Objective Statements and Ratings Summaries*
Nikki L. Moore Miller, Ameriprise Financial, Kimberly J. O'Farrell, Minnesota State University-Mankato, Carrie Christianson DeMay, Data Recognition Corp, *Do Multisource Feedback Comment Characteristics Help or Hinder Perceived Performance Improvements?*
Dale S. Rose, 3D Group, Greg Robinson, 3D Group, *Comment Usefulness in the Eyes of the Feedback Holder: Leaders Speak*
Carrie Christianson DeMay, Data Recognition Corp, Anna Chandonnet, Data Recognition Corporation, Colleen Rasinowich, Data Recognition Corp, Kristofer J. Fenlason, Data Recognition Corp, *Application of an Automated Content Analysis Process to Multisource Comments*

Submitted by Anna Chandonnet, achandonnet@datarecognitioncorp.com

172. Symposium: Saturday, 12:00–1:20 San Antonio B (3rd floor-CC)

The Evolution and Utilization of Personal Resources in Self-Regulation

Personal resources, such as time, effort, and emotions, are critical factors in work motivation. Utilizing a variety of within-person methodologies, the studies in this symposium examine the development and evolution of self-regulatory resources over time, as well as the application of resources towards the attainment of single and multiple goals.

Aaron M. Schmidt, University of Akron, *Chair*
James M. Diefendorff, University of Colorado-Denver, Erin M. Richard, Florida Institute of Technology, *Examining the Within-Person Relationships Among Effort, Affect, and Motivation in a Single Performance Episode*

Chad Michael Dolis, University of Akron, Aaron M. Schmidt, University of Akron, *The Role of Discrepancies and Combined Goal Expectancy on Resource Allocation and Multiple-Goal Performance*
Aaron M. Schmidt, University of Akron, Chad Michael Dolis, University of Akron, Adam P. Tolli, University of Akron, *Goal Framing, Individual Differences, and Temporal Dynamics*
Patrick D. Converse, Florida Institute of Technology, Richard P. DeShon, Michigan State University, *A Tale of Two Tasks: Depletion and Adaptation Over Multiple Self-Regulatory Tasks*
John J. Donovan, Virginia Tech, *Discussant*

Submitted by Aaron M. Schmidt, aschmidt@uakron.edu

173. Symposium: Saturday, 12:00–1:20 Houston C (3rd floor-CC)

Revising the Five-Factor Model: A New Six-Dimensional Model of Personality

The 5-factor model has recently been disputed based upon new evidence from lexical studies of personality structure, which suggests that there are 6 (not just 5) cross-culturally replicable personality dimensions. A resulting 6-dimensional model of personality is discussed and some applications of the model in I-O psychology are presented.

Kibeom Lee, University of Calgary, *Chair*
Michael C. Ashton, Brock University, *Co-Chair*
Michael C. Ashton, Brock University, Kibeom Lee, University of Calgary, David L. Morrison, University of Western Australia, John Cordery, University of Western Australia, Patrick D. Dunlop, University of Western Australia, *An Overview of the HEXACO Model of Personality Structure and the HEXACO Personality Inventory*
In-Sue Oh, University of Iowa, Huy Le, HumRRO, Chon-Seok Kim, White Information Networking, Tae-Yong Yoo, Kwangwoon University, *Honesty-Humility and Emotional Competencies as Predictors of Task and Contextual Performance over General Mental Ability and the Big Five Personality*
Bernd Marcus, University of Western Ontario, Kibeom Lee, University of Calgary, Michael C. Ashton, Brock University, *Explaining the Relationship Between Integrity Tests and Counterproductive Behavior Using the HEXACO Model of Personality*
Reinout E. de Vries, Vrije Universiteit Amsterdam, *Leadership and the HEXACO Model of Personality*
Robert T. Hogan, Hogan Assessment Systems, *Discussant*

Submitted by Kibeom Lee, kibeom@ucalgary.ca

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174. Special Event: Saturday, 12:00–1:20 State Room 1 (3rd floor-CC)

I-O Master's Council

I-O master's program directors and other interested faculty come together to learn from each other. Issue of particular interest to running I-O master's programs are targeted in an interactive discussion format. An additional objective is to develop a network among I-O master's program directors for ongoing mutual benefit.

Patrick M. McCarthy, Middle Tennessee State University, *Facilitator*

175. Symposium: Saturday, 12:00–1:20 State Room 3 (3rd floor-CC)

The Validity of Selection Instruments: Single Scales Versus Configurations

This symposium addresses issues relating to the use of multiple scales for making selection decisions. We also review alternatives for accurately assessing validity and presenting results when cut scores are used and compare these alternatives to the traditional examination of correlations between individual predictor variables and job performance.

Jeff Foster, Hogan Assessment Systems, *Chair*
Brian M. Bonness, EASI-Consult, LLC, *A Review of Benchmarking for Combining Scale Scores*
Stephen T. Murphy, University of Oklahoma, Scott A. Davies, Hogan Assessments Systems, *Meta-Analysis of a Personality Profile for Predicting Sales Success*
Michelle Streich, University of Tulsa, Jeff Foster, Hogan Assessment Systems, *Alternatives for Assessing Validity When Cut Scores Are Used for Selection*
Jeffrey D. Facteau, Previsor, Inc., *Discussant*

Submitted by Jeff Foster, jfoster@hoganassessments.com

176. Symposium: Saturday, 12:00–1:20 State Room 4 (3rd floor-CC)

Employee Well-Being in Small Businesses: Health Promotion, Climate, and Stress

The Small Business Wellness Initiative (www.sbwi.org), a collaborative project funded by the Department of Health and Human Services, yielded 4 research studies, each taking a different perspective (employees, business owners, and work climate). Discussion focuses on the application of I-O psychology to the wellness needs of small business owners.

Charles Aden, Organizational Wellness & Learning Systems, Joel Bennett, Organizational Wellness & Learning Systems, M. Aaron Sayegh, *Organizational Wellness & Learning Systems, Job Stress and Physical Health: Is Wellness a Protective Resource?*
Ashleigh Schwab, The University of Texas at Arlington, Katherine Roberto, The University of Texas at Arlington, Joel Bennett, Organizational Wellness & Learning Systems, Ada Woo, The University of Texas at Arlington, *Stress Climate and Behavioral/Productivity Problems for Small Business Owners*
Camille Patterson, Tarrant Council on Alcoholism and Drug Abuse, Ada Woo, The University of Texas at Arlington, M. Aaron Sayegh, Organizational Wellness & Learning Systems, *Team Awareness and Health Promotion: Multilevel Analysis of Experimental Effects*
Joel Bennett, Organizational Wellness & Learning Systems, *Beyond Drug-Testing to Wellness Revisited: Tools for Technology Transfer*
James Campbell Quick, Goolsby Leadership Academy (UTA), *Discussant*

Submitted by Mark C. Frame, Frame@uta.edu

177. Theoretical Advancement: Saturday, 12:00–1:20 Lone Star C3 (2nd floor-CC)

Theoretical Advancements in E-Learning Research

Recent reviews of e-learning research have highlighted the lack of theory to guide research and practice and also concluded that e-learning research is lagging practice. The purpose of this session is to present theory to guide e-learning research and to discuss how such research can address challenges faced by practitioners.

M. Susan Taylor, University of Maryland, *Chair*
Kara L. Orvis, Aptima, *Practitioner Presentation: Challenges of E-Learning*
N. Sharon Hill, University of Maryland, *Toward An Integrative Theoretical Framework for E-Learning Research*
Karen Wouters, Ghent University, Bradford S. Bell, Cornell University, *Aligning Training and Technology: A Theoretical Framework for the Design of Distributed Learning Systems*
Steve W. J. Kozlowski, Michigan State University, Kenneth G. Brown, University of Iowa, *Expanding the Criterion Domain Used to Evaluate Training in Work Organizations: A Social Capital Perspective*
Eduardo Salas, University of Central Florida, *Discussant*

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

SATURDAY PM

178. Symposium: Saturday, 12:00–1:20 Austin 1 (2nd floor-H)

The Qualitative Study of Leadership: Research Methods and Substantive Findings

Leadership research is disproportionately quantitative, but there is growing interest and encouragement for applying qualitative methods. This session will demonstrate unique design choices in using qualitative methods to study leadership as well as present empirical findings from recent studies of derailment, leader–member exchange, leading creative talent, and team engagement.

Jennifer T. Lindberg, North Carolina State University, *Chair*

S. Bartholomew Craig, North Carolina State University, *Co-Chair*

Ellen Van Velsor, *Methodological Issues in the Comparison of Leadership Experience Data From Unique Groups*

Herman M. Tse, University of Queensland, Marie T. Dasborough, Oklahoma State University, Neal M. Ashkanasy, University of Queensland, *A Qualitative Approach to Understanding Leader–Member Exchange Relationships*

Daniel Rosenberg, North Carolina State University, Jennifer T. Lindberg, North Carolina State University, S. Bartholomew Craig, North Carolina State University, *Improving Leadership in University-Based Cooperative Research Centers*

Jennifer T. Lindberg, North Carolina State University, Robert B. Kaiser, Kaplan DeVries Inc., *Engaging Leadership: A Qualitative Study of How Leaders Impact Team Engagement*

Jerry Hunt, Texas Tech University, *Discussant*

Submitted by Jennifer T. Lindberg, jtlindbe@unity.ncsu.edu

179. Symposium: Saturday, 12:00–12:50 Seminar Theater (2nd floor-H)

Advances in Measurement Equivalence: New Item Parameter Replication (IPR) Approach

This symposium will cover recent advances in using current and new cut-off criteria to detect differential item functioning. Three ME investigations into a personality measure, a Monte-Carlo simulation and in a performance appraisal will be presented. The practical applications of using these new cut-offs and procedures will be discussed.

Nambury S. Raju, Illinois Institute of Technology, *Chair*

Michael S. Henry, Stanard & Associates, Inc./ITT, Nambury S. Raju, Illinois Institute of Technology, *Examining Traited and Situational Impression*

Management on Personality Tests via Item Response Theory

Kristen A. Fortmann, Illinois Institute of Technology, Nambury S. Raju, Illinois Institute of Technology, T.C. Oshima, Georgia State University, *The DFIT Framework: Development and Evaluation of New Criteria for Polytomous DIF*

Larry J. Laffitte, ARI-LDRU, Tuan Q. Tran, Kansas State University, *Optimizing Factor Structures With Measurement Equivalence Using Confirmatory Factor Analysis and Item Response Theory*

Michael A. Barr, Chicago School of Professional Psychology, *Discussant*

Submitted by Larry J. Laffitte, larry.laffitte@leavenworth.army.mil

180. Roundtable: Saturday, 12:00–1:20 Majestic 6 (37th floor-H)

The Advancement and Success of Women of Color in Organizations

Many organizations have embraced diversity in recent years; however, as research demonstrates, women of color are still faced with enormous obstacles. A recent case study reveals that organizations committed to identifying and addressing issues faced by women of color can help overcome barriers to career and professional development.

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

Arlene Green, Frito-Lay, *Co-Host*

Michelle Collins, HRD Solutions, *Co-Host*

Greg Tupper, Tesoro Corporation, *Co-Host*

Submitted by Greg Tupper, greg@hrdsolutions.com

181. Practice Forum: Saturday, 12:00–1:20 Majestic 7 (37th floor-H)

Integrating HR Systems Using Job-Related Competencies

Many organizations are recognizing the benefits of using job-related competencies to integrate their HR systems (e.g., selection, compensation, training). This practice forum presents the approaches, results, and challenges encountered in 3 major organizations pursuing such efforts. Discussion focuses on lessons learned and implications for theory and future research.

Ren Nygren, Development Dimensions International, *Chair*

Geneva M. Phillips, Boeing Company, *Driving Integrated Human Resource Solutions: Data Considerations With a Competency-Based Approach*

Jody Toquam-Hatten, Boeing Company, Dianna Peterson, Boeing Company, Stacia J. Familo-Hopek, UPS, *Job Analysis for Selection: The Foundation That Allows the Walls to Stand*

Carolyn L. Facteau, Facteau and Associates, LLC, Alan G. Frost, Darden Restaurants, *Linking Position Profiling to the Bottom-Line: An Outside-In Approach*

Jay Romans, Hughes Supply, Edward L. Levine, University of South Florida, *Discussant*

Submitted by Ren Nygren, ren.nygren@ddiworld.com

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182. Practice Forum: Saturday, 12:00–1:20 Majestic 3 (37th floor-H)

Global Recruitment—Possible, Probable, or Present Here And Now?

Multinational businesses often apply core business processes across the globe. Local recruitment practices sometimes resist global standardization. This forum shares the experience of Royal Dutch Shell Plc (Shell) in rolling out a truly global campus recruitment process. The presenters contrast Shell's approach with that of other global companies.

James Bywater, SHL Group Plc, *Chair*
Leah Toney Podratz, Shell Oil Company, *Co-Chair*
James Bywater, SHL Group Plc, Leah Toney Podratz, Shell Oil Company, Heika Bauer, Shell International, Thi Bui, Shell Oil Company, *Global Recruitment—Possible, Probable, or Present Here and Now?*

Submitted by Leah Toney Podratz, leah.podratz@shell.com

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183. Practice Forum: Saturday, 12:30–1:50 Houston A (3rd floor-CC)

Technology and Selection System Design: Challenges and Best Practices

Practitioners are creating and using Web-based job analysis and validation tools to decrease the invasiveness, time, and cost of consulting engagements. This forum will present how technology can benefit selection system design projects and highlight practical implications, challenges, and best practices associated with technology with examples from industry.

Sarah S. Fallaw, Previsor, Inc., *Chair*
Lilly Lin, Development Dimensions International, *Use of Technology to Streamline Job Analysis Processes*
Ryan Ross, Hogan Assessment Systems, Jared D. Lock, Hogan Assessment Systems, *Combining Job Analysis, Archival Data, and Technology to Establish Validity*

Shana S. Stukalsky, Applied Psychological Techniques, Inc., David M. Finch, Applied Psychological Techniques, Inc., Christina Norris-Watts, Applied Psychological Techniques, Inc., *From Rater Errors to System Solutions: Evaluating Web-Based Performance Measurement*

Craig R. Dawson, Previsor, Inc., Sarah S. Fallaw, Previsor, Inc., *Technology in Selection System Consulting: Client Considerations*

Robert D. Gatewood, Texas Christian University, *Discussant*

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

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184. Practice Forum: Saturday, 12:30–2:20 Houston B (3rd floor-CC)

China's Rising Economic Tide: Are I-O Psychologists Missing the Boat?

China's rising economy has created tremendous need for leadership development, talent management, training, and hiring—areas where I-O psychology can bring tremendous value. Both research and hands-on experience will be shared including suggestions for how to more effectively bring the practice of I-O psychology to organizations and individuals within China.

Kirk L. Rogg, Aon Consulting, *Chair*
Donald D. Davis, Old Dominion University, Brian J. Ruggeberg, Aon Consulting, Katy Mohler Fodchuk, Old Dominion University, Ying Liu, Old Dominion University, Kurt L. Oburn, Old Dominion University, *I-O Psychology in China: Developing Culturally Informed, Research-Based Practice*
Barbara L. Kruse, LOMA, *Lessons Learned in Implementing Certification and Knowledge Tests in China*
James D. Eyring, Dell, *Accelerating Leadership Development in the PRC*
Darrell D. Hartke, Aon Consulting, Lorraine C. Stomski, Aon Consulting, Joseph A. Gier, Self-employed, *Does China Have the "Right Stuff" for Global Leadership?*
Ying Liu, Old Dominion University, Donald D. Davis, Old Dominion University, *Measuring and Enhancing Teamwork in Chinese Organizations*

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

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185. Panel Discussion: Saturday, 12:30–2:20
State Room 2 (3rd floor-CC)

Making the Move From Psychology to B-Schools: Issues to Consider

There is an increasing trend for I-Os to move from psychology departments to business schools. This panel includes 5 who made "the switch" (all as junior faculty in the past 5 years) and 1 who is seriously concerned about this trend. This session will focus on answering the audience's questions.

Deidra J. Schleicher, Purdue University, *Chair*
Gary J. Greguras, Singapore Management University, *Panelist*
Scott Highhouse, Bowling Green State University, *Panelist*
Michelle A. Marks, George Mason University School of Management, *Panelist*
Jerel E. Slaughter, University of Arizona, *Panelist*
Paul E. Tesluk, University of Maryland, *Panelist*

Submitted by Deidra J. Schleicher, deidra@purdue.edu

186. Symposium: Saturday, 12:30–1:50
Lone Star C1 (2nd floor-CC)

Toward Better Understanding and Measurement of Emotional and Social Intelligence

The papers in this symposium describe recent emotional and social intelligence research. Advances in measurement and understanding of these related constructs will be described, including evaluation of the incremental validity of 3 new EI measures, a taxonomy of social competence constructs, and a theory of antecedents of social work performance.

Walter C. Borman, Personnel Decisions Research Institutes, *Chair*
Richard D. Roberts, ETS, Ralf Schulze, ETS, Gerry Matthews, University of Cincinnati, Moshe M. Zeidner, University of Haifa, Johannes Sattler, University of Muenster, *Self-Estimated Emotional Intelligence: Not Much More Than Personality?*
Ralf Schulze, ETS, Richard D. Roberts, ETS, Jennifer Minsky, ETS, Gerry Matthews, University of Cincinnati, *Developing Performance-Based Measures of Emotional Intelligence*
Morgan J. Morrison, JCPenney Co. Inc., Eric D. Heggestad, University of North Carolina-Charlotte, *Seeking an Adequate Framework: Exploring the Comprehensiveness of the Social Competence Inventory*

Robert J. Schneider, Personnel Decisions Research Institutes, Jeff W. Johnson, Personnel Decisions Research Institutes, *Direct and Indirect Antecedents of Socially Competent Work Performance*
Maureen O'Sullivan, University of San Francisco, *Discussant*

Submitted by Robert J. Schneider, Robert.Schneider@pdri.com

187. Symposium: Saturday, 12:30–1:50
Lone Star C2 (2nd floor-CC)

Enduring Challenges in Linkage Research: Some Lessons From the Field

Linkage research in applied settings presents many obstacles, from concept to completion. This session presents 4 case examples of linkage research in organizations, focusing on several key challenges, including effective performance measurement, atypical units of analysis, counterintuitive findings, and defining clear action steps from the results.

Kelly R. Harkcom, ISR, *Chair*
Adam Zuckerman, ISR, *Co-Chair*
Graeme J. Ditchburn, ISR, *Linkage Research With Atypical Performance Measures or Units of Analysis*
Allen I. Kraut, Baruch College/Kraut Associates, William E. Dodd, Independent Consultant, *The Employee Attitudes That Precede Client Satisfaction: A Case Study*
Larry W. Norton, PETsMART, Inc., Adam Zuckerman, ISR, *Linking Employee Attitudes to Business Performance at PETsMART*
Mark Griffin, Australian Graduate School of Management, *Discussant*

Submitted by Kelly R. Harkcom, kelly.harkcom@isrinsight.com

188. Panel Discussion: Saturday, 12:30–2:20
Lone Star C4 (2nd floor-CC)

What Exactly is Executive Coaching Anyway? Graduate Students Question Experts

This panel's purpose is to clarify the field of executive coaching for those considering a career or research on this topic. Graduate students will question practitioners and academics on an assortment of issues ranging from when I-O psychologists should engage in coaching to the ethical and practical dilemmas coaches face.

SATURDAY PM

Robert L. Dipboye, University of Central Florida, ***Chair***
Deborah DiazGranados, University of Central Florida, ***Co-Chair***
Nic Bencaz, University of Central Florida, ***Co-Chair***
Paul E. Levy, University of Akron, ***Panelist***
Manuel London, SUNY-Stony Brook, ***Panelist***
Anna Marie Valerio, Executive Leadership Strategies, LLC, ***Panelist***
Vicki V. Vandaveer, Vandaveer Group, Inc, ***Panelist***
Rodney L. Lowman, Alliant International University, ***Panelist***
Susan Johnson Mecca, Personnel Decisions International, ***Panelist***

Submitted by Nic Bencaz, nicbencaz23@hotmail.com

189. Special Event: Saturday, 12:30–1:20 Austin 2 (2nd floor-H)

M. Scott Myers Award for Applied Research in the Workplace

Project GLOBE: Original Goals, Current Critiques, and Future Directions

Project GLOBE is a large scale, cross-cultural research project designed to assess the relationship between organizational culture, societal culture, and leadership attributes. In this presentation, the original goals, the current critiques of the project, and preliminary findings from the ongoing phase will be discussed.

Joyce E. Bono, University of Minnesota, ***Chair***
Robert J. House, University of Pennsylvania, ***Presenter***
Paul J. Hanges, University of Maryland, ***Presenter***
Mansour Javidan, Haskayne School of Business, ***Presenter***
Peter W. Dorfman, New Mexico State University, ***Presenter***
Vipin Gupta, Fordham University, ***Presenter***
Mary Sully de Luque, Thunderbird, The Garvin School, ***Presenter***

190. Practice Forum: Saturday, 12:30–1:50 Austin 3 (2nd floor-H)

Measuring Organizational Productivity Using ProMES (Productivity Measurement and Enhancement System)

Given the importance of capturing the performance domain at different organizational levels, the Productivity Measurement and Enhancement System (ProMES) is an intervention that provides comprehensiveness and flexibility of measurement. Practitioners from the United States and Europe will discuss applications of ProMES in different organizational settings.

Robert D. Pritchard, University of Central Florida, ***Chair***
Jose H. David, iPR Pharmaceuticals–AstraZeneca, ***Co-Chair***
Robert D. Pritchard, University of Central Florida, ***Implementing the Productivity Measurement and Enhancement System***
Kenneth Malm, ProMES AB, Magnus Bergstrom, Fortum Corporation, ***Using the Web to Measure and Improve Productivity at Multiple Levels***
Satoris S. Youngcourt, Personnel Decisions International, Jose H. David, iPR Pharmaceuticals–AstraZeneca, ***Developing an Overall Index of Organizational Productivity***

Submitted by Jose H. David, jdavid@tamu.edu

191. Panel Discussion: Saturday, 12:30–1:50 Majestic 1 (37th floor-H)

Publishing in *Psychological Bulletin, Psychological Review*, etc.: Strategies and Tactics

Many I-O scholars are interested in publishing in broad psychology journals but are unsure how to do so. Experience with the publication processes of such journals shows that there are important differences between the broader and the disciplinary journals. The purpose of this session is to highlight those differences and to consider strategies for overcoming them.

Jose M. Cortina, George Mason University, ***Chair***
Carsten K. W. De Dreu, University of Amsterdam, ***Panelist***
Fritz Drasgow, University of Illinois at Urbana-Champaign, ***Panelist***
Timothy A. Judge, University of Florida, ***Panelist***
Deniz S. Ones, University of Minnesota, ***Panelist***

Submitted by Jose M. Cortina, jcortina@gmu.edu

192. Symposium: Saturday, 12:30–2:20 Majestic 4-5 (37th floor-H)

Adaptation, Withdrawal, and Turnover: Current Issues and Directions

This symposium presents current directions in the prediction and measurement of withdrawal and turnover. The research presented focuses primarily on newcomer adaptation/withdrawal, unit-level withdrawal, and job embeddedness. These empirical studies move beyond the traditional emphasis on job satisfaction and job alternatives to explore more complex constructs and issues.

SATURDAY PM

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

Stephanie M. Drzakowski, Michigan State University, *Co-Chair*

David G. Allen, University of Memphis, Karen R. Moffitt, University of Memphis, Tobias Huning, University of Memphis, *The Role of Socialization Tactics and Perceived Organizational Support in Understanding Newcomer Turnover*

Stephanie M. Drzakowski, Michigan State University, Neal W. Schmitt, Michigan State University, Frederick L. Oswald, Michigan State University, Alyssa Friede, Michigan State University, Anna Imus, Michigan State University, Brian H. Kim, Michigan State, *Adaptive and Maladaptive Withdrawal Behaviors in Ten U.S. Colleges and Universities: A Latent Growth Modeling Approach*

Robert E. Ployhart, University of South Carolina, Jeff A. Weekley, Kenexa, Jase Ramsey, Moore School of Business, *A Longitudinal Examination of Unit-Level Turnover on Store Effectiveness*

David D. Rowlee, Morehead Associates, Inc., Sara B. Stokes, Morehead Associates, Inc., Margarita V. Shafiro, Portland State University, *Toward a Further Understanding and Expansion of Job Embeddedness Theory: The Impact of Organizational Size on the Propensity to Leave*

Brooks C. Holtom, Georgetown University, Simon T. Tidd, Vanderbilt University, Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, *Toward a Greater Understanding of the Dynamic Nature of Job Embeddedness*

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

Submitted by Stephanie M. Drzakowski, merrit44@msu.edu

193. Interactive Posters: Saturday, 12:30–1:20
Majestic 8 (37th floor-H)

Safety

Cecily D. Cooper, University of Miami, *Facilitator*

193-1. Corporate Financial Decision Makers' View of Safety

This study explored how senior financial managers perceive important risk management issues. The top 3 reported safety priorities and workers' compensation losses are overexertion, repetitive motion, and bodily reaction. Money spent improving workplace safety would have significant returns and the most important safety modification was safety training.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Tom B. Leamon, Liberty Mutual Research Institute for Safety

Theodore K. Courtney, Liberty Mutual Research Institute for Safety

Submitted by Yueng-Hsiang E. Huang, yueng-hsiang.huang@Libertymutual.com

193-2. An Investigation Into the Generic Factor Structure of Safety Climate

There is continuing debate regarding the existence of generic safety climate characteristics. The current study conducted a comprehensive assessment of existing safety climate measures. No evidence was found to support a common structure, with 74 different factors identified. The possibility of generic factors existing at industry-specific level is discussed.

Sharon Clarke, The University of Manchester
Christine Flitcroft, The University of Manchester

Submitted by Sharon Clarke, sharon.clarke@manchester.ac.uk

193-3. Personal Values and the Safety Climate–Safety Behavior Relationship

The role of personal values in the safety climate–safety behavior relationship has often been omitted in research. We investigated the function of individualism in this relationship. Results indicated that there is a moderating effect of individualism on the relationship between safety climate and safety behavior.

Catherine Hetherington, University of Aberdeen
Jordan Robbins, George Mason University
Jeffrey L. Herman, George Mason University
Rhona Flin, University of Aberdeen

Submitted by Catherine Hetherington, c.hetherington@abdn.ac.uk

193-4. Improving Safety Outcomes: A Multilevel Analysis

We investigated the relationship between safety-related accidents and leadership support, workgroup cohesion, and location size. A multilevel mediation model was tested using hierarchical linear modeling and OLS regression. As expected, location size predicted variance in safety attitudes. Further, safety attitudes and management supportiveness were associated with safety behaviors.

SATURDAY PM

Sara K. Jansen, University of Houston
Karla K. Stuebing, FSD Data Services, Inc.
Steve Ekeberg, The Sherwin-Williams Company
Kevin Sykora, The Sherwin-Williams Company

Submitted by Sara K. Jansen, skj02@yahoo.com

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194. Community of Interest: Saturday, 12:30–1:20
Live Oak (2nd floor-H)

L

Executive Assessment & Selection

Richard P. Jeanneret, Jeanneret & Associates, and
Robert F. Silzer, Human Resource Assessment &
Development, *Faciltators*

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195. Poster Session: Saturday, 12:30–1:20
Lone Star A-B (2nd floor-CC)

Work & Family

195-1. Personality and Separation Anxiety in Employed Mothers

Personality traits of the 5-factor model and 3 separation concerns (maternal separation anxiety, concern about effects on child, and employment-related concerns) were examined in employed mothers. Several significant relationships were detected, suggesting that separation concerns may be systematically linked with dispositional characteristics. Applications and future research are discussed.

Deborah A. Danzis, High Point University

Submitted by Deborah A. Danzis,
ddanzis@highpoint.edu

195-2. A Longitudinal Study of Faculty Pregnancy Leave Practices: 1995–2005

Unique factors in the academic setting (e.g., tenure track, the semester time frame, etc.) complicate policies governing pregnancy leave. This paper reports a longitudinal (1995–2005) case study of faculty pregnancy leave practices in a public southeastern university. The data address options for covering pregnancy leave, the perceived fairness and willingness of department heads to use these options, as well as a comparison of practices across time. The results of this study provide timely and useful data to inform department heads, deans, and faculty members as they determine which options to utilize for class coverage for pregnancy leave.

Elizabeth L. Shoenfelt, Western Kentucky University
Amy S. Pedigo, Gaylord Entertainment

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

195-3. Effects of Gender Match on Leader–Member Exchange and Work–Family Conflict

A structural equation model examined the relationships among supervisor gender, supervisor-subordinate gender match, leader–member exchange (LMX), and work–family conflict (WFC). Gender match had significant main effects on LMX and WFC, although the sign of the relationships was unexpected. LMX also partially mediated the relationship between gender match and WFC.

Shannon K. Meert, Old Dominion University
Debra A. Major, Old Dominion University

Submitted by Shannon K. Meert, smeert@odu.edu

195-4. Work and Home Boundary Management: Testing the Segmentation–Integration Continuum

We investigated boundary management profiles of 251 workers in a test of the segmentation–integration continuum. Results indicate consistent clusters of boundary management practices related to preferences for segmentation and integration of the work–home domains. Results also indicate relationships between boundary management practices and work–personal life interference and work–personal life enhancement.

Carrie A. Bulger, Quinnipiac University
Russell A. Matthews, University of Connecticut
Mark E. Hoffman, Quinnipiac University

Submitted by Carrie A. Bulger,
carrie.bulger@quinnipiac.edu

195-5. Work-Induced Guilt and Conservation of Resources on Satisfaction

We conducted 2 studies to examine the work-induced guilt–conservation of resources (COR) relationship on job and life satisfaction. Results indicated that COR moderated all guilt–satisfaction relationships, such that the inability to manage resources contributed to lower levels of satisfaction as guilt increased from low to high levels.

SATURDAY PM

Wayne A. Hochwarter, Florida State University
Pamela L. Perrewe, Florida State University
James Meurs, Florida State University
Lawrence A. Witt, University of New Orleans

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

195-6. Work–Family Conflict: Work Group Crossover and Work Group Similarity

The crossover effects of the work group's work–family conflict (WFC) on individual WFC were examined. We find evidence of such crossover effects with a positive relationship between work group WFC and individual WFC. Further, similarity in both gender and number of dependents moderate this relationship.

Devasheesh Bhave, University of Minnesota
Amit Kramer, University of Minnesota
Theresa M. Glomb, University of Minnesota

Submitted by Devasheesh Bhave, dbhave@csom.umn.edu

195-7. International and Multisource Perspectives on Work–Life Balance and Career Derailment

We examined whether managers high in work–life balance might be perceived as more or less likely to derail in their careers than less balanced and perhaps more work-focused managers. We analyzed multisource ratings for 6,164 managers in 22 countries and tested gender and country values as moderators of the relationship.

Karen S. Lyness, Baruch College, CUNY
Michael K. Judiesch, Manhattan College

Submitted by Karen S. Lyness,
    karen_lyness@baruch.cuny.edu

195-8. Pruning of the Work–Family Climate Construct

Work–family culture, perceived organizational family support (POFS), and family-supportive organizational perceptions (FSOP) were analyzed with factor analysis to determine the overlap and distinctiveness of the work–family climate construct. Results support a 6-factor construct: top management/organizational family support, immediate supervisor family support, tangible support, segmentation, negative career consequences, and time demands.

Beth A. Heinen, George Mason University
Lois E. Tetrick, George Mason University

Submitted by Beth A. Heinen, bethheinen@gmail.com

195-9. Polychronicity as a Mediator of the Multiple Roles–Overload Relationship

Polychronicity was hypothesized to moderate the curvilinear relationship between involvement in multiple life roles and role overload. Results suggest that as people spend more time on roles, they experience exponentially more overload, and this relationship is more severe for those high in polychronicity.

Beth A. Heinen, George Mason University

Submitted by Beth A. Heinen, bethheinen@gmail.com

195-10. Comparing the Efficacy of Various Work–Family Conflict Measures: A Meta-Analysis

Work–family conflict is a common stressor that can cause significant problems for employees, organizations, and families. Research on this phenomenon has flourished, yet, there have not been any attempts to summarize the findings of these studies. The purpose of this meta-analysis was to compare 4 common measures of work–family conflict.

Sara Janssen Langford, Central Michigan University
Misty M. Bennett, Central Michigan University
Stephen H. Wagner, Central Michigan University

Submitted by Sara Janssen Langford,
    sara.langford@cmich.edu

195-11. Correlates of Family-Supportive Benefits: A Meta-Analysis

This study summarizes the relation of family-supportive benefits with work–family conflict, stress, job satisfaction, and social support. Findings indicate that the benefit–conflict and benefit–stress relations, corrected for sampling error and measurement unreliability, are modest and negative. Correlations with satisfaction and support are somewhat stronger and positive.

Jennifer Lee Gibson, George Mason University
Laura Wheeler Poms, George Mason University

Submitted by Jennifer Lee Gibson, jles@gmu.edu

SATURDAY PM

195-12. Does Autonomy at Work Make You Happy at Home?

The relation between job autonomy and work–family facilitation (WFF) was assessed using 3 facets of autonomy (work method, work scheduling, and work criteria). Results supported the notion that employees in autonomous jobs experience more WFF. Consistent with work–family balance theory, autonomy was a stronger antecedent of WFF than work–family conflict.

Kristina Renee Miller, University of Houston
Emily M. Hunter, University of Houston
Dana M. Glenn, University of Houston
Christiane Spitzmueller, University of Houston

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

195-13. Transitioning Between Work and Family: Why the Commute Matters

We examined whether the interaction between commute length, one's preference for segmenting life roles, and work time mitigates job dissatisfaction and work-to-family conflict. Results suggested that a match between segmentation preference and commute length buffers against decreases in job satisfaction for individuals working longer than average per week.

Stephanie Alton, University of Connecticut
Jennifer Bunk, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitted by Stephanie Alton,
    stephanie.alton@uconn.edu

195-14. Telework and Work–Family Conflict: The Role of Interruptions and Support

We examined the relationship between telework and work–family conflict. The mediating effect of interruptions and moderating effect of supervisor support were also examined. Results suggest telework is positively related to work–family conflict, and interruptions partially mediate this relationship. Supervisor support was not found to moderate the interruptions–conflict relationship.

Jaime B. Henning, Texas A&M University
Ann H. Huffman, Northern Arizona University

Submitted by Jaime B. Henning, jhenning@tamu.edu

195-15. Assessing Applicant Fit: Combining Individual, Job, and Organizational Characteristics

This study examined the manner by which applicant (parental status), job (gender stereotypes), and organizational (family friendliness) characteristics are combined when evaluating job applicants. Results were consistent with more favorable perceptions of applicants in higher-fit situations (e.g,. female applicants with children in stereotypically feminine jobs in family-friendly organizations).

Allison Cook, Texas A&M University
Jessica Bigazzi Foster, Purdue University

Submitted by Jessica Bigazzi Foster, jfoster@purdue.edu

195-16. Actual–Desired Time Discrepancies in Work, Family, and Personal Domains

Employees at a midsized university ($n = 396$) completed a survey assessing actual versus desired time spent in work, family, and personal domains, subjective WFB, and well-being. Discrepancies between actual and desired time in domains were significantly related to well-being, with the effects for family discrepancy being mediated by subjective WFB.

Heather N. Odle-Dusseau, Clemson University
Thomas W. Britt, Clemson University
Mary Anne Taylor, Clemson University
Patti Connor-Greene, Clemson University

Submitted by Heather N. Odle-Dusseau,
    hodle@clemson.edu

195-17. Individual Differences and Perceived Organizational Support: Predictors of Work–School Conflict

This study found evidence to support the consideration of both individual differences and contextual factors in predicting work–school conflict. Neuroticism was positively related and perceived organizational support was negatively related to work–school conflict. POS also offered incremental prediction of work–school conflict over and above Big 5 personality variables.

Laura Wheeler Poms, George Mason University
Jennifer Lee Gibson, George Mason University

Submitted by Laura Wheeler Poms, lpoms@gmu.edu

SATURDAY PM

195-18. A Review of Several Measurement Issues in Work–Family Conflict Research

This research reviews 119 studies of work–family conflict (WFC) published in IO/OB journals over 25 years (1980–2004). The use of validated WFC scales, the type and direction of WFC measured, and the utilization of covariates, moderators, and mediators in this literature were examined. Results support several criticisms of WFC research.

Tracy A. Lambert, University of Georgia
Yvette M. Nemeth, University of Georgia
Starr L. Daniell, University of Georgia
Sarah Elizabeth Strang, University of Georgia
Lillian T. Eby, University of Georgia
Wendy J. Casper, University of Texas at Arlington

Submitted by Tracy A. Lambert, lamberta@uga.edu

195-19. Air Force Deployment Reintegration Research: A Qualitative Study

We investigated the postdeployment reintegration experiences of 95 Canadian Air Force (CAF) members who participated in focus group interviews. They described difficulties dealing with personal changes, lack of recognition and organizational support, and inadequate postdeployment screening. We offer recommendations in order to address these issues in the CAF.

Ann-Renee Blais, Defence Research and Development
   Canada Toronto
Wendy Sullivan-Kwantes, Defence Research and
   Development Canada Toronto

Submitted by Ann-Renee Blais,
   Ann-Renee.Blais@drdc-rddc.gc.ca

195-20. Effects of Work Schedule Fit: A Test of Competing Hypotheses

The relationship between individuals' work schedule, their amount of time at work, and distress outcomes has not been clearly delineated. Results of this study indicate that work schedule fit mediates the relationship between work hours and work interference with family. Benefits of work schedule fit are also discussed.

Matthew D. Tuttle, University of South Florida
Tammy D. Allen, University of South Florida

Submitted by Matthew D. Tuttle, mtuttle2@mail.usf.edu

195-21. Continuing the Investigation Into Personality Traits and Work–Family Conflict

Demographic antecedents for each work–family conflict type have been investigated extensively, and personality based explanations are becoming increasingly important. Negative affectivity has been found to have a much broader impact on work–family conflict than the traditional 5-factor model personality characteristics. Demographics still have an important role in work–family conflict.

David Stewart, University of Tulsa

Submitted by David Stewart, david-stewart@utulsa.edu

195-22. Commitment and Work–Family Interface: Predictions From Socioemotional Selectivity Theory

The current study evaluates the role of future time perspective in the effects of work–family conflict on continuance and affective commitment. Results indicate that employees with a shorter future time perspective experience greater affective commitment and lower continuance commitment when work interfered with family and family interfered with work, respectively.

Darren C. Treadway, University of Mississippi
Allison B. Duke, University of Mississippi
Pamela L. Perrewe, Florida State University
Jacob W. Breland, University of Mississippi
Joseph M. Goodman, Univeristy of Mississippi

Submitted by Darren C. Treadway,
   dtreadway@bus.olemiss.edu

195-23. Examining Mediators of the Telework/Work–Family Conflict Relationship

The purpose of this study was to examine the relationship between telecommuting status and work–family conflict (WFC). Results indicated that telecommuters experienced significantly more WFC, and this relationship was mediated by the number of hours worked and the frequency of interruptions. Additional analyses include comparisons of full- and part-time teleworkers.

Lisa Schultz, DDI
Jane Wu, Purdue University
Jessica Bigazzi Foster, Purdue University

Submitted by Jessica Bigazzi Foster, jfoster@purdue.edu

SATURDAY PM

195-24. It's Not Just About Sex: Gender-Specific Roles Predict Work–Family Conflict

Equivocal findings exist regarding the relationship between sex and work–family conflict. We propose that sociocultural rather than biological conceptualizations of gender might be better predictors of work–family conflict. The results of 2 samples confirm that gender roles, but not biological sex, are related to work–family conflict.

Ann H. Huffman, Northern Arizona University
Eden B. King, Rice University
Kristen M. Watrous, Texas A&M University
Stephanie C. Payne, Texas A&M University
Satoris S. Youngcourt, Personnel Decisions International

Submitted by Ann H. Huffman, ann.huffman@nau.edu

195-25. A Qualitative Investigation of the Nature of Workaholism

Individual perceptions of what constitutes workaholism are measured using open-ended responses. The extent to which those qualitative data correspond with the findings from a quantitative analysis of the Spence and Robbins (1992) workaholism measure are determined. Study limitations, avenues for future research on workaholism, and implications for practitioners are discussed.

Shahnaz Aziz, East Carolina University
Michael J. Zickar, Bowling Green State University

Submitted by Shahnaz Aziz, azizs@mail.ecu.edu

195-26. Family-Supportive Supervisors and the Use of Family-Friendly Benefits

We tested a theoretical model of antecedents and outcomes of employees making use of family-friendly employment benefits (e.g., flextime). Our findings highlighted that reporting to a family-supportive supervisor was associated with the use of family-friendly benefits, less family–work conflict, and greater job satisfaction.

James A. Breaugh, University of Missouri-St Louis
N. Kathleen Frye, University of Missouri-St. Louis

Submitted by N. Kathleen Frye, nkf2fd@umsl.edu

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196. Symposium: Saturday, 1:00–2:20 Seminar Theater (2nd floor-H)

Effects of Religion on Employee Well-Being

Empirical research is just beginning to be conducted on the effects of religion on employee well-being. Four presenters will share their research and ideas on religion and work to help us better understand the positive and negative effects religion may have on employee well-being.

Katherine E. Wiegand, Georgia Southern University, *Chair*
Nancy E. Day, University of Missouri-Kansas City, *Using Social Identity Theory and Religious Orientation to Predict Religious Identity Activation*
April M. Boyce, University of Houston-Clear Lake, *An Investigation of the Role of Religious Support in Reducing Work–Family Conflict*
Katherine E. Wiegand, Georgia Southern University, *Effects of a Religious Work Climate*
Valerie L. Myers, University of Michigan, *Cultivating Calling: A Faith-Based Approach to Work Orientation and Spirituality at Work*
Catherine S. Daus, Southern Illinois University-Edwardsville, *Discussant*

Submitted by Katherine E. Wiegand, kewiegand@georgiasouthern.edu

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197. Practice Forum: Saturday, 1:30–2:50 San Antonio A (3rd floor-CC)

Defining and Measuring Employee Engagement: Old Wine in New Bottles?

"Employee engagement" has become a fashionable term among organizations and consulting firms. However, academic research into engagement is limited. Speakers explore employee engagement from multiple lenses including the theoretical basis, empirical support through large scale research, and the impact of in organizations who have articulated their own models of engagement.

Jennifer D. Kaufman, Dell Inc., *Chair*
Leah Johnson, Corporate Leadership Council, *The Effort Dividend: Driving Employee Performance and Retention Through Engagement*
Dirk Petersen, Corporate Leadership Council, Jennifer D. Kaufman, Dell Inc., *Dell's Winning Culture*
Tom Rauzi, Dell, Inc., Craig S. Ramsay, Intuit Inc., *Engagement at Intuit: It's the People*
Brian R. Gareau, Caterpillar, *Engagement at Caterpillar*
William H. Macey, Valtera, *Discussant*

Submitted by Jennifer D. Kaufman, jennifer_kaufman@ dell.com

SATURDAY PM

198. Panel Discussion: Saturday, 1:30–2:50
San Antonio B (3rd floor-CC)

Career Panel: So You Want to Be a Consultant?

Aspiring practitioners must often choose between internal and external consulting. But what are the real and important differences in the environments, challenges, and rewards of these roles? Well-rounded practitioners with experience in both arenas will talk candidly with the audience about the realities of internal and external consulting.

Michelle A. Donovan, Intel Corporation, *Chair*
Nikki L. Moore Miller, Ameriprise Financial, *Co-Chair*
Scott M. Brooks, Gantz Wiley Research, *Panelist*
Carol Lynn Courtney, Courtney Consulting Group, *Panelist*
Michelle A. Donovan, Intel Corporation, *Panelist*
Sheryl M. Moinat, Self-employed, *Panelist*
Tom Rauzi, Dell, Inc., *Panelist*
Ken Yusko, Arlington County Government, *Panelist*

Submitted by Nikki L. Moore Miller, nikkilmoore@yahoo.com

199. Practice Forum: Saturday, 1:30–2:50
Houston C (3rd floor-CC)

Roping in Talent on the Virtual Frontier: Lessons and Victories

Practitioners will discuss the impact of the Internet on recruitment and hiring processes and subsequent interactions with job seekers. As use of the Internet for employee recruitment moves into its 2nd decade, perspectives on lessons learned and successes realized can promote further innovation in application of recruiting and selection technologies.

Richard T. Cober, Booz Allen Hamilton, *Chair*
Tom Goddard, George Mason University, *Co-Chair*
Steven T. Hunt, Unicru, Inc., *Using Internet Technology to Influence and Understand Hourly Staffing Processes*
Claire Gibbons, Office of Personnel Management, Eric Raphael, Office of Personnel Management, *Successes Realized From the Office of Personnel Management's Implementation of an Online Federal Job-Seeker's Resource*
Anita Pinder, Center for Medicare and Medicaid Services, Denise Bailey-Jones, Center for Medicare and Medicaid Services, *Internet Recruiting at the Center for Medicare Services*

Richard T. Cober, Booz Allen Hamilton, Douglas J. Brown, University of Waterloo, Kristin L. McCallum, Booz Allen Hamilton, Paul E. Levy, University of Akron, *Balancing the Net: Using Job Boards and Corporate Employment Web Sites*

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

200. Practice Forum: Saturday, 1:30–2:50
State Room 1 (3rd floor-CC)

Geographic Differences in Employee Surveys: Comparison of Four Global Organizations

As organizations continue to expand globally, employee opinion surveys must be administered to employees across geographic regions. Practitioners from 4 *Fortune* 500 organizations, each of which administer employee opinion surveys, will share their insight on interpreting global surveys across geographic regions.

Michele L. Ehler, Target, *Chair*
Monica R. Filipkowski, The Dow Chemical Company, *Co-Chair*
Michele L. Ehler, Target, *Dow Chemical's Global Employee Opinion and Action Survey: A Geographic Perspective*
Monica R. Filipkowski, The Dow Chemical Company, Karen B. Paul, 3M, *How Much Does "Very" Vary: Taking Action on Global Organizational Surveys*
Allan H. Church, PepsiCo, *Managing Through Key Challenges in Global Organizational Survey Efforts*
David H. Oliver, PepsiCo International, Thomas E. Powell, GlaxoSmithKline, *We Said, They Said: Assessing the Impact of an Intervention in the Context of a Global Survey*

Submitted by Michele L. Ehler, michele.ehler@gmail.com

201. Education Forum: Saturday, 1:30–2:50
State Room 3 (3rd floor-CC)

Challenging the Scientist–Practitioner Model: Questions and Alternatives

Panelists will consider the scientist–practitioner, scholar–practitioner, and local clinical scientist models as guides for curriculum development and the training of practice in I-O psychology. Are these models useful and do they apply equally well to doctoral and master's education?

Laura L. Koppes, LK Associates, *Chair*
Therese H. Macan, University of Missouri-St Louis, *Scientist–Practitioner Model in a Doctoral Program Setting*

SATURDAY PM

Lynn K. Bartels, Southern Illinois University-Edwardsville, *Scientist–Practitioner Model in a Master's Program Setting*

Jennifer Thompson, Chicago School of Professional Psychology, *The Scholar–Practitioner (Vail) Model*

Rosemary Hays-Thomas, University of West Florida, *The Local Clinical Scientist Model*

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

Submitted by Rosemary Hays-Thomas, rlowe@uwf.edu

202. Symposium: Saturday, 1:30–2:50
State Room 4 (3rd floor-CC)

New Directions in Organizational Safety Climate Research

Researchers are increasingly recognizing the importance of organizational safety climate in predicting individual- and organization-level safety-related outcomes at work. This symposium presents the latest research exploring the relationships between safety climate and safety motivation, under-reporting of occupational injuries, behavioral intentions, and support for organizational safety initiatives.

Tahira M. Probst, Washington State University-Vancouver, *Chair*

Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Anne Reiser, University of Manheim, Marilena Bertolino, University de Nice-Sophia Antipolis, *Individual Differences, Safety Motivation, and Behavioral Intentions: An Expectancy-Based Approach*

J. Craig Wallace, Tulane University, Gilad Chen, Texas A&M University, *A Multilevel Integration of Personality, Climate, Regulatory Strategies, and Performance*

Ty LaRue Brubaker, Portland State University, Anthony Barsotti, Temp Control Mechanical Corp., Tahira M. Probst, Washington State University-Vancouver, *Safety Climate and Underreporting of Organizational Injuries*

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

Submitted by Tahira M. Probst, probst@vancouver.wsu.edu

203. Symposium: Saturday, 1:30–2:50
Lone Star C3 (2nd floor-CC)

The Four "Rs" of 360º Feedback: Determinants of Its Effectiveness

Regardless of its purpose, the effectiveness of 360º feedback is based on a complex interaction of raters, ratees, ratings, and results. Four research projects will provide further insight into improving 360º effective-ness, addressing: (a) rater training, (b) rating scales, (c) ratee personality, and (d) supervisory effectiveness.

Bryan C. Hayes, Kenexa, *Chair*

Robert B. Kaiser, Kaplan DeVries Inc., Robert E. Kaplan, Kaplan DeVries, Inc., *Are All Scales Created Equal?*

S. Bartholomew Craig, North Carolina State University, Bryan C. Hayes, Kenexa, Laura Ann Preston, Bank of America, Ryan Lebow, Kenexa, *Rater Training for 360º Assessment: Creating Beta and Gamma Change*

Alan G. Walker, East Carolina University, Leanne E. Atwater, Arizona State University-West, Peter G. Dominick, Stevens Institute of Technology, Joan F. Brett, Arizona State University-West, James W. Smither, La Salle University, Richard R. Reilly, Stevens Institute of Technology, *The Role of Personality in Multisource Feedback Performance Improvement Over Time*

Stephanie L. Sloan, The Home Depot, Robert B. Kaiser, Kaplan DeVries Inc., S. Bartholomew Craig, North Carolina State University, Ramzi B. Baydoun, Motorola, *Does Working for a Better Boss Improve Ratings of Subordinate Performance? A Longitudinal, Quasi-Experimental Study*

David W. Bracken, Kenexa Corporation, *Discussant*

Submitted by David W. Bracken, david.bracken@kenexa.com

204. Panel Discussion: Saturday, 1:30–2:50
Austin 1 (2nd floor-H)

Mentoring: Extending Research and Practice to Access Underutilized Workforce Populations

Employee development provides competitive advantages. This panel discusses mentoring as an employee development strategy, emphasizing understudied types of mentoring and employees. Topics include expanding the diversity of groups receiving mentoring (LGBT employees, disabled individuals, cross-cultural mentoring) and types of mentoring not examined in mainstream I-O (i.e., reverse mentoring and apprenticeships).

Nathan D. Ainspan, Department of Labor, *Chair*

Lillian T. Eby, University of Georgia, *Co-Chair*

Matthew S. Montei, S. C. Johnson, *Panelist*

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Panelist*

Mary C. Mack, National Center on Secondary Education, *Panelist*

Aarti Ramasawami, Indiana University, *Panelist*

Stephen M. Wing, CVS, *Panelist*

Submitted by Nathan D. Ainspan, ainspan.nathan@dol.gov

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205. Master Tutorial: Saturday, 1:30–2:50 Austin 2 (2nd floor-H)

1.5 CE Credits Available for Attending!
Register at the Session

Using Statistical Techniques to Correct Rater Bias in Multisource Ratings

Recent advances in statistical techniques for correcting rater biases can improve the reliability and validity of rating data. Rasch modeling and OLS regression are 2 of the most promising of these techniques. This tutorial will show attendees how to use them on rating data and will compare their effectiveness

Delbert M. Nebeker, National University, **Presenter**
Paul J. Hanges, University of Maryland, **Presenter**

Submitted by Delbert M. Nebeker, dnebeker@nu.edu

206. Roundtable: Saturday, 1:30–2:50 Majestic 6 (37th floor-H)

Expert Witness Discussion Hour

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

Philip L. Roth, Clemson University, **Host**
Gerald V. Barrett, Barrett & Associates, Inc., **Co-Host**
Philip Bobko, Gettysburg College, **Co-Host**
Wayne F. Cascio, University of Colorado, **Co-Host**
Frederic M. Schemmer, ChoicePoint, **Co-Host**
Mark J. Schmit, APT, Inc., **Co-Host**

Submitted by Philip L. Roth, rothp@clemson.edu

207. Symposium: Saturday, 1:30–2:50 Majestic 7 (37th floor-H)

Intentions, Goal Orientations, and Social Networks in the Job Search

Although job seekers have the intention to gain employment, they do not always succeed or persist when facing rejections. This symposium brings together empirical papers focusing on the role of intentions, goal orientations, and social networks on job search outcomes. We will conclude with implications for theory and future research.

Sharon Y. Wu, University of Missouri, **Chair**
Daniel B. Turban, University of Missouri, **Co-Chair**
Edwin A. J. Van Hooft, Erasmus University Rotterdam, **Intentions That do not Result in Behavior: The Role of Goal Commitment and Goal Orientation**
Daniel B. Turban, University of Missouri, Sharon Y. Wu, University of Missouri, Felissa K. Lee, Marquette University, Dana L. Haggard, University of Missouri, **The Role of Goal Orientation in the Job Search Using the 2 x 2 Framework**
Cynthia Kay Stevens, University of Maryland, Daniel B. Turban, University of Missouri, **Noninstrumental Value of Social Networks in Job Search: Do Our Friends' Successes in Finding Jobs Help Us Find Jobs Too?**
Wendy R. Boswell, Texas A&M University, **Discussant**

Submitted by Sharon Y. Wu, ywqhd@mizzou.edu

208. Symposium: Saturday, 1:30–2:50 Majestic 3 (37th floor-H)

Justice and Individual Differences: New Research Findings, Directions, and Questions

This symposium examines the role played by individual differences in forming and reacting to justice perceptions. The 4 studies highlight 10 individual differences that have never been linked to justice phenomena. Some of the individual differences moderate the effects of justice whereas others directly impact the formation of justice judgments.

Jason A. Colquitt, University of Florida, **Chair**
David M. Mayer, University of Central Florida, Gary Shteynberg, University of Maryland, Mary Bardes, University of Central Florida, **Integrating Organizational Justice and Self-Determination Theory: The Moderating Effects of Need Satisfaction**
Andrea Silke Holub, University of Heidelberg, Deborah E. Rupp, University of Illinois at Urbana-Champaign, Sharmin Spencer, DePauw University, **Justice and Emotional Labor: The Moderating Effect of Perspective Taking**
Brent A. Scott, University of Florida, Jason A. Colquitt, University of Florida, Cindy P. Zapata-Phelan, University of Florida, **Subordinate Characteristics and Justice Perceptions: For What Reasons Do Managers Act Fairly?**
Vijaya Venkataramani, Purdue University, Deidra J. Schleicher, Purdue University, **Personality and Justice Perceptions: The Role of Core Self-Evaluations and Attributions**
Jerald Greenberg, The Ohio State University, **Discussant**

Submitted by Jason A. Colquitt, colquitt@ufl.edu

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209. Interactive Posters: Saturday, 1:30–2:20
Majestic 8 (37th floor-H)

CEMA Sponsored Interactive Poster Session: Barriers to Achieving a Diverse Workforce

Derek Avery, Rutgers University, *Facilitator*

209-1. Glass Ceiling: Lawsuit Threats Influence Decisions for Top Jobs

There is still a lack of representation by women and ethnic minorities in the highest positions in business organizations. In the absence of evidence of sexist of racist motives, or perhaps included along with those, discrimination may be occurring for reasons of self-protection fueled by a fear of litigation.

Wendy S. Harman, University of Washington
Terence R. Mitchell, University of Washington
Gregory A. Bigley, University of Cincinnati

Submitted by Wendy S. Harman, wendysue@u.washington.edu

209-2. Manager–Subordinate Racial Similarity and Work Outcomes: Examining Possible Moderators

Because previous research on outcomes of manager–subordinate racial similarity has yielded inconsistent results, we examined possible moderators of the similarity–outcome relationship. Results showed some support for subordinate racial/ethnic identity, other-group orientation, and perceived diversity climate as moderators of the relationship between similarity and 2 outcomes, subordinate job satisfaction and LMX.

Cheemen J. Mohammed, CVS Pharmacy
Mark G. Ehrhart, San Diego State University
Meredith Czerwinski, San Diego State University

Submitted by Mark G. Ehrhart, mehrhart@sunstroke.sdsu.edu

209-3. Analyzing Judgments of Ethnically Diverse Applicants: Dutch Police Selection Findings

A judgment-analysis study was used to investigate differences between assessors' decision making, evaluating ethnic minority versus ethnic majority applicants. Results showed that, to judge ethnic minority applicants, assessors used more irrelevant information. Also, assessors based their decisions to a lesser extent on their own ratings than on ratings by others.

Marise Ph. Born, Erasmus University-Rotterdam
Lonneke A. L. de Meijer, Erasmus University Rotterdam
Jaap van Zielst, The Police Academy of The Netherlands
Henk T. Van Der Molen, Erasmus University-Rotterdam

Submitted by Lonneke A. L. de Meijer, demeijer@fsw.eur.nl

209-4. Diversity Climate Perceptions and Racial Differences in Managerial Retention

The present study examined the influence of diversity climate perceptions on manager retention. Results showed that a race by diversity climate perceptions interaction predicted turnover intentions, with mediation by organizational commitment. Despite stronger effects for Blacks, all managers were more committed and less likely to turnover from pro-diversity work climates.

Patrick F. McKay, University of Wisconsin-Milwaukee
Derek R. Avery, Rutgers University
Mark A. Morris, JCPenney
Morela Hernandez, Duke University
Michelle (Mikki) Hebl, Rice University

Submitted by Patrick F. McKay, pmckay@uwm.edu

210. Community of Interest: Saturday, 1:30–2:20
Live Oak (2nd floor-H)

Test-Score Banding

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

211. Poster Session: Saturday, 1:30–2:20
Lone Star A-B (2nd floor-CC)

Leadership

211-1. Understanding, Predicting, and Supporting Performance of Leader Self-Development

Systematic research was performed to better understand and support individual professional self-development. Over 400 junior military leaders participated in a detailed study to test a structural model of leader self-development. Results provide a unifying framework for understanding the effects of individual characteristics and organizational support on self-development performance.

Lisa A. Boyce, U.S. Air Force Academy

Submitted by Lisa A. Boyce, Boycela@msn.com

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211-2. Charismatic Leadership Development: Role of Work Values

Little research has examined the development of charismatic leaders. This study examined the relationship between emergent adults' work values and charismatic leadership. Dominance was positively related to charismatic leadership and competitiveness was negatively related. Those who were rated as charismatic were also ranked as being the most effective leaders.

Annette Towler, Illinois Institute of Technology

Submitted by Annette Towler, towler@iit.edu

211-3. Leadership Competencies and Organizational Outcomes: A Longitudinal Study

We examined the effect of leadership competencies on outcomes from 62 health care facilities. Participants completed a measure that assessed their supervisors' levels of leadership. Over 12 months, participants completed a job satisfaction measure. Firm performance data were collected. Leadership competencies were related to job satisfaction and to firm performance.

Annette Towler, Illinois Institute of Technology
Timothy Britt, Illinois Institute of Technology

Submitted by Annette Towler, towler@iit.edu

211-4. The Effects of Gender on Perceptions of Emergent Leaders

The present study examined the perceptual processes in leadership emergence using a dynamic nonlinear method and organizational members. Results showed that both male and female participants needed to observe a greater number of leadership behaviors before recognizing a woman as an emerging leader, as compared to a man.

Rachel Backert, Virginia Tech
Roseanne J. Foti, Virginia Tech

Submitted by Roseanne J. Foti, rfoti@vt.edu

211-5. Regulatory Focus Fit: Influences on Leader–Member Exchange

The present research proposed that regulatory focus fit between supervisors and subordinates would predict leader–member exchange (LMX) quality. We found that only subordinate's chronic self-regulatory mechanisms predicted LMX. Thus, the situation appears to have more influence on LMX than supervisor individual differences.

Megan Medvedeff, University of Akron
Robert G. Lord, University of Akron

Submitted by Megan Medvedeff, mem39@uakron.edu

211-6. Follower Self-Concept Activation as the Process Underlying Leadership Effects

The current study adopts a process-oriented, follower-centered approach to examine leadership effects. Experimental results supported that leaders are able to activate followers' individual or collective self-identity levels depending on the types of goals and values they emphasized. This follower self-concept activation had subsequent motivational, affective, and cognitive consequences.

Chu-Hsiang Chang, Roosevelt University
Rosalie J. Hall, University of Akron
Russell E. Johnson, University of Akron

Submitted by Chu-Hsiang Chang, changc1@rcn.com

211-7. Effects of Leader Emotion and Response on Evaluations of Leadership

This research examined how a leader's emotion and response influences how a leader is evaluated in times of crises. Results revealed that a leader expressing sadness was evaluated more favorably than a leader expressing anger. Furthermore, accepting responsibility for the crisis lead to more favorable evaluations than not accepting responsibility.

Juan Madera, Rice University
D. Brent Smith, Rice University

Submitted by Juan Madera, jmadera@rice.edu

211-8. Managing Dreams and Ambitions: Possible Selves and Visionary Leadership

In an experiment we show that visions that are specifically framed as possible selves motivate people more to accomplish these visions than visions that are not specifially framed as possible selves, even though their content is the same. Furthermore we find that chronic self regulatory focus moderates these effects.

Daan Stam, Erasmus University-Rotterdam
Daan van Knippenberg, Erasmus University-Rotterdam
Barbara van Knippenberg, Free University Amsterdam

Submitted by Daan A. Stam, dstam@rsm.nl

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211-9. Social Responsibility, Ethical Leadership and Performance

The current multimethod study investigated antecedents and consequences of ethical leadership. The results showed the importance of managers' responsibility disposition in relation to ethical leadership. In addition, several components of ethical leadership are found to be important for organizational performance.

Annebel H.B. De Hoogh, Vrije Universiteit Amsterdam
Deanne N. Den Hartog, University of Amsterdam

Submitted by Deanne N. Den Hartog,
    D.N.denHartog@uva.nl

211-10. Leader–Member Exchange and Subordinate-Related Outcomes: Test of a Mediation Model

We examined the differential impact of 2 LMX currencies on outcomes. We tested mediation hypotheses using data from 306 professionals in software organizations. Results indicated that satisfaction acted as a mediator of the relationship between LMX–Affect and commitment, whereas commitment mediated the relationship of LMX–Contribution with satisfaction and citizenship behavior.

Kanika T. Bhal, Indian Institute of Technology Delhi
Namrata Gulati, BITS Pilani
Mahfooz A. Ansari, University Science Malaysia

Submitted by Mahfooz A. Ansari, mahfooz@usm.my

211-11. Building Shared Vision: Investigating the Importance of Value Congruence

This study investigates follower perceptions of value congruence and shared vision. Survey data was collected from employees at 3 companies with published vision statements. Results indicate that follower's who perceive dissonance between the vision and the leader's values report more organizational cynicism, uncertainty, and weaker perceptions of shared vision.

Melissa K. Carsten, Claremont Graduate University

Submitted by Melissa K. Carsten, melissa.carsten@cgu.edu

211-12. Extending Socialized Charismatic Leadership Research: A Theoretical Model Integrating Humility

We offer theory proposing humility as an important but overlooked antecedent to effective socialized charismatic leaders. Building upon sociological literature, humili-ty prevents excessive self-focus and allows for accurate assessments of oneself, others, and the environment. The effects of humility on the display and effectiveness of charismatic leader behaviors are considered.

Rob Nielsen, Seattle University
Jennifer A. Marrone, Seattle University

Submitted by Jennifer A. Marrone, marronej@seattleu.edu

211-13. Implicit Leadership Theories: An Investigation of Performance Cue Influence

Two experiments were conducted to determine if implicit leadership theories (ILTs) consistent with performance cues could be elicited. ILT responses were influenced only when respondents were asked specifically about a leader. Results suggest that respondents modify existing ILTs to incorporate performance information.

Scott M. Reithel, Wayne State University
Sebastiano A. Fisicaro, Wayne State University
Shuang Yueh Pui, Wayne State University

Submitted by Scott M. Reithel, smreithe@hotmail.com

211-14. Transactional/Transformational Leadership and Innovative Behavior: Empowerment as a Moderator

In a field study in a large government agency, empowerment was found to moderate the relationship of 4 out of 5 aspects of transactional and transformational leadership with innovative behavior, giving support to our reasoning that transformational leadership matches with high empowerment and transactional leadership matches with low empowerment.

Anne Nederveen Pieterse, Erasmus Research Institute of
    Management
Daan van Knippenberg, Erasmus University-Rotterdam
Michaela C. Schippers, Erasmus University-Rotterdam

Submitted by Anne Nederveen Pieterse,
    anederveen@rsm.nl

211-15. Development of a Situational Judgment Test to Assess Educational Outcomes

This paper describes the development of a Situational Judgment Test (SJT) to assess leadership skills achievement in a graduate health administration program. Results of these efforts are reported, along with observations of the merits and limitations of SJTs in educational outcomes assessment.

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Andrew N. Garman, Rush University
Diane M. Howard, Rush University
Matt P. Johnson, Rush University

Submitted by Andrew N. Garman,
    Andy_N_Garman@rush.edu

Gregory A. Aarons, Children's Hospital San
    Diego/University of California-San Diego
Angelina Carmazzi, Children's Hospital San
    Diego/University of California-San Diego

Submitted by Gregory A. Aarons, gaarons@ucsd.edu

211-16. Supervisor and Organizational Support Perceptions in Latinos Versus Non-Latinos

Research shows that perceived supervisor support (PSS) relates to employees' perceptions of organizational support (POS). We explored how cultural differences in followers may affect the degree to which employees perceive the supervisor as an agent of the organization. We found that PSS–POS relationship was weaker for Latino than non-Latino employees.

Linda R. Shanock, University of Albany, SUNY
Aline Masuda, University at Albany, SUNY
Maria Arboleda, University at Albany, SUNY

Submitted by Maria Arboleda, ma477198@albany.edu

211-17. Transformational Leadership, Follower Cultural Orientation, and Team Performance

We found that team performance of collectivists is higher than that of individualists. Transformational leadership has a stronger effect on collectivists than on individualists. Transactional leadership has a more positive effect on individualists than transformational leadership. Transformational leadership has a more positive effect on collectivists than transactional leadership.

Irene (Keng-Howe) Chew, Nanyang Technological
    University
Weichun Zhu, Long Island University
William D. Spangler, Binghamton University

Submitted by William D. Spangler,
    spangler@binghamton.edu

211-18. Transformational and Transactional Leadership and Attitudes Toward Innovation Adoption

Adoption of innovation in medicine and behavioral health services is a developing practice area for organizational psychologists. Leadership may impact worker attitudes toward innovation adoption. This study examines the association of transformational and transactional leadership with attitudes toward adopting evidence-based innovations in public sector behavioral health service organizations.

211-19. Effects of Leader Verbal and Nonverbal Behavior on Follower Performance

Two motivation-based forms of leader influence, cognitive and emotional sensemaking, were proposed and investigated. Leader verbal framing and emotional displays were manipulated in a 2 x 2 between-subjects experiment. Results indicated that each manipulation affected an aspect of follower task performance. Implications and directions for future research are discussed.

Loren J. Naidoo, Baruch College, CUNY

Submitted by Loren J. Naidoo,
    loren_naidoo@baruch.cuny.edu

211-20. Leader's Role in Removing Effective Performance Barriers: A Qualitative Approach

Because leadership actions ultimately are reflected in subordinates' behavior, the current exploratory, qualitative research asked technical and professional subordinates ($N = 136$) to describe what would make them more effective in their jobs. Content analysis of 364 comments identified categories of leadership.

Thomas D. Taber, University at Albany-SUNY
Eric Larsen, University at Albany-SUNY

Submitted by Thomas D. Taber, t.taber@albany.edu

211-21. Latent Growth Curve Modeling of the Development of Leadership Performance

Data from military cadets were used to investigate patterns of change in leadership performance, across 9 measurement periods. Several models of change ("no change" baseline, linear, quadratic, and logistic) were compared using latent growth modeling. Results supported a logistic function consistent with many theories of leadership development.

Rosalie J. Hall, University of Akron
Robert G. Lord, University of Akron
Hsien-Yao Swee, University of Akron
Barbara A. Ritter, Coastal Carolina University
David A. DuBois, PSRI

Submitted by Rosalie J. Hall, rjhall@uakron.edu

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211-22. Different Perspectives on LMX: An investigation in USA and India

Studies of supervisor–subordinate relationships (LMX) have confirmed the differential impact of the quality of relationship on subordinate ratings. In this study, we test for mediation and moderation effects and extend the study of LMX to a cross-cultural context by comparing the workings of LMX in USA and India.

Shaun Pichler, Michigan State University
Arup Varma, Loyola University Chicago

Submitted by Arup Varma, avarma@luc.edu

211-23. Developing Leaders Using a Model and Criterion Reflecting Everyday Complications

To assess whether seasoned managers could improve their supervisory skills, emergency medical service managers ($N = 63$) were trained based on the theory-driven and empirically based model of effective supervision. Trainees showed they could apply their newly learned skills in an in-basket exercise depicting an array of situations.

Judith L. Komaki, Baruch College-CUNY
Michelle Reynard Minnich, Consultant
Angela Grotto, Baruch College-CUNY
Michael J. Kern, Baruch College-CUNY

Submitted by Michelle Reynard Minnich,
     mlrminnich@ verizon.net

211-24. Examining the "Process" of Transactional Leadership: An SEM Approach

We tested a model of the relationships between leader contingent/noncontingent reward and punishment behaviors, employee perceptions of fairness, job attitudes, trust in the leader, and employee outcomes. Using a sample of 546 manufacturing employees, the results generally indicated support for the fully mediated model.

Nathan P. Podsakoff, University of Florida
William Bommer, Cleveland State University

Submitted by Nathan P. Podsakoff, podsakof@ufl.edu

211-25. Impact of Rater Personality on Transformational and Transactional Leadership Ratings

This study links rater personality to ratings of leadership behaviors in both field and lab settings. High rater Agreeableness exhibited a leniency bias, providing high ratings on effective leadership behaviors and low ratings on ineffective behaviors. Extraversion and Conscientiousness were also linked to elevated ratings for some dimensions.

Amy C. Hooper, University of Minnesota
Joyce E. Bono, University of Minnesota

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

211-26. Leadership Behaviors and Effectiveness in Context: The Case of Telecommuting

Followers perceive an increase in structuring behaviors, a decrease in considerate behaviors, and no changes in transformational behaviors when they telework or communicate with the leader via computer-mediated tools. Counts of actual leadership behaviors corroborate these findings. Outcomes, such as follower satisfaction and performance, are not affected by work arrangement.

Radostina Purvanova, University of Minnesota

Submitted by Radostina Purvanova, purva002@umn.edu

211-27. Virtual Team Leadership: Perspectives From the Field

This study sought to further understand virtual team leadership. Qualitative data was collected through interviews with virtual team leaders/members across organizations. Interviews yielded extensive information about virtual leadership behaviors. Results provide real-world examples of effective virtual team leadership, directions for future research, and practical recommendations for leading virtual teams.

Laura A. Hambley, University of Calgary
Thomas A. O'Neill, University of Western Ontario
Theresa J. B. Kline, University of Calgary

Submitted by Laura A. Hambley, laura.hambley@shaw.ca

211-28. A Multidimensional Understanding of Leader–Follower Distance in Organizations

Distance is reconceptualized as a multidimensional perception that affects outcomes such as individual performance, leadership effectiveness, and organizational identification. Distance is theorized to have 2 interactive dimensions: structural distance (physical distance, communication channel, and frequency of communication) and emotional distance (demographic distance, social distance, and psychological distance).

Laura Erskine, University of Southern California

Submitted by Laura Erskine, lerskine@usc.edu

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211-29. Air Force Postdeployment Reintegration Research: Implications for Leadership

This paper presents the results of a focus group study conducted with Canadian Air Force (CAF) personnel. CAF personnel questioned leadership effectiveness in the CAF with respect to (multidisciplinary) team formation pre- and during deployments, augmentees' status, and postdeployment reintegration. We offer suggestions to address these issues in the CAF.

Wendy Sullivan-Kwantes, Defence Research and Development Canada Toronto
Ann-Renee Blais, Defence Research and Development Canada Toronto
Angela R. Febbraro, Defence Research & Dev Canada

Submitted by Ann-Renee Blais, Ann-Renee.Blais@drdc-rddc.gc.ca

212. Academic–Practitioner Collaborative Forum: Saturday, 2:00–2:50
Houston A (3rd floor-CC)

Work–Life Balance in Corporations: Theoretical, Legal, and Applied Perspectives

Balancing work and personal demands is a continued problem for today's workforce and can lead to undesirable outcomes such as absenteeism, turnover, and reduced productivity. This forum will present a blend of academic, legal, and applied perspectives that address the unique challenges facing corporate America.

Lisa L. Scherer, University of Nebraska-Omaha, *Presenter*
Troy Romero, University of Nebraska-Omaha, *Presenter*
Deborah Ladd, Nucleus Solutions, *Presenter*
Kelly J. Strom, Nucleus Solutions, *Presenter*

Submitted by Kelly J. Strom, kjstrom@hotmail.com

213. Special Event: Saturday, 2:00–2:50
Lone Star C1 (2nd floor-CC)

Executive Leadership: The Leading Edge and Beyond

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The success of business organizations today is often closely connected with the effectiveness of the executives leading the organization. This symposium will address some key issues related to executive leadership success.

Rob Silzer, HR Assessment and Development, *Chair*
Joel L. Moses, Applied Research Corporation, *Leadership Challenges in an Era of Short Attention Spans*
Karen Lyness, Baruch College, CUNY, *Two Steps Forward, One Step Back: The Progress of Women in Leadership*

214. Panel Discussion: Saturday, 2:00–2:50
Austin 3 (2nd floor-H)

Credentialing and Licensing Issues in Industrial and Organizational Psychology

This panel features representatives of SIOP's State Affairs Committee, the American Board of Organizational and Business Consulting Psychology, and the Association of State and Provincial Psychology Boards to explain trends and to answer questions from the audience about licensing and credentialing issues.

Jay C. Thomas, Pacific University, *Chair*
Judith S. Blanton, RHR International, *Panelist*
Dennis J. Johnson, Johnson + Associates, *Panelist*
Greg Gormanous, Louisiana State Univeristy-Alexandria, *Panelist*
Barbara Van Horne, Consulting Psychologist, *Panelist*

Submitted by Jay C. Thomas, thomajc@pacificu.edu

215. Conversation Hour: Saturday, 2:00–2:50
Majestic 1 (37th floor-H)

Leadership Role Transitions—Scientific and Practical Considerations

Failure of leaders to successfully transition into new leadership roles is a costly problem for organizations. However, little empirical research has focused on the topic. The discussion will focus on the importance of research in this area and the practical challenges to developing assessments and training for leaders in transition.

Steven M. Rumery, Leadership Research Institute, *Host*
Stephen M. Lambert, Pfizer Inc., *Co-Host*
Cathleen A. Swody, University of Connecticut, *Co-Host*

Submitted by Steven M. Rumery, steve.rumery@lri.com

Coffee Break
Saturday, 3:00–3:30
Multiple Locations

216. Symposium: Saturday, 3:30–5:20
San Antonio A (3rd floor-CC)

Structured Interviews: Current Practices and Investigations of Scoring Issues

Taking as a given that employment interviews should be structured, this symposium explores contemporary interview practices in 3 nations and investigates specific

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aspects of structure. Presenters will discuss research results on how rater characteristics, rater training, first impressions, and scoring procedures influence interview outcomes including rater consensus, reliability, and validity.

Ute-Christine Klehe, University of Amsterdam, *Chair*

Kerri L. Ferstl, Personnel Decisions Research Institutes, *Co-Chair*

Richard Posthuma, University of Texas-El Paso, Weichi Tsai, National Chengchi University, Maria Fernanda Garcia, University of Texas El Paso, Michael A. Campion, Purdue University, *Comparing Interview Structure and Constructs Across Countries and Cultures*

Lynn A. McFarland, Clemson University, Deborah K. Ford, CPS Human Resource Services, Krista L. Langkamer, George Mason University, *The Social Dynamics of Reaching Rater Consensus*

Susan Dustin, University of Iowa, Murray R. Barrick, University of Iowa, Laura Parks, University of Iowa, Greg L. Stewart, University of Iowa, Ryan D. Zimmerman, University of Iowa, Todd Darnold, University of Iowa, *The Impact of First Impressions on Interviewer Judgments*

Kerri L. Ferstl, Personnel Decisions Research Institutes, Janis S. Houston, Personnel Decisions Research Institutes, *Consider the Situation: The MARS Approach to Scoring Behavioral Interview Responses*

Klaus G. Melchers, University of Zurich, Nadja Odermatt, University of Zurich, Miriam von Aarburg, University of Zurich, Martin Kleinmann, University of Zurich, *Frame-of-Reference Training and Behavioral Rating Anchors: Is it Necessary to Combine Both to Improve Rating Accuracy in Structured Interviews?*

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

Submitted by Kerri L. Ferstl, kerri.ferstl@pdri.com

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217. Panel Discussion: Saturday, 3:30–5:20
San Antonio B (3rd floor-CC)

Understanding Employee Engagement: A Discussion of the Construct

A panel of researchers and practitioners discusses the current use of the popular new construct—employee engagement—in research and in practice. This discussion will focus on the nature of employee engagement and its place among the other job attitude constructs that are used to describe employees at work.

Reeshad S. Dalal, Purdue University, *Chair*

Bradley James Brummel, University of Illinois-Urbana Champaign, *Co-Chair*

Alan L. Colquitt, Eli Lilly & Company, *Panelist*

Bryan C. Hayes, Kenexa, *Panelist*

William H. Macey, Valtera, *Panelist*

Sabine Sonnentag, University of Konstanz–Germany, *Panelist*

Submitted by Bradley James Brummel, brummel@uiuc.edu

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218. Conversation Hour: Saturday, 3:30–4:20
Houston A (3rd floor-CC)

A Conversation With the APA Ethics Director

Dr. Stephen Behnke, director of the APA Ethics Office, will lead a conversation about ethics in I-O psychology. The conversation will likely include discussion of ethical dilemmas, concerns associated with applying the APA ethics code in I-O psychology, as well as support Dr. Behnke's office can provide to SIOP members.

Stephen Behnke, American Psychological Association, *Host*

Submitted by Deirdre J. Knapp, dknapp@humrro.org

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219. Symposium: Saturday, 3:30–5:20
Houston B (3rd floor-CC)

New Directions in Emotional Labor Research

Emotional labor refers to the management of emotions and emotional displays as part of the work role. Five papers are presented that expand our understanding of emotional labor by exploring the complexity and contextualization of key emotional labor variables, as well as the roles of new moderators, mediators, and antecedents.

J. Craig Wallace, Tulane University, *Chair*

Erin M. Richard, Florida Institute of Technology, *Co-Chair*

James M. Diefendorff, University of Colorado-Denver, Gary J. Greguras, Singapore Management University, *Contextualizing Emotional Display Rules: Taking a Closer Look at Targets, Discrete Emotions, and Behavioral Responses*

Amanda Shull, Tulane University, J. Craig Wallace, Tulane University, Bryan D. Edwards, Tulane University, Tracy Kantrowitz, Previsor, Jeff Beyers, Tulane University, Diana Smith, Tulane University, *Emotional Labor Strategies, Performance, and the Mediating Role of Task-Focused Effort*

Stephane Cote, University of Toronto, E. S. Srinivas, Xavier Labour Relations Institute (XLRI), India, Soo Min Toh, University of Toronto, *Emotion Regulation and the Adjustment of Expatriates*

SATURDAY PM

Daniel J. Beal, Rice University, John P. Trougakos, Purdue University, Howard M. Weiss, Purdue University, *The Dynamics of Emotion Regulation Strategies*

Sharmin Spencer, DePauw University, Deborah E. Rupp, University of Illinois at Urbana-Champaign, *When Customer Service Smiles Become Customer Service Strains: The Role of Coworker-Directed Justice, Emotions, and Counterfactual Thinking in Predicting Emotional Labor*

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

Submitted by Erin M. Richard, erichard@fit.edu

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220. Panel Discussion: Saturday, 3:30–5:20
Houston C (3rd floor-CC)

Practical and Theoretical Issues in Conducting a Meta-Analysis

A panel of meta-analysis experts will discuss several practical and theoretical meta-analysis issues. Topics will include tips in searching for articles, computing effect sizes for studies providing limited information, determining outliers, selecting the appropriate type of reliability for artifact correction, and the proper way to search for moderators.

Mike G. Aamodt, Radford University, *Chair*
Winfred Arthur, Texas A&M University, *Panelist*
Philip Bobko, Gettysburg College, *Panelist*
Allen I. Huffcutt, Bradley University, *Panelist*
Philip L. Roth, Clemson University, *Panelist*
Robert P. Tett, University of Tulsa, *Panelist*

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

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221. Symposium: Saturday, 3:30–4:50
State Room 1 (3rd floor-CC)

Global at Work, but Local at Heart!

This symposium examines and makes suggestions for the role of leadership in a multinational team context. Unique theoretical and experimental contributions on topics like leadership skills training, a unifying taxonomy of leadership processes in multicultural teams, and the influence of norms on team processes and performance will be provided.

Stephen J. Zaccaro, George Mason University, *Chair*
Tine Koehler, George Mason University, *Co-Chair*
Gunna (Janet) Yun, George Mason University, *Co-Chair*

Gerald F. Goodwin, U.S. Army Research Institute, Stanley M Halpin, U.S. Army Research Institute, *Multinational, Multicultural Teams: Leadership Challenges in the U.S. Army*

Kathleen P. Hess, Aptima, Inc., C. Shawn Burke, University of Central Florida, Heather Priest, University of Central Florida, Michael Rosen, University of Central Florida, Eduardo Salas, University of Central Florida, Michael J. Paley, Aptima, Inc., Sharon L. Riedel, U.S. Army Research Institute, *Facilitating Leadership in Multicultural Teams*

Marissa L. Shuffler, George Mason University, Tine Koehler, George Mason University, Krista L. Langkamer, George Mason University, Jeffrey L. Herman, George Mason University, Stephen J. Zaccaro, George Mason University, *A Taxonomy of Leadership Processes Across Multinational Team Collaboration Types*

Tine Koehler, George Mason University, *The Power of Norms in Internationally Distributed Teams*

Roya Ayman, Illinois Institute of Technology, *Discussant*

Submitted by Tine Koehler, tkoehler@gmu.edu

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222. Practice Forum: Saturday, 3:30–5:20
State Room 2 (3rd floor-CC)

Toward a Better Understanding of 360º Feedback Processes

Although 360º feedback processes are very popular, research shows that inconsistent data, organizational politics, and poor implementations have led to value questions surrounding their use in organizations. The goal of this forum is to define best practices around development and implementation of 360º feedback processes.

Jared D. Lock, Hogan Assessment Systems, *Chair*
Tanya Brubaker Kiefer, Bristol-Myers Squibb, *Aligning Performance With Business Strategy to Create a High-Performance Culture*

Erika D'Egidio, Bristol-Myers Squibb, John R. Leonard, Valero Energy Corporation, *Change Through Multiple Feedback Sources: Personality, 360, and Assessment Center*

Tiffany Stanush, Valero Energy Corporation, Nicole R. Bourdeau, Hogan Assessment Systems, *Why 360 and Personality Data May Not Yield Consistent Results*

Jared D. Lock, Hogan Assessment Systems, Mark H. Strong, Jeanneret & Associates, Inc., *Performance Evaluation and 360: Aligning Different Perspectives for Employee Feedback*

Submitted by Jared D. Lock, Jlock@HoganAssessments.com

223. Academic–Practitioner Collaborative Forum: Saturday, 3:30–5:20
State Room 3 (3rd floor-CC)

Perpetrators of Organizational Delinquency and the Whistle Blowers Who Report Them

Five groups will discuss their programs of research and/or applied work on a handful of various whistle-blowing topics. The antecedents to perpetrating and reporting misconduct will be discussed, as will the methods used to curtail unethical behaviors and to assess employees' comfort with using organizational whistle-blowing processes.

Jessica A. Gallus, University of Connecticut, *Chair*
Jennifer Bunk, University of Connecticut, *Co-Chair*
Vicki J. Magley, University of Connecticut, *Co-Chair*
Jessica Mesmer-Magnus, University of North Carolina–Wilmington, Chockalingam Viswesvaran, Florida International University, Satish Deshpande, Western Michigan University, Jacob Joseph, University of Alaska–Fairbanks, *Emotional Intelligence, Integrity and Perceptions That Unethical Behavior Facilitates Success*
Marcia Miceli, Georgetown University, Janet P. Near, Indiana University, *Organizational Corruption and the Predictors of Whistle Blowing: New Research Directions*
Vicki J. Magley, University of Connecticut, Lilia M. Cortina, University of Michigan, Jessica A. Gallus, University of Connecticut, *Feared and Experienced Retaliation for Sexual Harassment Whistle Blowing*
Jessica A. Gallus, University of Connecticut, Allan H. Church, PepsiCo, Erica I. Desrosiers, PepsiCo, *Speak Up! Soliciting Employee Input on the Effectiveness of a Whistle-Blowing Hotline*
John P. Keenan, University of Wisconsin-Madison, *Strategic Approaches for Whistle Blowing: Individual and Organizational Guidelines*

Submitted by Jessica A. Gallus, jessica.gallus@uconn.edu

224. Practice Forum: Saturday, 3:30–4:50
State Room 4 (3rd floor-CC)

The Fish Ate the Whale: Driving Dramatic Acquisitions to Win

How do we set up acquisitions and other dramatic organizational integrations for success? Two successful HR leaders from companies who recently acquired larger, complex companies will share their insights, best practices, and lessons learned. Two I-O leaders will share the importance of "cultural fit" and "leadership" in driving successful partnerships.

Naina B. Bishop, DDI, *Chair*
David Lillback, Sanofi Aventis, *Getting the Talent Right*
Anna Gill, Coventry Health, *Adjusting Your Integration to the Purpose of the Acquisition*
Dan Svyantek, Auburn University, *Decreasing Human Resource Costs in Acquisitions: Person–Organization Fit and Mergers*
Audrey Smith, DDI, *Having the Right Leaders to Drive Change*

Submitted by Naina B. Bishop, naina.bishop@ddiworld.com

225. Practice Forum: Saturday, 3:30–5:20
Lone Star C1 (2nd floor-CC)

Strategic People Measures, Strategic Surveys and Business Decision Making

Based on case material and research, this forum will examine the impact of strategic people measures and strategic surveys on business decision making. The use of strategic people measures, their definition via balanced scorecards and strategy maps, and their linkage to other measures of business performance will be explored.

William A. Schiemann, Metrus Group, Inc., *Chair*
William A. Schiemann, Metrus Group, Inc., *Defining Strategic People Measures*
William Hunnex, Ministers and Missionaries Benefit Board, *Measuring People Issues and Changing Cultures*
Mark H. Blankenship, Jack in the Box, Inc., *Using the Service Profit Chain to Drive Strategic Business Decisions*
Brian S. Morgan, Metrus Group, *Developing and Implementing Strategic Surveys*
Manuel London, SUNY-Stony Brook, *Discussant*
William A. Schiemann, Metrus Group, Inc., *Discussant*

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

226. Panel Discussion: Saturday, 3:30–5:20
Lone Star C2 (2nd floor-CC)

Situational Judgment Tests: Construct Validity and Directions for Future Research

Studies that directly address the construct validity of Situational Judgment Tests (SJTs) are lacking. This SJT expert panel will discuss conceptual, methodological, and practical issues associated with construct validity research on SJTs, with the goal of relating the emerging issues to the advancement of SJT theory, research, and practice.

SATURDAY PM

David Chan, Singapore Management University, *Chair*
Walter C. Borman, Personnel Decisions Research Institutes, *Panelist*
David Chan, Singapore Management University, *Panelist*
Filip Lievens, Ghent University, *Panelist*
Michael A. McDaniel, Virginia Commonwealth University, *Panelist*
Robert E. Ployhart, University of South Carolina, *Panelist*
Neal W. Schmitt, Michigan State University, *Panelist*

Submitted by David Chan, davidchan@smu.edu.sg

227. Symposium: Saturday, 3:30–4:50 Lone Star C3 (2nd floor-CC)

Taking Account of Measurement Issues Regarding Organizational Justice

The papers in this symposium highlight some important measurement issues in the organizational justice literature that correspond with recent theoretical advances. Issues include distinguishing between formative and reflective models of fairness, measuring implicit effects of fairness heuristics, considering justice climates, and the utility of assessing overall justice.

Russell E. Johnson, University of Akron, *Chair*
Paul E. Levy, University of Akron, *Co-Chair*
Russell E. Johnson, University of Akron, Corrie E. Pogson, The University of Tulsa, Paul E. Levy, University of Akron, *Fairness as a Heuristic: What Are the Measurement Implications?*
David A. Jones, University of Vermont, *Perceptions of Fairness Among Individuals Who Don't Know How Decisions Are Made: Fairness Heuristics and Error Variance in the Measurement of Procedural Justice*
Michael R. Bashshur, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Dealing With Multiple Sources of Justice Climate: A Response Surface Methodology Approach*
Maureen L. Ambrose, University of Central Florida, Marshall Schminke, University of Central Florida, *An Examination of Overall Justice*
Robert G. Folger, University of Central Florida, *Discussant*

Submitted by Russell E. Johnson, rej1@uakron.edu

228. Practice Forum: Saturday, 3:30–4:50 Lone Star C4 (2nd floor-CC)

Fit Happens: The Impact of Selection-Based Job Fit Measures

The I-O community has begun to consider how job fit, characterized as congruence between individuals' work-related preferences and job requirements, can add value in selection settings. In this forum, speakers will share experiences measuring job fit in various settings and the various outcomes these measures have been shown to predict.

Veronica S. Harvey, Aon Consulting, *Co-Chair*
Kirk L. Rogg, Aon Consulting, *Co-Chair*
Tom Rauzi, Dell, Inc., *Presenter*
Christine Scheu, Aon Consulting, *Presenter*
K. D. Zaldivar, Aon Consulting, *Presenter*
Matthew J. Such, Aon Consulting, *Presenter*
Heather D. Rooney, Qwest, *Presenter*
Brad A. Chambers, Aon Consulting, *Presenter*
Michael P. Sherman, Aon Consulting, *Presenter*
Daniel P. Russell, Aon Consulting, *Presenter*
Joshua M. Sacco, Aon Consulting, *Presenter*
David Schmidt, Aon Consulting, *Presenter*

Submitted by Veronica S. Harvey, veronica_s_harvey@ aon.com

229. Symposium: Saturday, 3:30–4:50 Austin 1 (2nd floor-H)

Leaders and Followers: How Social Exchanges and Influence Impact Outcomes

This symposium offers 4 empirical papers examining interpersonal exchange and influence processes between leaders and followers from multiple perspectives, including leader–member exchange and transformational leadership. The papers provide support for social exchange as a basis for understanding the exchange relationship in different contexts and at different levels of analysis.

Neal M. Ashkanasy, University of Queensland, *Chair*
Herman M. Tse, University of Queensland, *Co-Chair*
Marie T. Dasborough, Oklahoma State University, *Co-Chair*
Herman M. Tse, University of Queensland, Marie T. Dasborough, Oklahoma State University, Neal M. Ashkanasy, University of Queensland, *Implications of LMX and TMX: The Role of Identification and Affect*
Xu Huang, The Hong Kong Polytechnic University, Xinsheng Nan, China United Telecommunication, *Emotional Intelligence and Work Outcomes: LMX and TMX as Moderators*
David M. Mayer, University of Central Florida, *A Group-Level Examination of the Relationship Between LMX and Justice*
Ronald F. Piccolo, University of Central Florida, Timothy A. Judge, University of Florida, Amir Erez, University of Florida, *Leadership's Influence on Risk Perceptions: A Matter of Framing?*
Mary Uhl-Bien, University of Central Florida, *Discussant*

Submitted by Neal M. Ashkanasy, n.ashkanasy@uq.edu.au

SATURDAY PM

230. Practice Forum: Saturday, 3:30–4:50 Austin 2 (2nd floor-H)

Using Personality Questionnaires Cross-Culturally: Issues and Practice in Test Translations

This forum is designed for practitioners working with multinational companies using psychological assessments. Representatives from several test publishers of personality assessments used internationally will discuss issues surrounding test adaptations, share their experiences adapting tests, and describe programs they have initiated in response to the growing demand for psychological assessments internationally.

Scott Bedwell, IPAT/University of Illinois, *Chair*
Penny Moyle, OPP, *Co-Chair*
Scott Bedwell, IPAT/University of Illinos, *A Brief Introduction to Issues in Test Translation*
Naotaka Watanabe, Keio University, *Development of Culturally and Linguistically Equivalent Tests: Some Lessons Learned From a Test Translation Study*
Scott Bedwell, IPAT/University of Illinois, Robert Williams, OPP, Scott A. Davies, Hogan Assessments Systems, *Multiculture Selection Instrument Development and Maintenance: The Intersection of Research and Technology*
Ian S. Little, Hogan Assessment Systems, David A. Donnay, CPP, Inc., *Study of the FIRO-B and MBTI Assessments in Multiple Languages and Cultures*

Submitted by Scott Bedwell, seb@ipat.com

231. Special Event: Saturday, 3:30–4:20 Austin 3 (2nd floor-H)

Committee on Ethnic and Minority Affairs (CEMA) Meeting

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

232. Panel Discussion: Saturday, 3:30–4:50 Seminar Theater (2nd floor-H)

Recent Trends in Adverse Impact Litigation

Adverse impact continues to be a common and consequential issue in employment litigation. The purpose of this panel is to discuss recent trends in adverse impact litigation. Topics to be discussed include the relevance of professional standards, statistical methodology, age as a protected class, class certification, and court interpretations.

Eric M. Dunleavy, American Institutes for Research, *Chair*

Lorin M. Mueller, American Institutes for Research, *Co-Chair*
Dennis Doverspike, University of Akron, *Panelist*
Gerald V. Barrett, Barrett & Associates, Inc., *Panelist*
Arthur Gutman, Florida Institute of Technology, *Panelist*
P. Richard Jeanneret, Jeanneret & Associates, Inc., *Panelist*

Submitted by Eric M. Dunleavy, edunleavy@air.org

233. Practice Forum: Saturday, 3:30–4:50 Majestic 1 (37th floor-H)

Cutting Edge Selection: Turning Applicant Tracking Into Talent Acquisition

We present cutting-edge examples of Internet-based screening and testing practices being used by large organizations and challenges faced from development to implementation. The corporate and consultant panel will review issues faced during and following implementation such as system usability, applicant abandonment, ensuring fairness, and dealing with legal defensibility.

Ryan C. Heinl, Development Dimensions International, *Chair*
Laura T. Davis, Wachovia, *Implementing Online Screening Processes: One Organization's Struggles*
Mike Cummins, Development Dimensions International, *Integrating Screening Content Into Existing Applicant Tracking Systems*
Beth Field, CARQUEST, *CARQUEST: Changing a Process to Change an Organization*
Thomas E. Mitchell, University of Baltimore, *Discussant*

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

234. Panel Discussion: Saturday, 3:30–4:50 Majestic 4-5 (37th floor-H)

Postcards From the Edge: Practical Experiences of Recent I-O Graduates

As the acting intermediaries between academic training and practical applications of I-O psychology, new graduates have a unique perspective on the gaps between education, theory, and practices within our field. This panel will share those perspectives and explore the challenges we face at the entry stages of our careers.

Jarrett H. Shalhoop, Jeanneret & Associates, *Chair*
Dana M. Glenn, Transportation and Security Administration, *Co-Chair*
Dana M. Glenn, Transportation and Security Administration, *Panelist*

SATURDAY PM

Patrick Gavan O'Shea, American Institutes for
Research, *Panelist*
Barbara A. Ritter, Coastal Carolina University, *Panelist*
Lacey L. Schmidt, ARAMARK, *Panelist*
Jarrett H. Shalhoop, Jeanneret & Associates, *Panelist*

Submitted by Jarrett H. Shalhoop,
shalhoop@hotmail.com

235. Roundtable: Saturday, 3:30–4:50 Majestic 6 (37th floor-H)

In-House Selection: Challenges and Best Practices in Different Sized Organizations

Internal selection practitioners face some common challenges including increased HR outsourcing and ROI pressures. However, the size of the organization moderates the response to these challenges. Experienced selection leaders from different-sized organizations will facilitate discussion groups. Topics include best practices, team structures, vendors, networking opportunities, and validation challenges.

Rick Hense, Bank of America, *Host*
Mark H. Ludwick, Capital One, *Co-Host*
Jennifer R. Burnett, Bank of America, *Co-Host*
Tracy Lea McPhail, Tampa Electric Company, *Co-Host*

Submitted by Rick Hense,
rick.hense@bankofamerica.com

236. Practice Forum: Saturday, 3:30–4:50 Majestic 7 (37th floor-H)

Purpose Driven Job Analysis: Analyzing Jobs by Job Families

This Practice Forum will present pragmatic models and perspectives associated with the implementation of job analysis of job families in organizations. These models and perspectives are intended to impart practical strategies and considerations to help organizations navigate through the complex issues associated with these initiatives.

Frederick P. Morgeson, Michigan State University, *Chair*
Corinne D. Mason, Development Dimensions
International, *Co-Chair*
Jamie L. Winter, Development Dimensions
International, *Co-Chair*
Jamie L. Winter, Development Dimensions
International, *A Practical Discussion of Creating Job Families to Serve as the Foundation for Human Capital Systems*
Richard Richardson, Honda, *Job Family Journey at Honda of America*

Joel Philo, Frito Lay North America, *The Application of Job Families at Frito Lay*
Adam B. Malamut, Marriott International Inc., Corinne D. Mason, Development Dimensions International, *Creating Minimum Qualifications in the Context of a Job Family Model at Marriott*
Edward L. Levine, University of South Florida, *Discussant*
Frederick P. Morgeson, Michigan State University, *Discussant*

Submitted by Corinne D. Mason,
Corinne_222@hotmail.com

237. Symposium: Saturday, 3:30–4:50 Majestic 3 (37th floor-H)

The Contextual Connection: Rethinking Context in Motivational and Leadership Processes

Recently, researchers have called for more focus on the examination of context in influencing not only the outcomes of leadership and motivation but also the underlying processes involved in these 2 areas. This symposium will discuss the important moderating role that context plays in motivational and leadership processes.

Christina Norris-Watts, APT, Inc., *Chair*
Christina Norris-Watts, APT, Inc., Paul E. Levy,
University of Akron, *Motivational Context Effects on Goal Orientation: The Interactive Role of Affect*
Eyal Grauer, ePredix, Inc./Bowling Green State
University, Milton Hakel, Bowling Green State
University, *Self-Regulatory Focus Effects on the Feedback–Performance Relationship*
Loren J. Naidoo, Baruch College, CUNY, *Sensemaking and Task Performance: The Interactive Effects of Follower Personality and Leader Verbal and Nonverbal Behavior*
Rebecca Fischbein, APT, Inc., Robert G. Lord,
University of Akron, *The Influence of Crisis on Ratings on the Leader Prototype*

Submitted by Paul E. Levy, plevy@uakron.edu

238. Interactive Posters: Saturday, 3:30–4:20 Majestic 8 (37th floor-H)

Aging

Joselito C. Lualhati, Global Skills X-Change,
Facilitator

238-1. Meta-Analysis of Age/Job Performance Relation: Is Job Complexity a Moderator?

We conducted a meta-analysis on age and job performance with job complexity (based on the prevalence of variably mapped tasks/fluid intelligence versus consistently mapped tasks/crystallized intelligence) as a moderator. Results indicate job complexity moderates the relation between age and job performance. We conclude with theoretical and practical implications.

Anna Hardigree, Rice University
Margaret E. Beier, Rice University
Daniel J. Beal, Rice University

Submitted by Anna Hardigree, artemis@rice.edu

238-2. Successful Aging at Work: Testing a Structural Model of Adaptation

One of the biggest issues workers in midlife face is the ability to adapt to the rapidly changing workplace. Therefore, we developed and tested a structural model of adaptation particularly relevant to workers in midlife. Results indicated that reducing stress while increasing resources and support systems lead to successful adaptation.

Autumn Carroll, California State University-San Bernardino
Kenneth S. Shultz, California State University-San Bernardino

Submitted by Kenneth S. Shultz, kshultz@csusb.edu

238-3. Age, Ability, Prior Knowledge, and Personality in Learning

Ability and nonability determinants of knowledge of financial issues before and after self-study learning were investigated with a sample of 141 adults aged 18 to 69. Age and crystallized abilities were positively related to knowledge before and after learning. Results suggest benefit for older learners in self-paced learning environments.

Margaret E. Beier, Rice University
Phillip L Ackerman, Georgia Tech

Submitted by Margaret E. Beier, beier@rice.edu

238-4. Age Differences in Bosses' Performance Ratings

Research on performance appraisals, social processes, and stereotyping indicate age may impact decisions in the workplace. This study used multirater feedback data to examine the relationship between age and bosses' rat-ings. Significant differences in bosses' ratings of ability were found on 2 dimensions measured. Implications, limitations, and future research follow.

Ashley Tipton, University of Texas at Arlington
Alison Cooper, University of Texas at Arlington
Mark C. Frame, University of Texas at Arlington

Submitted by Ashley Tipton,
ashley@lifeexpeditions.comsiop.org

239. Community of Interest: Saturday, 3:30–4:20
Live Oak (2nd floor-H)   **L**

Leadership Talent Management

Ben E. Dowell, Bristol-Myers Squibb, and Robert F. Silzer, Human Resource Assessment & Development, *Facilitators*

240. Poster Session: Saturday, 3:30–4:20
Lone Star A-B (2nd floor-CC)

Justice, Conflict, Deviance

240-1. Job Relatedness and Selection Information Explanations on Perceptions of Fairness

This study investigated the effects of explanations using the procedural justice rules of selection information and job relatedness on fairness perceptions. Results indicate that for both the cognitive ability test and the personality assessment, providing an explanation that used the procedural justice rule of selection information increased fairness perceptions.

Brad Schlessman, Wright State University
David M. LaHuis, Wright State University

Submitted by Brad Schlessman,
bradschlessman@yahoo.com

240-2. An Identity Level–Emotional Intelligence Model of Procedural Justice

The present study developed a model of procedural justice that incorporated identity level, past injustice, and emotional intelligence in the prediction of organizational outcomes, including perceived organizational support. Our findings suggest that a consideration of past grievances and training of emotional regulation strategies can help organizations mitigate justice violations.

SATURDAY PM

Jason Dahling, University of Akron
Samantha Le Chau, University of Akron
Brian G. Whitaker, University of Akron
Christina M. Hanneman, University of Akron
Kristine N. Graham, University of Akron

Submitted by Jason Dahling, jjd12@uakron.edu

240-3. How Generational Conflict and Self-Regulation Effect Job Tension

The current study examines the interactive effects of generational conflict and self-regulation on job tension. Results indicate that individuals with low self-regulation reported high job tension at high levels of generational conflict. However, individuals with high self-regulation perceived less job tension as generational conflict increased.

James Meurs, Florida State University
James K. Summers, Florida State University

Submitted by James Meurs, jam04t@fsu.edu

240-4. Perceived Organizational Support: Overcoming Deviant Work Group Influence

This study examines whether perceived organizational support (POS) lessens the effects of deviant work group influence on individual performance of deviant behaviors. Results from 2 organizations suggest that the effect of average work group deviance (tardiness/production deviance) on individual deviance is weakened or eliminated when employees have high POS.

Paul Eder, University of Delaware

Submitted by Paul Eder, peder@udel.edu

240-5. Exploring Targets' Perceived Experiences of Workplace Incivility

The study explored perceived experiences of workplace incivility from the target's perspective. 217 participants working at least part time took part. Participants were either MBA students or human resource professionals. Regression analysis indicated that self-monitoring, negative affectivity, and climate accounted for a significant amount of variance in perceived workplace incivility.

Christine L. Ehrbar, Meyer Tool, Inc.
Morell E. Mullins, Xavier University

Submitted by Morell E. Mullins, mullins@xavier.edu

240-6. Meta-Analysis of Interpersonal Deviance, Organizational Deviance, and Their Common Correlates

Relationships between interpersonal deviance (ID), organizational deviance (OD), and their common correlates were meta-analyzed. ID and OD were highly correlated but had differential relationships with key Big 5 variables and organizational citizenship behaviors. Whether the Bennett and Robinson (2000) instrument was used to measure deviance moderated some relationships.

Christopher M. Berry, University of Minnesota
Deniz S. Ones, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitted by Christopher M. Berry, berry053@umn.edu

240-7. Is Fairness Truly in the Eye of the Beholder?

Justice researchers generally agree that fairness is in the eye of the beholder, yet no one to our knowledge has empirically tested this supposition (i.e., verified the construct is equivalent across samples). Results showed that group means were different and a multigroup analysis revealed different factor structures across 4 samples.

Zinta S. Byrne, Colorado State University
Rachel M. Johnson, Colorado State University
Dianne Nilsen, Personnel Decisions International

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

240-8. Attributional Style as a Mediator Between Personality and Performance

This study tests a causal model of counterproductive behavior by Martinko et al. (2002), which proposes individuals' attributions act as mediators between personality and CWB. The model is also examined with regard to OCB. Results revealed that attributional style did not act as mediator between personality and CWB or OCB.

Becca A. Baker, North Carolina State University

Submitted by Becca A. Baker, beccabaker2@hotmail.com

240-9. Interactional Justice and Discipline Delivery: The Importance of Explanations

This study investigates how different types of explanations provided by a manager for a disciplinary action affect the employee's reported reactions and behaviors. Also investigated are the ways in which individual characteristics such as self-esteem, attitudes toward authority, and fear of negative evaluation interact with the different types of explanations.

Atira Charles, Arizona State University
Leanne E. Atwater, Arizona State University-West
Alan Goldman, Arizona State University-West

Submitted by Atira Charles, atira.brown@asu.edu

240-10. Peer Reporting of Counterproductive Work Behavior: A Policy Capturing Study

The present study used a policy capturing design to examine how individuals come to a decision about reporting counterproductive behavior that they witness in coworkers. Results suggest that situational variables play a strong role in influencing a decision to report and that these variables are weighted differentially across individuals.

Justin Arneson, University of Minnesota
Paul R. Sackett, University of Minnesota
Robert Richardson, University of Minnesota

Submitted by Justin Arneson, arne0063@umn.edu

240-11. Deception in Organizations: The Effect of Motives and Power Distance

We examined the impact of motives and power distance on the nature of deceptive communication. In self-oriented situations, people are generally more deceptive. However, in other-oriented situations, the nature of communication is moderated by the power distance between the message sender and the target. Theoretical and practical implications are discussed.

Matthew T. Allen, University of Oklahoma
Vykinta Kligyte, University of Oklahoma
Ethan P. Waples, University of Oklahoma

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

240-12. Role of Dispositional Uncertainty in Employees' Responses to Procedural Justice

Using uncertainty management theory, we tested whether procedural justice is a better predictor of employees' attitudes and psychological distress when they are dispositionally higher in uncertainty. Results indicate that procedural justice was more strongly associated with job satisfaction, organizational commitment, and depression when employees were dispositionally higher in uncertainty.

Chris A. Henle, University of North Carolina-Charlotte
Bennett J. Tepper, Georgia State University
Robert A. Giacalone, Temple University

Submitted by Chris A. Henle, cahenle@email.uncc.edu

240-13. Organizational Justice and Employee Health: A Meta-Analytic Integration

We conducted a meta-analysis to examine the effects of fairness perceptions (i.e. justice and psychological contract) on health. Differences between fairness dimensions and health were examined. Results suggest justice and contract fulfillment were related to health but not redundant. The fairness perception–health relationship differed across dimensions of health.

Jordan M. Robbins, George Mason University
Michael T. Ford, George Mason University
Douglas E Haynes, George Mason University
Lois E. Tetrick, George Mason University

Submitted by Jordan M. Robbins, jrobbin1@gmu.edu

240-14. Examining the Link Between Customer Interactional Injustice and Employee Attitudes

In a correlational study, we examined the association between customer interactional injustice and employee attitudes. Results showed that greater unfair treatment from customers is associated with decreased job satisfaction and greater intentions to turnover. Moreover, these effects were particularly pronounced among employees who strongly define themselves through their interpersonal relationships.

Camilla M. Holmvall, Saint Mary's University
Jasleen Sidhu, Saint Mary's University

Submitted by Camilla M. Holmvall,
    camilla.holmvall@smu.ca

240-15. Facet-Level Interaction of Conscientiousness and Agreeableness on Counterproductive Work Withdrawal

The Big 5 factors of Conscientiousness and Agreeableness predicted counterproductive work withdrawal among childcare workers in 17 different centers. Unlike research on performance criteria, the C x A interaction did not enhance this prediction. However, the interaction of their responsibility and tolerance facets provided significant increments in predictive validity.

John F. Binning, Illinois State University
Kimberly T. Schneider, Illinois State University
Anthony J. Adorno, The DeGarmo Group, Inc.
Phillip N. Getchell, Illinois State University
Andre L. Couto, Illinois State University
Jared C. Bartels, Illinois State University

Submitted by Kimberly T. Schneider, ktschne@ilstu.edu

SATURDAY PM

240-16. Multilevel Effects of Occupational Stress on Soldiers' Counterproductive Work Behavior

Counterproductive work behaviors (CWBs) are intentional behaviors by employees that are contrary to the goals of the organization. Occupational stress may weaken and eventually override the cognitive controls that prevent CWB. Our results demonstrate that different stressors may be stronger predictors of within-person change and between-person differences in CWB.

Jennifer S. Tucker, U.S. Army Research Institute/
    Portland State University
Robert R. Sinclair, Portland State University
Cynthia D. Mohr, Portland State University
Amy B. Adler, U.S. Army Medical Research Unit-Europe
Jeffrey L. Thomas, Walter Reed Army Institute of Research
Angela D. Salvi, Walter Reed Army Institute of Research

Submitted by Jennifer S. Tucker,
    Jennifer.S.Tucker@us.army.mil

240-17. Credibility Assessment in Work Situations Using Theoretical Verbal Analysis Criteria

The purpose of this study was to provide validation evidence for a deception detection method: theoretical verbal analysis (TVA). Results demonstrate systems' ability to discriminate between truthful and deceptive verbal statements in a variety of work contexts. This is particularly true for criteria related to self-presentation and linguistics.

Vykinta Kligyte, University of Oklahoma
Ethan P. Waples, University of Oklahoma
Gregory A. Ruark, University of Oklahoma
Matthew T. Allen, University of Oklahoma
Mary Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

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

240-18. Explorations of Unethical Behavior in Organizations

We examine the magnitude of consequences and social consensus as predictors of moral intensity for unethical behaviors. We make a first attempt at incorporating these behaviors in a measure that can be used to gain some continuity in the study of unethical behaviors.

Gergana Markova, University of Central Florida
Robert G. Folger, University of Central Florida
Maribeth L. Kuenzi, University of Central Florida

Submitted by Gergana Markova, gmarkova@bus.ucf.edu

240-20. Justice and Corporate Social Responsibility: A Social Exchange Model

A model is proposed based on justice theory that argues for the importance of employee perceptions of corporate social responsibility. Using data collected from 116 participants, evidence is offered for a moderated–mediated relationship between employee perceptions of CSR and employee outcomes such as commitment and performance, mediated by social exchange.

Deborah E. Rupp, University of Illinois at Urbana-
    Champaign
Jyoti Ganapathi, University of Illinois at Urbana-
    Champaign
Ruth Aguilera, University of Illinois at Urbana-Champaign
Cynthia Williams, University of Illinois at Urbana-
    Champaign

Submitted by Deborah E. Rupp, derupp@uiuc.edu

240-21. Narrow Personality Traits of Counterproductive Work Behavior

This study examined facets of the Big 5 and counterproductive behaviors. Results suggest that when personality is assessed at tighter bandwidths, significant relationships exist at stronger magnitudes than global measures; correlations ranged between $r = .21–.89$. No support was found for autonomy as a moderator. Results and discussion is provided.

Amanda L. Evans, CraftSystems

Submitted by Amanda L. Evans, aevans@craftsystems.com

240-22. Fairness Perceptions: Is What's Considered Just Equivalent for All?

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 evaluations of fairness in the context of workplace reorganization.

Kelly Sorensen, University of Georgia
Thomas Ng, University of Georgia
Charles E. Lance, University of Georgia
G. Kenneth Koves, INPO

Submitted by Thomas Ng, twhng@uga.edu

240-23. Comparing Organizational Justice Issues Across the U.S. and India

The effects of organizational justice on organizational outcomes were compared across 2 different national samples, the U.S. and India. Our results indicate support for critical justice–outcome relationships across U.S. and India, and the cross-cultural propositions regarding interactional justice and citizenship behaviors in India, but not in the U.S.

Alok Bhupatkar, Texas A&M University
Mindy E Bergman, Texas A&M University

Submitted by Alok Bhupatkar, alokbhupatkar@tamu.edu

240-24. Retaliation or Exhaustion? Burnout as a Factor in Performing Incivility

Workplace incivility is a subset of counterproductive workplace behaviors (CWB). This study identified factors that lead a person to perform incivility. The study assessed incivility and its antecedents from the agent of the behavior's perspective. Both contextual workplace factors and individual differences were related to engaging in workplace incivility.

Joshua Priddy, University of Houston
Allan P. Jones, University of Houston

Submitted by Joshua Priddy, jpriddy@uh.edu

240-25. Integrity Tests and Impression Management: Differences Across Item Categories

Past research on impression management has examined the impact of impression management on integrity test scores. This study focuses more precisely on the effect of impression management across several types of items typically found on overt integrity tests and the impact of certain individual differences, including gender and personality.

Andrew J. Slaughter, Texas A&M University
Stephanie C. Payne, Texas A&M University
Janie Yu, Texas A&M University

Submitted by Andrew J. Slaughter, bratslavia@hotmail.com

240-26. Individual and Organizational Antecedents of Misconduct in Organizations

Frequency of observed ethical misconduct in organizations was predicted (inversely) by organizational ethical climate and (positively) by pressure to compromise standards. It was not predicted by organizational practices like having a code of conduct, nor by individual level of morality. Ethical climate and pressure to compromise also predicted job satisfaction.

Nicole A. Andreoli, Hofstra University
Joel M. Lefkowitz, Baruch College, CUNY

Submitted by Joel M. Lefkowitz,
    Joel_Lefkowitz@baruch.cuny.edu

240-27. Effects of Conflicts and Resistance on the Implementation of Innovations

Our primary objective is to analyze the differential effects of task conflicts, resource conflicts, and resistance against the implementation of process innovations in organizations. These effects were tested with a sample of managers from different organizations by using linear structural equation modeling, which supported the theoretical framework.

Diana E. Krause, University of Western Ontario
Diether Gebert, Berlin Technical University

Submitted by Diana E. Krause, dkrause2@uwo.ca

240-28. Reactions to Unfairness: Differences Between Americans and Asians

This study examined how Asians differently react to perceived unfairness from one another and Americans using 550 surveys collected from China, Japan, Korea, and the U.S. Results revealed that Asians significantly differed from one another somehow, but there was no significant U.S.–Asia difference for distributive and interpersonal justice.

Tae-Yeol Kim, City University of Hong Kong
Stephan Dilchert, University of Minnesota
Deniz S. Ones, University of Minnesota
Robert D. Davis, Matrix Inc.
Cary D. Rostow, Matrix Inc.

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

240-29. Social Comparison and Justice Perceptions

This study examined how values and country moderates the relationship between social comparison and organizational justice using a sample of 550 employees in China, Japan, Korea, and the U.S. Results revealed that the association between social comparison and fairness was moderated by individual values and country for some cases.

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

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

241. Practice Forum: Saturday, 4:30–5:50 Houston A (3rd floor-CC)

High Fidelity Assessments: Benefits, Challenges, and Innovations

Work-sample assessments provide among the best and highest validity approaches to employee selection and developmental assessment. However, as jobs increase in complexity and become more integrated with technology, practitioners are challenged to create realistic work samples appropriate for high-volume and/or price-conscious assessment. This forum presents innovative solutions to these challenges.

Brian J. Ruggeberg, Aon Consulting, *Chair*
David S. Gill, Verizon, *High-Fidelity Role-Plays: Low Risk, High Return*
Matthew Dreyer, Verizon, Barbara LoRusso, LOMA, *Assessing Candidates for Customer Contact Representative Selection Using a High-Fidelity Simulation*
Daniel P. Russell, Aon Consulting, Michael P. Sherman, Aon Consulting, Matthew J. Such, Aon Consulting, David B. Schmidt, Aon Consulting, Theresa L. McNelly, Aon Consulting, *Using High-Fidelity Assessments to Select and Develop Frontline Leaders*
Brian J. Ruggeberg, Aon Consulting, *Discussant*

Submitted by Brian J. Ruggeberg, Brian_Ruggeberg@aon.com

242. Special Event: Saturday, 4:30–5:20 Austin 3 (2nd floor-H)

Committee on Ethnic Minority Affairs (CEMA) Reception

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

243. Interactive Posters: Saturday, 4:30–5:20 Majestic 8 (37th floor-H)

Personality in Groups and Teams

Jeanne Makiney, CPS Human Resource Services, *Facilitator*

243-1. Personality Antecedents to Virtual Team Member Performance

This study assessed the relationship between personality traits and individual performance in virtual teams. Teams of 2 responded to a personality questionnaire and completed a computer simulation task. Results were analyzed using hierarchical linear modeling (HLM).

Results indicated that Extraversion significantly predicts individual performance, specifically assertiveness. Implications are discussed.

Matthew S. Prewett, University of South Florida
Timothy J. Willis, University of South Florida
SuJean Brunner, University of South Flordia
Ashley A. Gray, University of South Florida
Rebecca H. Klein, University of South Florida
Frederick R. B. Stilson, University of South Florida
Jared Freeman, Aptima Inc.
Kathleen P. Hess, Aptima, Inc.
Michael D. Coovert, University of South Florida

Submitted by Matthew S. Prewett, mprewett@mail.usf.edu

243-2. Personality as a Moderator of the Justice–Commitment Relationship

We examined whether personality moderated the effect of organizational justice on organizational commitment among managers from 29 German companies in the context of mergers and acquisitions. Results show a positive significant relationship between distributive justice and commitment only for managers high in Conscientiousness but not for managers low in Conscientiousness.

Ruth Klendauer, University of Lueneburg
Juergen Deller, University of Lueneburg

Submitted by Ruth Klendauer, klendauer@aol.com

243-3. Influence of Beliefs about Team Personality on Team Performance Ratings

This study examines the impact of beliefs about the personality composition of work teams on ratings of team performance. Data from an experimental study indicated that individuals assigned higher performance rating to teams when it was believed the team was high in Agreeableness and Conscientiousness.

Charles A. Scherbaum, Baruch College, CUNY
Joshua Fyman, Baruch College

Submitted by Charles A. Scherbaum, charles_scherbaum@baruch.cuny.edu

243-4. Conscientiousness and Creative Task Performance: Does Thinking Style Matter?

Using mental self-government theory as the theoretical framework, an experimental study was conducted to explore the Conscientiousness–performance relationship using a creative team task. We found that the fit

between imposed thinking styles and preferred thinking styles impacted performance of high and low Conscientiousness teams on a creative task.

Yu Ha Cheung, University of Missouri-Columbia
Christopher Robert, University of Missouri

Submitted by Yu Ha Cheung, yhcgv7@mizzou.edu

244. Community of Interest: Saturday, 4:30–5:20
Live Oak (2nd floor-H)

Theory Development

Katherine J. Klein, University of Pennsylvania, *Facilitator*

245. Poster Session: Saturday, 4:30–5:20
Lone Star A-B (2nd floor-CC)

Recruitment, Legal, Attitudes Toward Selection

245-1. Preference for Politics: An Individual Difference Approach to Organizational Politics

The purpose of this study was to develop a preference for politics scale and to investigate its interactive effects with perceptions of politics on satisfaction and commitment. The results reveal an interaction between one's perception of politics and preference for politics for both commitment to and satisfaction with one's supervisor.

Krista D. Mattern, University of Illinois-Urbana Champaign
Deborah E. Rupp, University of Illinois at Urbana-Champaign
Jeremy T. Burrus, University of Illinois

Submitted by Krista D. Mattern, kmattern@uiuc.edu

245-2. Increasing P–O Fit Through Socialization: Individual and Organizational Characteristics

Both individual and organizational characteristics can have an impact on improving newcomers' person–organization (P–O) fit through socialization activities. In this paper, the influence of some critical individual and organizational characteristics is investigated and propositions are developed. Future research and implications are discussed.

Run L. Ren, Texas A&M University

Submitted by Run L. Ren, Lren@mays.tamu.edu

245-3. Organizational Image Goes to School: Testing a Method of Image Assessment With Universities

We draw on organizational image research to better understand a method for assessing organizational image. Student university attraction and image were investigated. Through a series of studies, 5 key dimensions of "university educational image" were identified that were valid predictors of image and intent to attend. Implications are discussed.

Jennifer E. Yugo, Bowling Green State University
Charlie L. Reeve, University of North Carolina Charlotte

Submitted by Jennifer E. Yugo, jyugo@bgnet.bgsu.edu

245-4. Effects of Pro-Environmental Recruiting Messages: The Role of Organizational Reputation

Organizations often relay information to applicants regarding their social performance. This study examined the effects of a pro-environmental message in an organization's recruitment Web site. Effects of the message on job pursuit were mediated by perceptions of the organization's reputation. Job pursuit intentions were not contingent upon the applicant's environmental stance.

Tara Shetye, North Carolina State University
Becca A. Baker, North Carolina State University
Lori Foster Thompson, North Carolina State University

Submitted by Tara Shetye, tshetye@ncsu.edu

245-5. Do Test Preparation and Strategies Reduce the Black–White Performance Gap?

We hypothesized and found differences in performance on a written job knowledge promotion test such that African Americans scored lower than Caucasians. Moreover, we hypothesized and found that test preparation mediated the race–performance relationship, but hypotheses that test-taking strategies and belief in tests would mediate this relationship were not supported.

Beth G. Chung-Herrera, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Mark G. Ehrhart, San Diego State University
Jerry M. Solomon, City of Atlanta
Britta Kilian, University of Mannheim

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

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245-6. Deviations From Rational Decision Making: An Interactive Approach

Whereas the main effects of individual, structural, and environmental factors have been thoroughly examined in the decision-making literature, the paucity of research examining interactions across levels is stunning. In this manuscript, we present an introductory interaction model that lays the foundation for more complex decision-making models.

James K. Summers, Florida State University
Stephen E. Humphrey, Florida State University

Submitted by Stephen E. Humphrey,
    stephen.humphrey@fsu.edu

245-7. Identifiers of Ethnicity and Discrimination Against Arabs

This study investigated whether greater ethnic identification of minority applicants leads to hiring discrimination. American and Dutch participants rated job resumes on job suitability. Arab names and affiliations negatively influenced the raters' decisions. Job type (front vs. back office) and country moderated the relationships.

Eva Derous, Erasmus University-Rotterdam
Hannah-Hanh Dung Nguyen, Michigan State University
Ann Marie Ryan, Michigan State University

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

245-8. Applicant Reactions to Multiple Selection Procedures for the Police Force

The longitudinal study sought to examine (a) applicant perceptions of 3 selection procedures, physical agility tests, psychological tests and interviews; (b) whether females and males had different perceptions of physical agility tests; and (c) if reactions to the aforementioned selection procedures had a significant influence on applicant attitudes.

Sally A. Carless, Monash University

Submitted by Sally A. Carless,
    sally.carless@med.monash.edu.au

245-9. Individual Differences in the Importance of Person–Job and Person–Organization Fit

Using policy-capturing procedures, individual differences in the importance of P–J and P–O fit were examined. Results show that both influence job attractiveness and expected satisfaction, but vary in relative importance, and that individual differences in work history and GPA are associated with differences in the saliency and processing of P–J and P–O fit.

Chia-Lin Ho, University of Tulsa
Silvia Bonaccio, Purdue University
Charlie L. Reeve, University of North Carolina Charlotte

Submitted by Chia-Lin Ho, chia-lin-ho@utulsa.edu

245-10. Development of the Applicants' Self-Versus Other-Referenced Anxiety Questionnaire (SOAQ)

This paper describes the development and validation of the Self- Versus Other-Referenced Anxiety Questionnaire (SOAQ). This questionnaire provides a cognitive measure of applicants' test anxiety, embedding the worrisome cognitions of anxious individuals in the social evaluative context of "self" and "significant others." Both internal and external construct validity are discussed.

Karin Proost, University of Leuven
Eva Derous, Erasmus University-Rotterdam
Karel De Witte, University of Leuven
Knut A. Hagtvet, University of Oslo
Guy Notelaers, University of Leuven
Bert Schreurs, Belgian Ministry of Defense

Submitted by Karin Proost,
    karin.proost@psy.kuleuven.ac.be

245-11. Applicant Expectancies: Developing a Measure (Not Only) for the Military

The Applicant Expectancy Survey was designed to measure applicants' expectancies of military selection procedures. In Studies 1 and 2, exploratory analyses indicated 6 reliable factors. Studies 3 and 4 confirmed this structure and demonstrated construct validity. The results further suggest that the AES might also be applicable in nonmilitary settings.

Bert Schreurs, Belgian Ministry of Defense
Karel De Witte, University of Leuven
Eva Derous, Erasmus University Rotterdam
Hayriye C. Sumer, Middle East Technical University
Karin Proost, University of Leuven

Submitted by Karel De Witte,
    karel.dewitte@psy.kuleuven.be

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245-12. Explanation of Computer-Adaptive Tests, Perceived Test Performance, and Test-Taker Reactions

An experiment involving 165 business students demonstrated that providing explanations of a computer adaptive test produced more realistic perceptions of test performance. However, the lower perceived performance caused by the explanation resulted in higher text anxiety, less perceived fairness and more dissatisfaction with the test, and decreased test-specific efficacy.

Thomas E. Becker, University of Delaware
Scott Tonidandel, Davidson College
Christian Vandenberghe, HEC Montreal

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

245-13. Predicting the Outcome of Race and Sex Discrimination Cases

Although the legal standards for discrimination are critical for understanding court decisions, the outcome is ultimately determined by subjective judgment. Legal standards for discrimination are discussed and used as a framework for choosing predictors of case outcomes in discrimination cases, but we focus on additional criteria applied by judges.

Brian Zickefoose, Clemson University
Mary Anne Taylor, Clemson University
Fred S. Switzer, Clemson University
Chris Pagano, Clemson University

Submitted by Mary Anne Taylor, TaylorM@Clemson.edu

245-14. A Multi-Stage, Multi-Attribute Study of New Applicant Decision Making

Using phased narrowing, the influence of salary, number of family-/life-friendly policies, and supportiveness of work–nonwork culture was traced across multiple stages of applicant decision making. Quantitative/qualitative data indicated that attribute influence differed across decision stages and that life-friendly (rather than family-friendly) policy and culture attributes were more influential.

Christopher J. Cunningham, Bowling Green State
    University

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

245-15. The Importance of Knowledge to Organizational Attraction Toward the Military

This study examined the impact of 3 types of knowledge (subjective, instrumental, symbolic) on youths' attraction to the military. Symbolic knowledge was found to best distinguish youth who were attracted to military service from those not. Instrumental knowledge was found to become important as youth moved from attraction to applicant.

Bryan Wiggins, Fors Marsh Group
Kara Marsh, Fors Marsh Group
Sean Marsh, Fors Marsh Group
Shawn Bergman, Fors Marsh Group
Luciano Viera, Fors Marsh Group

Submitted by Bryan Wiggins, bwiggin2@gmu.edu

245-16. Meta-Analytic Investigation of Personality and Holland's RIASEC Model

This study used Holland's (1985) RIASEC typology to categorize occupations. Job analysis data was analyzed to determine the 5 factor model (FFM) personality characteristics necessary for performance in each environment. Meta-analytic techniques were used to determine the validity of the FFM as predictors of performance in each occupational type.

Michael Glen Anderson, University of Tulsa
Jeff Foster, Hogan Assessment Systems
Christina R. Van Landuyt, Washington Mutual Bank
Robert P. Tett, University of Tulsa

Submitted by Michael Glen Anderson,
    andymga@hotmail.com

245-17. Using Explanations for Test Use to Increase Applicants' Test Performance

This study investigated the effects of explanations on applicants' scores on cognitive ability assessments. Results indicated that both general and specific explanations were indirectly related to applicants' test performance through applicants' perceptions of the job relatedness of the test as well as their test-taking motivation.

Katie M. Meckley, Wright State University
David M. LaHuis, Wright State University
Matthew W. Ferguson, University of Connecticut

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

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245-18. The Effects of Third-Party Publicity on Recruitment Outcomes

This study looked at the effects of 3rd-party publicity on organizational attraction. The perceived credibility of external sources was examined, along with other external source effects. Source credibility had a greater impact on organizational attraction when the source was internal rather than when the source was external.

Matthew Richard Millard, Clemson University
Michael Horvath, Clemson University

Submitted by Matthew Richard Millard, mmillar@clemson.edu

245-19. Organizational Characteristics, Goal Orientation, and Organizational Attractiveness: A Fit Perspective

This study used a P–O fit perspective to examine the impact of organizational characteristics (compensation systems, feedback structures, and training opportunities) and goal orientation on applicant attraction. Results supported the role of organizational characteristics in applicant attraction, with substantial impact by compensation system. Results were mixed for goal-orientation interactions.

Kelly R. Bolton, University of Houston
James E. Campion, University of Houston
Paras D. Mehta, University of Houston

Submitted by Kelly R. Bolton, Krbolton@mail.uh.edu

245-20. A Hierarchical Framing of Person–Work Environment Fit Constructs

We propose a hierarchical framework of the content of fit construct that differentiates between global fit perceptions, midlevel construct (i.e., P–O and P–J), and attribute level constructs. We hypothesize that a global fit construct would maximize the association of fit perceptions with important variables. Results provide only mixed support.

Kevin D. Carlson, Virginia Tech
Andrew O. Herdman, Virginia Tech

Submitted by Andrew O. Herdman, aherdman@vt.edu

245-21. Gaining Precision in Prediction of Job Acceptance

This study examines how well we understand the factors influencing job acceptance decision. The results suggest that predictors of intent of job offer acceptance do not predict actual acceptance very well. A lot of variance in our understanding of job acceptance decision remains unexplained.

Kevin D. Carlson, Virginia Tech
Rebecca Lau, Virginia Tech

Submitted by Rebecca Lau, slau@vt.edu

245-22. Practitioner's Dilemma: Selecting a High Performing and Diverse Workforce?

A Monte Carlo simulation was conducted to explore the tradeoffs in predictive efficiency and adverse impact associated with multiple hurdle selection strategies. The simulation illustrates several significant trends that can help guide practitioners in developing selection systems that more effectively balance the predicted performance and adverse impact goals.

David M. Finch, Applied Psychological Techniques

Submitted by David M. Finch, dfinch@appliedpsych.com

245-23. Assessing the Influence of Preapplication Mentoring on Organizational Attractiveness

In this paper, we examine whether psychosocial and career functions of mentoring RJPs provided to high-potential graduate students impact organizational attraction. We compare face-to-face mentoring to online mentoring. A field study was conducted ($n = 194$ graduate students). Results indicate that psychosocial functions and RJPs predict organizational attraction.

Christiane Spitzmueller, University of Houston
Elke Neumann, Technical University Berlin
Meagan M. Tunstall, University of Houston
Kathryn Keeton, University of Houston
Matthias Spitzmueller, Michigan State University

Submitted by Christiane Spitzmueller, christiane.spitzmueller@mail.uh.edu

245-24. Reactions to a Situational Judgment Test

This study investigated whether job knowledge influences scores on SJTs and applicants' reactions to SJTs. Participants were randomly assigned to a job knowledge/no-job-knowledge condition. Results demonstrate no difference in test scores in the 2 conditions, and applicants reacted positively to SJTs.

W. Benjamin Porr, C2 Technologies, Inc
Kathryn L. Baughman, George Mason University
Robert E. Ployhart, University of South Carolina
Lynn A. McFarland, Clemson University

Submitted by W. Benjamin Porr, WPorr@gmu.edu

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SATURDAY PM

245-25. A Dynamic Model of Job-Search Behavior

The study examined and extended the self-regulatory model of job search proposed by Kanfer, Wanberg, and Kantrowitz (2001) with a sample of new labor force entrants across 4 waves of data collection. The survival analysis results revealed that time-varying states were better predictors of job-search variables than trait-level antecedents.

Mark B. Wolf, Georgia Institute of Technology
Tracy Kantrowitz, Previsor
Ruth Kanfer, Georgia Institute of Technology

Submitted by Mark B. Wolf, yeswin1@aol.com

245-26. Applicant Reactions to Selection Systems: Discrimination Policies and Biased Tests

Research on selection processes reveals that there are individual differences in applicant reactions to different selection procedures. We used an organizational justice framework to evaluate the extent to which characteristics of the discrimination policies, the selection tools, and the applicants influenced applicants' assessments of the fairness of the selection system.

Irini Kokkinou, Purdue University
Jessica Bigazzi Foster, Purdue University

Submitted by Jessica Bigazzi Foster,
    jfoster@purdue.edu

245-27. Explaining Escalation of Commitment: The Integrative Threat-Evaluation Model

The threat-evaluation model posits that threat and cognitive evaluation drive escalation of commitment in organizations. Although threat increases the likelihood of escalation, salient internal causation cues prompt cognitive evaluation, which counteracts the effect of threat. The model advances understanding by integrating explanations of escalation as both rational and rationalizing behavior.

Lisa M. Leslie, University of Maryland

Submitted by Lisa M. Leslie, lleslie@psyc.umd.edu

245-28. Testing 1, 2, 3, 4? The Personality of Repeat SAT Test Takers

This study considered the correlates of test retaking. Neuroticism was proposed to relate to retaking the SAT. Results revealed that, accounting for initial SAT score, Neuroticism predicted the number of times an individ-ual took the SAT. Results are discussed in light of the standardized test policy implications of such findings.

Gazi Islam, IBMEC
Michael J. Zyphur, Tulane University
Ronald S. Landis, Tulane University

Submitted by Michael J. Zyphur, zyphurmj@yahoo.com

245-29. The Influence of *g*, Education, and Person–Vocation Fit on Income

We propose and demonstrate that g's effect on earned income is both simple and complex. Consistent with our hypotheses, results show that g's direct effect on income, though small, is significant and rigid. However, its indirect effect, which is mediated by achieved education level, is moderated by occupational complexity.

Charlie L. Reeve, University of North Carolina Charlotte
Eric D. Heggestad, University of North Carolina Charlotte

Submitted by Charlie L. Reeve, clreeve@email.uncc.edu

245-30. The Influence of Applicant-Employee Similarity on Perceptions of Organizational Attractiveness

Measures of person–organization fit typically involve the comparison of individual characteristics with organizational characteristics, failing to recognize fit with current employees as a potential antecedent of organizational attractiveness. In the current study, both objective and subjective measures of applicant–employee fit were found to predict perceptions of organizational attractiveness.

Shelba A. Devendorf, PDRI
Scott Highhouse, Bowling Green State University

Submitted by Shelba A. Devendorf,
    sdevendorf@pdri.com

246. Special Event: Saturday, 5:00–5:50 Austin 1 (2nd floor-H)

L

The Leading Edge and Beyond Reception

David P. Campbell, Center for Creative Leadership, *Co-Chair*
Leaetta M. Hough, Dunnette Group, Ltd., *Co-Chair*
Robert F. Silzer, Human Resource Assessment & Dvt, *Co-Chair*

247. Education Forum: Saturday, 5:00–5:50
Austin 2 (2nd floor-H)

Getting Your Students' Hands Dirty: Active Learning in I-O Courses

Active learning is intended to promote personal engagement of students in the content of the course material. This session will demonstrate several pedagogical techniques that build upon principles of human learning, memory, and cognition to facilitate long-term retention.

Wendi J. Everton, Eastern Connecticut State University, *Chair*

Todd D. Zakrajsek, Central Michigan University, *The Value of Collaborative Learning Methods: Learning Versus Teaching*

Nathan A. Bowling, Wright State University, *Getting Personal With Personnel Psychology: Hand-On Activities for I-O Courses*

Christopher W. LeGrow, Marshall University, *Increasing the Saliency and Knowledge of Employee Benefit Options and Associated Costs: An Exercise for Students Preparing to Enter the Workforce*

Wendi J. Everton, Eastern Connecticut State University, *Having Students Measure Work Behavior*

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

248. Practice Forum: Saturday, 5:00–5:50
Majestic 4-5 (37th floor-H)

Early Careers in I-O Psychology: It Ain't Easy Being Green

Beginning a career in I-O can be exciting and intimidating. There's often excitement knowing that one's future is open; at the same time there's intimidation from the unknown lessons that schools don't regularly teach. This practice forum will provide insights from 3 perspectives: corporate, academic and entrepreneurial.

Jill K. Wheeler, Sears, Roebuck & Company, *Presenter*
Suzanne T. Bell, DePaul University, *Presenter*
Mandy S. Bolinger-Nelson, Sears Holdings Corporation, *Presenter*
Ken Yusko, Arlington County Government, *Presenter*

Submitted by Mandy S. Bolinger-Nelson, mboling@sears.com

249. Practice Forum: Saturday, 5:00–5:50
Majestic 7 (37th floor-H)

Applying I-O Psychology Cross-Culturally: The Case of Saudi Aramco

The Middle East is an understudied area of the world of I-O psychology. We present 3 interventions conducted at a major Saudi Arabian employer and detail the challenges, pitfalls, and lessons learned when applying principles of I-O psychology in a culturally unique and distinct part of the world.

Valentine J. Arnold, Personnel Decisions International, *Chair*

David M. Gudanowski, Personnel Decisions International, *Creating Competencies and Assessment Centers for Saudi Aramco*

Per T. E. Tillman, Personnel Decisions International, Thomas Watson, Saudi Aramco, Robert E. Lewis, Personnel Decisions International, *Assessment Center Validities and Lessons Learned in Saudi Aramco*

Valentine J. Arnold, Personnel Decisions International, Joe McSurley, Saudi Aramco, *Training Saudi Aramco Managers to be Better Assessors of Potential*

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

Evening Reception: Saturday, 6:00–8:00
Lone Star Preconvene (2nd floor-CC)

Evening Reception

SATURDAY PM

Executive Leadership at the Top:

THE LEADING EDGE

and BEYOND

**Program mini-track-SIOP Conference,
Saturday, May 6, 2006, Dallas**

12:30–1:20 Community of Interest (Live Oak)
Executive Assessment & Selection
Rob Silzer & Richard P. Jeanneret

2:00–2:50 Leadership Symposium (Lonestar C1)
**Executive Leadership :
The Leading Edge and Beyond**
Rob Silzer, Joel Moses, & Karen Lyness

3:30–4:20 Community of Interest (Live Oak)
Leadership Talent Management
Ben Dowell & Rob Silzer

5:00–6:00 (Austin 1)
Leading Edge and Beyond Reception

What if you could measure leadership competencies and leadership character — **in a single instrument**?
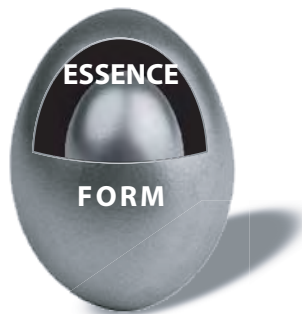
Wilson Learning has developed a single instrument to measure both the FORM (the competencies) and the ESSENCE (character and values) of leadership.

Leadership FORM is demonstrated in key roles – Visionary, Tactician, Facilitator, and Contributor. Leadership ESSENCE is demonstrated in Personal, Social, and Organizational character. Our instruments measure *both* through observable behaviors.

Our Integrated Leadership Model can be easily configured to fit levels from team leader through senior executive. It can be used in various assessments, including multi-rater surveys with our proven Leader Navigator platform.

Visionary
Inspiring organizational and individual growth

Facilitator
Working with others to achieve results

Contributor
Applying personal capabilities to achieve results

Tactician
Assuring business results are achieved

LEADERSHIP CHARACTER

PERSONAL   SOCIAL   ORGANIZATIONAL

For more information call
800.328.7937
Download the Integrated Leadership White paper at
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Coffee Break
Sunday, 7:30-8:00
Multiple Locations

250. Special Event: Sunday, 8:00–9:50
Houston C (3rd floor-CC) ★

Crossing Disciplinary Boundaries: Insights for I-O Psychology Practice, Research, Teaching

Three distinguished scholars from outside the field of I-O psychology (engineering, educational psychology, and law) will discuss how their disciplines approach various research topics (safety, testing, work–life) studied by I-O psychologists. There will be an emphasis on how divergent fields can benefit from cross-disciplinary methods, theories, and perspectives.

Wendy R. Boswell, Texas A&M University, *Chair*
Sam Mannan, Texas A&M University, *Measuring and Improving Safety Climate in the Chemical Process Industry*
Ric Luecht, UNC-Greensboro, *Engineering the Test: Principled Item Design to Automated Test Assembly*
Joan C. Williams, UC Hastings College of Law, *The Material Wall: Workplace Bias Triggered by Family Care-Giving Responsibilities*
Richard J. Klimoski, George Mason University, *Discussant*

251. Education Forum: Sunday, 8:00–9:50
Austin 1 (2nd floor-H)

Teaching Practice and Practicing Science: I-O Psychology Beyond the Classroom

Growing interest in applied aspects of I-O psychology has made teaching applied skills to graduate students vital. This diverse panel will discuss a range of existing programs and techniques utilized to teach master's and doctoral students applied skills, the competencies and skills taught, and what organizations seek in graduating students.

Eyal Grauer, ePredix, Inc./ Bowling Green State University, *Presenter*
John D. Arnold, Polaris Assessment Systems, *Presenter*
Marcus W. Dickson, Wayne State University, *Presenter*
Rick R. Jacobs, Pennsylvania State University, *Presenter*
Daniel Sachau, Minnesota State University-Mankato, *Presenter*
Suzanne Tsacoumis, HumRRO, *Presenter*
John D. Arnold, Polaris Assessment Systems, *Presenter*
Submitted by Eyal Grauer, eyal@bgnet.bgsu.edu

252. Practice Forum: Sunday, 8:00–9:50
Austin 3 (2nd floor-H)

Globalization Impact on I-O Psychologists

Presenters share their perspective and advice regarding I-O psychology practices in an increasing global environment. These include specific areas in terms of knowledge and skills that need to be developed in practitioners, the adaptation of I-O practices, and the avenues to expand I-O's role in helping businesses expand globally.

Michelle L. Biro, Whirlpool Corporation, *Chair*
Michael M. Harris, University of Missouri-St. Louis, *Going Global: Some Critical Issues for I-O Psychologists in the 21st Century*
Monica A. Hemingway, Valtera, *Applying the "Bread and Butter" of I-O Practices in a Global Setting*
Beverly A. Dugan, HumRRO, *Applying I-O Psychology in China*
Shaobang Sun, HumRRO, Jennifer W. Martineau, Center for Creative Leadership, *Globalization: Impact on Leadership Development*
Michelle L. Biro, Whirlpool Corporation, *Applying I-O to the Expansion of a Corporation's Global Operating Platform*

Submitted by Michelle L. Biro, michelle_l_biro@whirlpool.com

253. Symposium: Sunday, 8:00–9:50
Majestic 1 (37th floor-H)

Linkage Research in Customer Service: Connecting Levels, Stakeholders, and Disciplines

Although we are in a service economy, we still have disjointed knowledge about how to improve customer service. The studies in this symposium integrates I-O psychology, management and marketing research, link information from multiple sources, and present a comprehensive examination of how organizational internal functioning transforms into external customer outcomes.

Hui Liao, Rutgers University, *Chair*
Hui Liao, Rutgers University, Aichia Chuang, National Taiwan University, *Serving Customers and Building Customer Relationships: A Multilevel Multisource Examination of the Role of Leadership*
John P. Hausknecht, Cornell University, Charlie O. Trevor, University of Wisconsin-Madison, Michael J.

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Special Sunday morning programming has been selected on the topic of Crossing Disciplinary Boundaries. These eight themed sessions are marked with the following symbol: ★

Howard, Harrah's Entertainment, Ginger Whelan, Harrah's Entertainment, Inc., *Unit-Level Antecedents of Customers' Perceptions of Service Quality*

Benjamin Schneider, Valtera, William H. Macey, Valtera, Scott A. Young, Valtera, Wayne C. Lee, Valtera, *Service Climate and Service Engagement as Correlates of the American Customer Satisfaction Index*

Joerg Dietz, University of Western Ontario, S. Douglas Pugh, University of North Carolina-Charlotte, Jack W. Wiley, Gantz Wiley Research, Scott M. Brooks, Gantz Wiley Research, *Managers and Their Employees as Forecasters of Customer Satisfaction: Who Does Better?*

Karen Holcombe Ehrhart, San Diego State University, Lawrence A. Witt, University of New Orleans, Benjamin Schneider, Valtera, *Managing Networked Organizations: The Role of Internal Service*

Submitted by Hui Liao, huiliao@smlr.rutgers.edu

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254. Symposium: Sunday, 8:00–9:50 Majestic 4-5 (37th floor-H)

Recovery From Job Stress During Off-Job Time

This symposium includes 4 empirical papers on recovery from job stress. The papers demonstrate that recovery episodes and particular recovery experiences such as positive social interactions, uplifts, and psychological detachment from work are beneficial for recovery as expressed in indicators of well-being, work behavior, and reduced crossover of strain between spouses.

Sabine Sonnentag, University of Konstanz–Germany, *Chair*
Charlotte Fritz, Bowling Green State University, *Co-Chair*
Adam B. Butler, University of Northern Iowa, Joseph G. Grzywacz, Wake Forest School of Medicine, Brenda L. Bass, University of Northern Iowa, *Quality of Daily Family Interactions and Work–Family Facilitation*
Charlotte Fritz, Bowling Green State University, Sabine Sonnentag, University of Konstanz–Germany, Paul E. Spector, University of South Florida, Jennifer McInroe, Bowling Green State University, *Relationships Between Weekend Experiences and Performance-Related Behaviors*
Dalia Etzion, Tel Aviv University, Mina Westman, Tel Aviv University, *The Impact of Vacation on the Work–Family Interface*
Sabine Sonnentag, University of Konstanz–Germany, Charlotte Fritz, Bowling Green State University, *Recovery Experiences as Predictors of Well-Being*
Howard M. Weiss, Purdue University, *Discussant*

Submitted by Sabine Sonnentag, sabine.sonnentag@uni-konstanz.de

255. Symposium: Sunday, 8:00–9:50 Majestic 7 (37th floor-H)

Social Identity Theory: Implications for I-O Psychology

Social identity theory has proven to be a very useful framework for understanding and explaining behavior in both social psychological and organizational research. This symposium presents the results of 4 new empirical studies that highlight the value of social identity perspectives for I-O psychology.

Michael Johnson, Michigan State University, *Chair*
Daan van Knippenberg, Erasmus University Rotterdam, *Co-Chair*
Brian Griepentrog, Fors Marsh Group, Richard J. Klimoski, George Mason University, Sean Marsh, Fors Marsh Group, *Is It Right for Me: The Function and Consequence of Organizational Identification in Maintaining Applicant Status*
Steven L. Blader, New York University, *Identity Matters: The Relationship Between Employee Social Identity and Work Performance*
Rudolf Kerschreiter, Ludwig-Maximilians-University Munich, Dieter Frey, Ludwig-Maximilians-University Munich, Rolf Van Dick, Aston University, Daan van Knippenberg, Erasmus University-Rotterdam, Susana Tavares, ISCTE, *Interactive Effects of Personal Identification With Supervisor and Perceived Supervisor Support on Employee Performance*
Michael Johnson, Michigan State University, Frederick P. Morgeson, Michigan State University, Remus Ilies, Michigan State University, *Identifying With the Workgroup: Implications for Task and Contextual Performance*
Fred A. Mael, American Institutes for Research, *Discussant*

Submitted by Michael Johnson, johnson@bus.msu.edu

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256. Panel Discussion: Sunday, 8:00–9:50 Majestic 3 (37th floor-H)

The Future of Personnel Selection: Evolution of Science and Practice

This session explores 3 forces driving changes in organizations—globalization, demographic trends, and technology—and considers their current and potential future impact on personnel selection. Five experts representing various perspectives will discuss how these trends influence assessment programs, challenges they create, and the impact of new developments on assessment practices.

Jay Janovics, ePredix, *Chair*
Holly S. Payne, PreVisor, *Co-Chair*

Craig J. Russell, University of Oklahoma, *Panelist*
Rex C. Backes, Bank of America, *Panelist*
R. Jason Weiss, DDI, *Panelist*
Melanie Blunt, University of Missouri-St. Louis, *Panelist*
Ken Lahti, ePredix, *Panelist*

Submitted by Jay Janovics, jay.janovics@epredix.com

257. Practice Forum: Sunday, 8:30–9:50
Austin 2 (2nd floor-H)

Empirical Investigations of Unproctored Personality Measures Used for Employee Selection

Four empirical studies, most using actual applicant data, examined issues related to administering personality measures to candidates in an unproctored, unsupervised setting (e.g., allowing candidates to complete measures off-site or at home). Issues related to validity, applicant faking, and level of supervision are discussed.

Steven T. Hunt, Unicru, Inc., *Chair*
Scott A. Davies, Hogan Assessments Systems, *Factor & Parameter Invariance of a Five Factor Personality Test Across Proctored/Unproctored Computerized Administration*
Patrick L. Wadlington, Hogan Assessment Systems, Anne Thissen-Roe, Unicru, Inc., *Inadvertent Honesty: Occurrence and Meaning of Applicant Faking in Unproctored Personality Tests*
David J. Scarborough, Unicru, Inc., Bjorn Chambless, Unicru, Inc., John A. Weiner, Psychological Services, Inc., *Effects of Cheating in Unproctored Internet-Based Testing: A Monte Carlo Investigation*
William W. Ruch, Psychological Services, Inc., Ilke Inceoglu, SHL Group, *Is Unproctored Online Personality Assessment Valid?*
Dave Bartram, SHL Group, Eric D. Heggestad, University of North Carolina-Charlotte, *Discussant*

Submitted by Steven T. Hunt, shunt@unicru.com

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

258. Sunday Seminar: Sunday, 9:00–11:50
State Room 1 (3rd floor-CC)

Sunday Seminar: Interdisciplinary Research
Jennifer D. Kaufman, Dell Inc, *Coordinator*
Jeanette N. Cleveland, Pennsylvania State University, *Presenter*
Kevin R. Murphy, Pennsylvania State University, *Presenter*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

259. Sunday Seminar: Sunday, 9:00–11:50
State Room 2 (3rd floor-CC)

Sunday Seminar: Strategies for Enhancing the Collection of Intenet-Based Data
Charles A. Handler, rocket-hire.com, *Coordinator*
Robert C. Satterwhite, Applied Psychological Techniques, *Presenter*
John C. Scott, Applied Psychological Techniques, *Presenter*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

260. Sunday Seminar: Sunday, 9:00–11:50
State Room 3 (3rd floor-CC)

Sunday Seminar: Cutting-Edge Topics in Team Research
Rudolph J. Sanchez, California State University-Fresno, *Coordinator*
John E. Mathieu, University of Connecticut, *Presenter*
Steve W. J. Kozlowski, Michigan State University, *Presenter*

SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)

261. Sunday Seminar: Sunday, 9:00–11:50
State Room 4 (3rd floor-CC)

Sunday Seminar: Counterproductive Work Behavior: A Scientist–Practitioner Workshops
Melissa L. Gruys, Washington State University Vancouver, *Coordinator*
Jerald Greenberg, The Ohio State University, *Presenter*

262. Interactive Posters: Sunday, 9:00–9:50
Majestic 8 (37th floor-H)

Leader–Member Exchange
Cecily D. Cooper, University of Miami, *Facilitator*

262-1. Leader–Member Exchange: Analyzing Levels, Gender Match, LMX Tenure, and Support

We examined the antecedents and impact of leader–member exchange (LMX) in the Malaysian context. Gender match influenced LMX-Affect, which in turn led to orga-

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nizational support (POS). Supervisory support affected both dimensions—contribution and affect—of LMX and POS. LMX tenure did not influence LMX-Affect, and LMX-contribution did not influence POS.

Kanika T. Bhal, Indian Institute of Technology Delhi
Mahfooz A. Ansari, University Science Malaysia
Rehana Aafaqi, University Science Malaysia

Submitted by Mahfooz A. Ansari, mahfooz@usm.my

262-2. Gender Dyad Composition Moderated LMX and Subordinates' Organizational Attitudes Relationship

Participants were members of 120 leader–subordinate dyads. A significant interaction effect was found for mixed gender dyads on the relationship between subordinates' perceptions of LMX and their satisfaction. Female subordinates who reported moderate LMX were significantly less satisfied with their male leaders than their male counterparts were.

Roya Ayman, Illinois Institute of Technology
Melissa Rinchiuso, Illinois Institute of Technology
Karen Korabik, University of Guelph

Submitted by Roya Ayman, ayman@iit.edu

262-3. Putting the "Exchange" Back in LMX: Valued Outcomes and Resources

LMX research has highlighted benefits that accrue to members in a high-quality relationship with their leader. Less is known about the outcomes for leaders. This paper presents a social exchange based argument to understand outcomes and resources available to a leader based on the reciprocal nature of LMX.

Anjali Chaudhry, University of Illinois at Chicago

Submitted by Anjali Chaudhry, achaud2@uic.edu

262-4. Leader–Member Exchange and Citizenship Behaviors: A Meta-Analysis

This article provides a meta-analytic review of the relationship between leader–member exchanges (LMX) and citizenship behaviors. Results based on 50 independent samples (total $N = 9,324$) indicated a moderately strong, positive relationship between LMX and citizenship behaviors ($\rho = .37$). LMX predicted individual-targeted behaviors more strongly than organizational-targeted behaviors ($\rho = .38$ vs. $\rho = .31$), and the difference was statistically significant.

Jennifer D. Nahrgang, Michigan State University
Remus Ilies, Michigan State University
Frederick P. Morgeson, Michigan State University

Submitted by Jennifer D. Nahrgang, nahrgang@msu.edu

263. Poster Session: Sunday, 9:00–9:50 Lone Star A-B (2nd floor-CC)

Training, Power, Ethics

263-1. Learner Control in a Web-Based Course: Pace Yourself!

In a Web-based course, learners were randomly assigned to receive more or less learner control over the pace of the course and context of examples provided. Greater control over pacing resulted in better learning outcomes, especially for low procrastinators. Implications for the design of e-learning programs are discussed.

Barbara A. Fritzsche, University of Central Florida
Karen E. Mottarella, University of Central Florida
Renee Eileen DeRouin, University of Central Florida
Eduardo Salas, University of Central Florida

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

263-2. Political Skill in Organizations

Political skill is a construct that was introduced more than 2 decades ago as a necessary competency enabling effectiveness in organizations. The present paper defines and characterizes political skill and then proposes a conceptualization of how political skill operates to exercise effects on both others and the self in organizations.

Gerald R. Ferris, Florida State University
Robyn L. Brouer, Florida State University
Pamela L. Perrewe, Florida State University
Wayne A. Hochwarter, Florida State University
Ceasar Douglas, Florida State University
Darren C. Treadway, University of Mississippi

Submitted by Robyn L. Brouer, rlb03f@fsu.edu

263-3. Effectiveness of Web-Based Instruction Relative to Classroom Instruction: A Meta-Analysis

Meta-analytic techniques were used to examine the effectiveness of Web-based instruction (WBI) relative to classroom instruction (CI) and to examine moderators of training effectiveness. The 2 delivery media are equally

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effective for teaching declarative knowledge when controlling for the instructional methods. Guidance on designing more effective Web-based courses is provided.

Traci Sitzmann, Advanced Distributed Learning Co-Laboratory
David Stewart, University of Tulsa
Kurt Kraiger, Colorado State University
Robert A. Wisher, Department of Defense

Submitted by Traci Sitzmann, sitzmant@adlnet.org

263-4. Measuring Work Ethic: An Application of Polytomous Item Response Theory

We apply polytomous item response theory to develop a short form of the Multidimensional Work Ethic Profile (MWEP; Miller, Woehr, & Hudspeth, 2002). The original MWEP is reduced by approximately 50% while psychometric properties are maintained. Emphasis is placed on providing an illustration of the IRT-based scale development process.

John P. Meriac, University of Tennessee
Taylor Poling, University of Tennessee
David J. Woehr, University of Tennessee

Submitted by John P. Meriac, johnmeriac@yahoo.com

263-5. Business Leaders' Perception of the Value of Empirical/Statistical Evaluation

Empirical evaluation is a bedrock of I-O psychology, yet few business leaders are familiar with I-O or quantitative techniques. We found a mismatch between the emphasis given empirical evaluation in I-O graduate programs and the value placed on it by business leaders. Implications for I-O training and jobs are discussed.

Benjamin M. Walsh, Center for Social and Behavioral Research
Michael B. Gasser, University of Northern Iowa
Adam B. Butler, University of Northern Iowa

Submitted by Benjamin M. Walsh, bwalsh@uni.edu

263-6. Relationships Between Need for Achievement, Impression Management, and Work Strain

The purpose of this paper was to examine need for achievement as a dispositional antecedent to impression management behaviors and how impression management behaviors relate to work strain. The findings showed that need for achievement is an antecedent to 4 impression management behaviors, and intimidation did predict work strain.

Robyn L. Brouer, Florida State University
Kenneth J. Harris, Indiana University Southeast

Submitted by Robyn L. Brouer, rlb03f@fsu.edu

263-7. Effect of Language Ability on Expatriate Adjustment: A Meta-Analysis

A meta-analysis was conducted to examine the effect of language ability on expatriate adjustment and to estimate population parameters. As hypothesized, the results showed positive effects of language ability on expatriate adjustment. The significance of the moderator of work versus nonwork criteria underscores the importance of measurement in expatriation research.

Laura Galarza, University of Puerto Rico

Submitted by Laura Galarza, lagalarza@hotmail.com

263-8. Politics, Stress, and Satisfaction: Personal and Situational Buffers

We examined how personal and situational characteristics moderate the effect of politics perceptions on job-related stress, which in turn mediate these interaction effects on satisfaction. Results indicated that (a) psychological hardiness and perceived organizational support moderated the politics-stress relationship, and (b) stress mediated the effects of these interactions on satisfaction.

Christopher C. Rosen, University of Akron
Chu-Hsiang Chang, Roosevelt University
Russell E. Johnson, University of Akron

Submitted by Christopher C. Rosen, ccr3uakron@hotmail.com

263-9. Performance Feedback: A Catalyst of High Quality Employee Self Development

The present paper investigates the effect of supervisory performance feedback on employee decisions and behaviors with respect to engagement in high-quality self-development. A conceptual model is presented that explicates the self-regulatory mechanisms underlying the relationship between performance feedback and quality of self-development. Implications are discussed.

Karin A. Orvis, George Mason University
Pamela M. Wells, San Jose State University
Megumi Hosoda, San Jose State University

Submitted by Karin A. Orvis, Korvis1@gmu.edu

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263-10. Ethical Leadership Through Ethical Scandal, Intervention and Post Intervention Periods

This study examines one county's emergence from an ethical scandal to identify leadership lessons that other companies can use to do the same. Preliminary analysis of newspaper articles indicates that the further the agency moved from the ethics scandal, the more ethical leadership characteristics were reported.

Wendy O'Connell, Claremont Graduate University
Michelle C. Bligh, Claremont Graduate University
Kathie L. Pelletier, County of San Bernardino

Submitted by Wendy O'Connell,
    Wendy.Oconnell@cgu.edu

263-11. Do Strategy and High-Performance Work Practices Predict Training Culture?

Few researchers have investigated organizational culture in relation to training. Using 4 years of data ($n = 5209$), the results show that strategy and high-performance work practices predict training culture, operationalized as the level and variance, or persistence of training offered by an organization over a period of time.

Sara L. Mann, University of Toronto
Anil Verma, University of Toronto

Submitted by Sara L. Mann,
    smann@rotman.utoronto.ca

263-12. Assessing Training Needs: Do Raters' Work Experience and Capability Matter?

A frequently neglected area of personnel training research is training needs assessment. We specifically examined the impact of individuals' work experience, self-efficacy, and levels of skill proficiency on their subsequent ratings of training needs. Results indicate that self-efficacy and skill proficiency are influential, with proficiency displaying a more potent impact.

Erich C. Dierdorff, DePaul University
Eric A. Surface, Surface, Ward & Associates
Jack Donnelly, United States Special Operations
    Command

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

263-13. Reputation as Moderator of Political Behavior–Work Outcomes Relationships

The 2-study research hypothesized, and found support, for reputation as a moderator of the relationships between political behavior and the work outcomes of uncertainty, exhaustion, and job performance. For individuals with favorable reputations, the demonstration of political behavior was associated with decreased uncertainty and emotional exhaustion, and increased job performance.

Wayne A. Hochwarter, Florida State University
Breda Arnell, Florida State University
Gerald R. Ferris, Florida State University
Robert Zinko, Florida State University
Kmat Kja, Jacksonville University

Submitted by Pamela L. Perrewe, pperrew@cob.fsu.edu

263-14. Examination of Big Five Predictive Validity Across Training Performance Criteria

This study examined relationships among the Big 5, cognitive ability, and training performance in a sample of 370 Marines attending recruiter training. Big 5 personality dimensions predicted performance on simulation-based criteria but not paper and pencil-based criteria. Several personality dimensions provided incremental validity over cognitive ability in predicting training performance.

Michelle A. Dean, San Diego State University
Jeffrey M. Conte, San Diego State University
Tom R. Blankenhorn, San Diego State University

Submitted by Michelle A. Dean,
    michelle.dean@sdsu.edu

263-15. Assessing Change in Perceived Organizational Support Due to Training

This study examined how perceptions of organizational support for training were influenced by job-related foreign language training using a pretest–posttest design. Trainees included 194 participants in a large military organization. Results were indicative of gamma change, supporting the hypothesis that the training influenced perceptions of organizational support among the trainees.

Torrey Rieser Mullen, North Carolina State University
Christy Kroustalis, North Carolina State University/
    Surface, Ward & Associates
Adam W. Meade, North Carolina State University
Eric A. Surface, Surface, Ward & Associates

Submitted by Torrey Rieser Mullen, trmullen@nc.rr.com

263-16. Coaching Managers and Junior Executives: Goals, Performance, and Adherence

A coaching program for lower-level managers ($n = 30$) and junior executives ($n = 29$) involved in military recruiting was evaluated. Outcomes included goal achievement, adherence, competencies, and subordinate unit performance. Coached but inexperienced participants outperformed noncoached but experienced previous managers/junior executives. Performance-related benefits were most evident at the level of managers.

Stephen V. Bowles, U.S. Army Recruiting Command
James Picano, Department of Veterans Affairs Northern California
Gabriel M. De La Rosa, Bowling Green State University
Christopher J. Cunningham, Bowling Green State University

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

263-17. Examining Knowledge Structure Development and Predictors of Performance

This longitudinal study investigated the validity of knowledge structure development as a measure of complex cognitive learning over 15 weeks, as well as examining declarative knowledge, metacognition, motivation, and cognitive ability. Similarity of expert and trainee knowledge structures predicted performance over and above cognitive ability, as did motivation and metacognition.

Madeline Campbell, Rice University
Margaret E. Beier, Rice University

Submitted by Madeline Campbell, madeline@rice.edu

263-18. Self-Efficacy, Collaborative Learning, and Complex Skill Acquisition: An Attribute–Treatment Interaction

This laboratory study showed that collaborative training with a more experienced partner versus individual training enhanced the acquisition of a complex skill for trainees with low pretraining self-efficacy but not for trainees with high pretraining self-efficacy. Collaborative training is discussed in relation to research on behavioral modeling and behavioral plasticity.

Eric A. Day, University of Oklahoma
Rachel S. Sherwin, University of Oklahoma
Paul R. Boatman, University of Oklahoma
Vanessa Kowollik, University of Oklahoma
Jazmine Espejo, University of Oklahoma
Lauren E. McEntire, University of Oklahoma
Paula K. Albers, University of Oklahoma

Submitted by Eric A. Day, eday@ou.edu

263-19. Sexual Harassment Training: Man Versus Machine

This study investigated whether computer-based sexual harassment training is effective in terms of reactions and learning outcomes compared to traditional instructor-led training. The results suggested that both types of training increased learning among the university employee participants. Reactions to both types of training were positive.

Melissa K. Preusser, Southern Illinois University-Edwardsville
Lynn K. Bartels, Southern Illinois University-Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitted by Melissa K Preusser, mpreuss@siue.edu

263-20. The Comparative Effectiveness of Human Versus Intelligent Agent Training Partners

We investigated the effectiveness of humans versus intelligent agents as training partners during complex skill acquisition. Our results indicate participants had more favorable reactions to human partners, but we observed no learning or self-efficacy differences. Thus, the use of intelligent agents can address the administrative/scheduling challenges of team training.

Winfred Arthur, Texas A&M University
Jonathan H. Whetzel, Sandia National Laboratories
Richard A. Volz, Texas A&M University
Anton J. Villado, Texas A&M University
Alok Bhupatkar, Texas A&M University

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

263-21. Modeling the Links Between Need for Cognition and Skill Acquisition

This laboratory study tested a causal model of how need for cognition (NFC) is linked to the acquisition of a complex skill. Results showed that NFC was associated with, but distinguishable from, general cognitive ability and linked to skill acquisition through the mediating roles of learning orientation and self-efficacy.

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

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

263-22. Effects of Training Utility Perceptions and Organizational Support on Transfer

This longitudinal study examined the interaction between trainee characteristics and trainees' perceptions of organizational support. We examined and found that perceptions of utility mediated the relation between perceived organizational support and transfer to the workplace. We also looked at how individual differences affect perceptions of utility and organizational support.

Juan Madera, Rice University
Stacey L. Turner, Rice University
Anna Hardigree, Rice University
Margaret E. Beier, Rice University

Submitted by Juan Madera, jmadera@rice.edu

263-23. Learning From Error: The Influence of Error Incident Characteristics

This study investigated whether severity of consequences and personal control were related to learning after error occurrence. Results show that learning from error is triggered when severity of consequences is high and personal control over the error cause is low. We conclude with implications for practitioners.

Gert J. Homsma, Free University Amsterdam
Cathy Van Dyck, Free University Amsterdam
Dick De Gilder, Free University Amsterdam

Submitted by Gert J. Homsma, gj.homsma@psy.vu.nl

263-24. Effects of Pretraining Influences on Static and Dynamic Change Phases

We examined pretraining influences on the static and dynamic phases of readiness to change under nonoptimal training conditions. Results indicated differentials role of goal orientation, self-efficacy, motivation to learn, and social support in these models. Results provided preliminary evidence regarding increasing training effectiveness under adverse training conditions.

Anupama Narayan, Wright State University

Debra Steele-Johnson, Wright State University
Kristin M. Delgado, Wright State University
Phyllis A. Cole, Wright State University

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

263-25. Knowledge Structures and Complex Skill Acquisition: A Replication and Extension

This laboratory study extends previous training research by demonstrating how knowledge structures predict complex skill acquisition beyond a test of declarative knowledge. Knowledge structures early in training also showed incremental validity beyond early levels of skill acquisition in the prediction of skill acquisition levels at the end of training.

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

Submitted by Lauren E. McEntire, ljackson@ou.edu

263-26. Self-Presentation and Positive Affect as Buffers Against Abusive Supervision

This study tests the interactive effects of abusive supervision, self-presentation, and positive affect (PA) on strain and turnover intentions. We hypothesized that self-presentation would neutralize the adverse effects of abusive supervision for individuals with high PA but not for those with low levels of PA. Findings supported each hypothesis.

Paul Harvey, Florida State University
Jason Stoner, Florida State University
Wayne A. Hochwarter, Florida State University

Submitted by Paul Harvey, nph02@fsu.edu

263-27. Union Participation: A Meta Analysis

This article combines popular models of individual antecedents and union participation to form 1 overall model. A meta-analysis was conducted to summarize relationships between antecedents and union participation. Recommendations for future research are made, including congruency of constructs, inclusion of psychometric information, and a theoretical basis for research.

Matthew J. Monnot, Central Michigan University
Stephen H. Wagner, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitted by Matthew J. Monnot, monno1mj@cmich.edu

SUNDAY AM

263-28. Quality Management Through Human Resources: A Case in Healthcare

This paper examined the relationship of quality management through human resources (HR) to organizational performance outcomes. Derived from Baldrige criteria, implementation of quality management through HR included the areas of leadership, knowledge management, strategic management, process management, general human resource functions, and customer and employee focus. Organizational performance outcomes included employee satisfaction, customer satisfaction, and clinical and financial outcomes.

Mesut Akdere, University of Wisconsin-Milwaukee

Submitted by Mesut Akdere, akdere@uwm.edu

Coffee Break
Sunday, 10:00-10:30
Multiple Locations

264. Practice Forum: Sunday, 10:30–11:50
San Antonio A (3rd floor-CC) ★

Expanding our influence: How I-O Psychologists Can Improve Education

In this session, we present different perspectives on using I-O psychology to improve teaching and schools. Much research needs to be done on this subject, and we believe that I-O can play an integral role in it. As such, we discuss the advantages and challenges of this nontraditional area.

Mark Alan Smith, American Institutes for Research, *Chair*
Alexander Alonso, Florida International University, *Using I-O Psychology to Measure Teacher Knowledge and Performance*
Mark Alan Smith, American Institutes for Research, David P. Baker, American Institutes for Research, Mary Ann Hanson, Center for Career and Community Research, *Using Job Analysis to Improve Education and Future Workforce Development*
Michael T. Brannick, University of South Florida, Walter C. Borman, Personnel Decisions Research Institutes, Andrea L. Sinclair, HumRRO, *Using I-O Psychology to Address Practical Issues in Student Assessments*
Rodney A. McCloy, HumRRO, Heather Meikle, University of South Florida, *Using I-O Psychology to Help Schools Build the Technical Workforce*
Mary Ann Hanson, Center for Career and Community Research, Kathryn M. Borman, University of South Florida, Reginald Lee, University of South Florida, Will Tyson, University of South Florida, Ted Micceri, University of South Florida, Tracy E. Costigan, American Institutes for Research, *An Alternative View of I-O Psychology in Education*

Lauress Wise, Human Resources Research Organization (HumRRO), *Discussant*

Submitted by Mark Alan Smith, msmith@air.org

265. Panel Discussion: Sunday, 10:30–11:50
San Antonio B (3rd floor-CC) ★

Strategic and Interdisciplinary Use of Internship Opportunities for Organizational Effectivenes

This unique panel discussion brings together internship providers and interns to explore how internship experiences allow organizations to strategically utilize intern's knowledge and training for competitive advantage, and how the activities and experiences that interns have had that have allowed them to become strategic resources for the organization.

Mark C. Frame, University of Texas at Arlington, *Chair*
Melissa J. Sargent, NASA, Kennedy Space Center, *Co-Chair*
Joel Bennett, Organizational Wellness & Learning Systems, *Panelist*
William David Rigdon, University of Texas at Arlington, *Panelist*
Katherine Roberto, University of Texas at Arlington, *Panelist*
Melissa J. Sargent, NASA, Kennedy Space Center, *Panelist*
A. Dale Thompson, Leadership Worth Following, PLLC, *Panelist*
Satoris S. Youngcourt, Personnel Decisions International, *Panelist*

Submitted by Mark C. Frame, Frame@uta.edu

266. Theoretical Advancement: Sunday, 10:30–11:50
Houston A (3rd floor-CC) ★

Evolutionary I-O Psychology: Empirical Studies in Decision Making, Leadership, Personality

Evolutionary psychology is leading to new insights across much of psychology and has recently begun to enter I-O psychology. This symposium features empirical papers by researchers who are integrating evolutionary psychology theory into studies of longstanding I-O questions in decision making, leadership, and personality.

Donald A. Hantula, Temple University, *Chair*
Donald A. Hantula, Temple University, *Foraging Theory and its Implications for Decision Making in Organizations*

SUNDAY AM

Richard D. Arvey, University of Minnesota, *Behavioral Genetics and Organizational Psychology*

Stephen M. Colarelli, Central Michigan University, Kyunghee Han, Central Michigan University, Guangrong Dai, Central Michigan University, Richard Sheppard, Central Michigan University, *Evolved Adaptations and Sex and Race Measurement Bias in Personality Inventories*

Submitted by Donald A. Hantula, hantula@temple.edu

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267. Symposium: Sunday, 10:30–11:50 Houston B (3rd floor-CC) ★

Applying the Social Network Approach to I-O Psychology

Social network theory and methods have been applied to a wide range of organizational topics across various levels of analysis. However, the field of I-O psychology has paid limited attention to the network approach until recently. The purpose of this symposium is to enhance researchers' awareness of social network studies.

Lili Duan, University of Maryland, *Chair*

Daniel A. Newman, Texas A&M University, *Co-Chair*

Anu Ramesh, University of Maryland, Lynne M. Waldera, InMomentum, Inc., *Perceived Assets and Liabilities of Network Centrality Following Organizational Change*

Craig L. Pearce, Claremont Graduate University, *Shared Leadership and Social Networks*

Lili Duan, University of Maryland, Michele J. Gelfand, University of Maryland, *Understanding Leadership Through Guanxi Networks: A Chinese Perspective*

Jonathan Pinto, University of Pittsburgh, *Selecting Members of the Network Organization*

Andrew J. Slaughter, Texas A&M University, Daniel A. Newman, Texas A&M University, Janie Yu, Texas A&M University, Laura M. Koehly, National Institutes of Health, *Alternative Measurement of Cognitive Social Structures: Indexing Demographic Bias*

Katherine J. Klein, University of Pennsylvania, *Discussant*

Submitted by Daniel A. Newman, d5n@tamu.edu

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268. Practice Forum: Sunday, 10:30–11:50 Houston C (3rd floor-CC) ★

Multiphase and Single-Phase Management Models: A Comparison of Traditional and Tribal Management Processes

In our work with tribal-run gaming organizations, we have observed management differences that provide striking contrasts to those of traditional operations. Results of

these studies will interest all who consult in organizations, for the new insights and understanding provided, as well as the questions raised about traditional approaches.

Billie G. Blair, Leading and Learning, Inc., *Chair*

John E. Langhorne, Langhorne Associates, *Working Within a Culture Where the Decision Making is Tribal not Traditional*

Billie G. Blair, Leading and Learning, Inc., *Multiphase Management Processes: A Model*

Larry Miranda, Pechanga Resort and Casino, *Discussion of the Multiphase Management Model: Realities of Tribal Leadership Applied to Traditional Expectations*

Walton A. Henderson, Leading and Learning, Inc., *Facilitating Key Business Change Issues Within the Leadership Structure of Tribal Operations*

Larry Miranda, Pechanga Resort and Casino, *Discussant*

Submitted by Billie G. Blair, blair@leadingandlearninginc.com

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269. Symposium: Sunday, 10:30–11:50 Austin 1 (2nd floor-H) ★

Bringing the Implicit Personality Into I-O Psychology

Research has focused on "explicit" personality, as commonly assessed by self-reports. However, the indirect measurement used to assess "implicit" personality (e.g., conditional reasoning) has shown efficacy in explaining organizational behavior. This symposium features the integration of implicit and explicit personality and the contributions of this integration to theory and practice.

James M. LeBreton, Wayne State University, *Chair*

Lawrence R. James, Georgia Tech, *Integrating the Implicit With the Explicit Personality*

Brian Frost, Independent Contractor, *A Test of the Channeling Hypothesis/Integrative Model of Aggression*

Chia-Huei Emily Ko, Georgia Institute of Technology, Matthew K. Minton, Georgia Institute of Technology, *Testing Models for the Relationship Between Implicit and Explicit Personality*

Chris J. Sablynski, California State University-Sacramento, Terence R. Mitchell, University of Washington, *Post-Hoc Analyses of Interactions Between the Aggression Questionnaire and Conditional Reasoning Test of Aggression*

Paul J. Hanges, University of Maryland, *Discussant*

Submitted by Chia-Huei Emily Ko, chiahuei.ko@psych.gatech.edu

SUNDAY AM

270. Symposium: Sunday, 10:30–11:50
Austin 2 (2nd floor-H)

The Juggling Act: Understanding and Predicting Multitasking

Jobs are becoming increasingly complex, requiring employees at all levels to handle multiple tasks simultaneously and to rapidly switch from task to task. Key findings and alternate approaches to understanding and predicting multitasking performance will be presented, drawing on theory and research from multiple domains.

Seymour Adler, Aon Consulting, *Chair*
K. D. Zaldivar, Aon Consulting, *Multi-Tasking: An Overview of the Research*
Daniel P. Russell, Aon Consulting, Joshua M. Sacco, Aon Consulting, *Selecting Workers who Can Multi-Task: The State of Our Practice*
Allen Bluedorn, University of Missouri-Columbia, *On the Relationship Between Polychronicity and Multitasking*
Seth Zimmer, BellSouth Corporation, *Discussant*

Submitted by Seymour Adler, Seymour_Adler@Aoncons.com

271. Symposium: Sunday, 10:30–11:50
Austin 3 (2nd floor-H)

Antecedents of Proactive Behavior: The Role of Person-Related Variables

This symposium presents 4 studies on the role of person-related variables in proactive behaviors at work. The research designs include cross-sectional and longitudinal designs; self-, coworker and costumer reports of proactivity; and different approaches to data analysis. Results indicate that dispositional, motivational, and affective variables are associated with proactivity at work.

Mike Crant, University of Notre Dame, *Co-Chair*
Sandra Ohly, Technical University of Braunschweig, *Co-Chair*
Sandra Ohly, Technical University of Braunschweig, Charlotte Fritz, Bowling Green State University, *Motivation for Proactive Behavior at Work: The Role of Intrinsic Motivation, Role Orientation, and Job and Role Breadth Self-Efficacy*
Mike Crant, University of Notre Dame, Kevin Bradford, University of Notre Dame, *Predicting Relationship-Building Behaviors in a Sales Environment: The Unique Contributions of the Big Five and Proactive Personality*
Charlotte Fritz, Bowling Green State University, Sabine Sonnentag, University of Konstanz–Germany, *Effects of Mood on Proactivity: Results From Multilevel Analyses*

Catherine Collins, University of New South Wales, Sharon K. Parker, Australian Graduate School of Management, *How is Proactivity Fostered Over the Team Lifespan? An Investigation of Motivation and Behavioural Antecedents*
Michael Frese, University of Giessen, *Discussant*

Submitted by Mike Crant, jcrant@nd.edu

272. Symposium: Sunday, 10:30–11:50
Majestic 1 (37th floor-H)

Psychological Contracts at Work: Social Exchange Foundations and Practical Considerations

The topic of this symposium is the role of psychological contracts in the workplace. Included in this session is a discussion of various forms of psychological contracts, antecedents and precursors to the formation of these contracts, and outcomes related to the maintenance and breach of psychological contracts.

Jarrett H. Shalhoop, Jeanneret & Associates, *Chair*
Lacey L. Schmidt, Jeanneret & Associates, *Co-Chair*
Lynda Villanueva, University of Houston, Lois E. Tetrick, George Mason University, Lynn Shore, San Diego State University, *Application of Resource Theory to the Study of Psychological Contracts*
Dana M. Glenn, University of Houston, Christopher D. Barr, University of Houston, Christiane Spitzmüller, The University of Houston, *Development of Social Exchange Relationships: The Role of Job Characteristics and Strain in Nursing Students' Exchange Relationships With Their Organizations*
Tine Koehler, George Mason University, Katherine Elder, George Mason University, *A Peek Into the Black Box of Psychological Contract Violation*
Jarrett H. Shalhoop, Jeanneret & Associates, *Psychological Contracts: An Organizational Justice and Social-Exchange Perspective*
Lacey L. Schmidt, Jeanneret & Associates, *Reductions in Force: Has a Psychological Contract Been Violated?*
Jackie Coyle-Shapiro, London School of Economics, *Discussant*

Submitted by Jarrett H. Shalhoop, shalhoop@hotmail.com

273. Roundtable: Sunday, 10:30–11:20 Majestic 6 (37th floor-H)

★

Use of Time Series in Leadership Research

Time series analysis (TSA) has a history in such fields as clinical, social, and child psychology, but leadership researchers have not used it despite a common call for longitudinal studies. This interactive session focuses on conceptual foundations of TSA, leadership applications, and potential solutions to TSA's practical constraints.

Karin Klenke, Regent University, *Host*
Robert M. McIntyre, United States Navy, *Co-Host*
Judith Johnson, Regent University, *Co-Host*

Submitted by Karin Klenke, karikle@regent.edu

274. Interactive Posters: Sunday, 10:30–11:20 Majestic 8 (37th floor-H)

Adverse Impact

Tatana M. Olson, United States Navy, *Facilitator*

274-1. The Implications of Frequent Appliers on Adverse Impact Analyses

Technological advances have notably reduced the applicant's investment required to apply for a job. This study demonstrates the implications of allowing the same unqualified applicant into multiple pools for adverse impact analysis. Simulations indicated that frequent appliers can bias analyses of statistical disparity.

Ash Buonasera, University of Kansas
Daniel C. Kuang, American Institutes for Research
Eric M. Dunleavy, American Institutes for Research
Lorin M. Mueller, American Institutes for Research

Submitted by Ash Buonasera, abuonasera@air.org

274-2. Broad Versus Narrow Traits: Advantages for Adverse Impact Against Women

We investigated the effect of using Big 5 versus narrow personality traits with respect to adverse impact on women in a selection context. Generally, there was less adverse impact when using Big 5 traits. Using broad traits for selection is discussed as a way to deal with male/female differences.

Deborah M. Powell, University of Western Ontario
Richard D. Goffin, University of Western Ontario
Ian R. Gellatly, University of Alberta

Submitted by Deborah M. Powell, dpowell@uwo.ca

274-3. Modeling Adverse Impact Via Organizational and Applicant Characteristics

This study examined adverse impact across a number of organizational interventions and applicant pool characteristics. Adverse impact was modeled via linear regression from different selection ratios, subgroup representation, criterion weighting schemes, predictor mean differences, variance differences, and normality differences. Results indicated meaningful adverse impact reduction under some conditions.

Eric M. Dunleavy, American Institutes for Research
Karla K. Stuebing, FSD Data Services, Inc.
Dana M. Glenn, University of Houston
James E. Campion, University of Houston

Submitted by Eric M. Dunleavy, edunleavy@air.org

274-4. Effects of Veterans' Preference on Adverse Impact and Job Performance

Using Monte Carlo simulations, we manipulated key selection system characteristics to test the effects of veterans' preference (VP) across a range of situations encountered in practice. Results suggest VP may reduce adverse impact against racial minorities but result in lower job performance and present an obstacle to female applicants.

Brian C. Holtz, University of Calgary
Robert E. Ployhart, University of South Carolina

Submitted by Brian C. Holtz, bholtz@ucalgary.ca

SUNDAY AM

Procter&Gamble

I-O Psychology
Graduate Student Seminar

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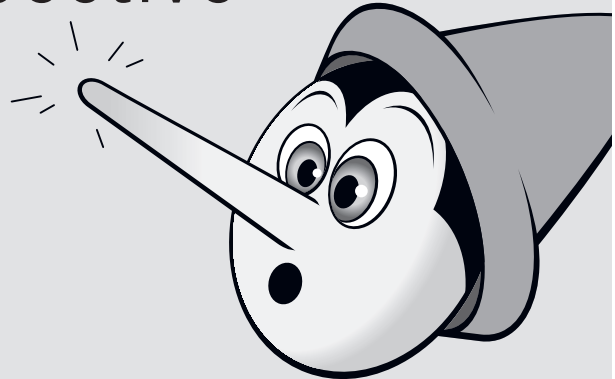
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Primary Content Areas (listed by session number; numbers following hyphens are posters)

This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters, that is, symposia, discussions, and so forth, only the main title is indexed and shown here. Subsidiary presentation titles are not included. Visit http://www.siop.org/ProgramOnWeb/ to search the electronic version of the Conference Program by keywords, all content area codes, and authors' names.

Absenteeism/Turnover

Aging/Gerontology

Attitudes Toward Selection

Career Management/Socialization

Community of Interest

Ethics, Values in I-O Psychology

Executive Coaching/Executive Development

Global HR Practices/International I-O

Human Factors and Ergonomics

Innovation and Creativity

Item Response Theory

Job Analysis/Job Design/Competency Modeling

Job Attitudes/Attitude Measurement

Job Performance/Criteria/Extra-Role Behavior

Performance Appraisal/360 Feedback

Personality

170-19   Core of Fair and Stable Leadership Personality Constellation: Emotional Stability
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170-22   "What is Beautiful is Good"...Most of the Time
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170-27   Locus of Control and Work, Career, and Personal Outcomes
170-28   The Effects of Personality on Individuals' Earnings
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269   Bringing the Implicit Personality into I-O Psychology

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245-14   A Multi-Stage, Multi-Attribute Study of New Applicant Decision Making
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Special Events

Statistical Techniques

Strategic HR/Utility/Changing Role of HR

Stress

Student Affiliate Development and Issues

Succession Planning

Teaching I-O Psychology

Work Groups/Teams and Group Processes

Program Participants (listed by session; numbers following hyphens are posters.)

Friday, May 5

7:30 – 8:00 Coffee Break, Grand Hall

8:30 – 9:30 **1. Plenary Session in Dallas B-C:** Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results

10:00 Coffee Break, Lonestar A-B

Time	San Antonio A	San Antonio B	Houston A	Houston B	Houston C	State Room 1	State Room 2	State Room 3	State Room 4	Lone Star C1	Lone Star C2	Lone Star C3	Lone Star C4	Austin 1
10:30–11:30	2. Global Talent Management	3. Employment Discrim. Law & I-O	4. Leadership & Practical Science	5. Culture & Applicant Attitudes Toward Sel. Proc.	6. Core Personality Self-Eval Research	7. Pract. Guidance Setting Cut-Off Scores	8. Telework Today	9. Helping Military Recruiters Cope		11. The Making of a Coach	12. Impression Mgmt & Faking in Employment Interview	13 EI & Work-place Training Interventions	14. Refining the Personality–Leadership Relationship	15. SIOP Org. Frontiers: SJTs—Theory, Measure, & App.
12:00–1:00	31. Selecting Effective Expatriates		32. Modern-Day Sexism at Work	43. Gender, Conflict, & Influence	33. Innovative Resp. Formats in Personality	34. Education & Training in I-O	35. Nontraditional Programs in I-O	44. Citizenship and Counter-productivity		45 Making Connections:Strat. for Communicating I-O to Non-I-Os		37. Patterns Across Global Org. Surveys	46. The Evolution of 360° Feedback	47. Team Leaders
1:30–2:30	56. Supporting Executives in Transition	57. Managing Cross-Cultural Assessment	58. Perceptions of Discrimination at Work	72. HR Best Practices...Katrina	59. A Closer Look at Applicant Faking Behavior	60. Time and Job Satisfaction	61. Personal Characteristics and Creativity	73. Internal vs. External Consult			54. A Frank Discussion of Adverse Impact	63. Resolved: APA Ethics Code Inadequate for I-O		74. Surv. Results Org. Change
3:00	Coffee Break, Multiple Locations													
3:30–5:00	76. Testing Causal Models in Non-Experimental Research	77. I-O and Family Caregiver Discrimination	78. Developing and Using Norms: Why, How, and What's New	79. Impact of EI on Leadership & Workplace Performance	80 Implementing Web-Based Assessment Programs	81. Organizational Socialization Research	82. Innovations in Work Design	83. Deployment to Employment: Employing Veterans	84. Ask the Selection Experts	85. Measuring & Maximizing ROI of Exec. Coaching	86. Creating Change Through Leadership Dev.	87 Dell Exec: Integrated Exec. Talent Mgmt.	88. Linking Personality to Decision Making in Recruit/Select	89. LGBT Issues Meeting
5:00–5:30						106. I-Os in Business	107. Applicant Faking			108. Positive Org. Scholarship	109 Grad Seeking Applied Position			101. LGBT Reception

Lesbian, Gay, Bisexual, and Transgender Committee and Allies Reception, 4:30–5:30 PM Austin 1 (Second Floor-H)

International Members' Reception, 5:00–6:00 PM Austin 3 (Second Floor-H)

Evening Reception, 6:00–8:00 PM (Top Posters 6:00–6:50 PM) Lonestar Preconvene (2nd floor-CC)

Saturday, May 6

Time	San Antonio A	San Antonio B	Houston A	Houston B	Houston C	State Room 1	State Room 2	State Room 3	State Room 4	Lone Star C1	Lone Star C2	Lone Star C3	Lone Star C4	Austin 1
7:30	Coffee Break, Lonestar Preconvene													
8:00–9:30	115. Testing Strat. for Reducing Adverse Impact	137. Revisiting Methodological Sacred Cows	116. Perceived Organizational Support: Key Role of the Supervisor	117. Making Ivory-Tower Job Analysis Useful in the Real World	118. Publication Bias in I-O Psychology	119. Sensemaking and Tacit Knowledge in Organizations	120. Validity of Personality in Non-Western Cultures	121. Nontraditional, Understudied Pop. in Work–Family		122. Talent Management	123. Factors Affecting Success of eHR Systems in Orgs	124 Validity Generalization at Work: Is it Legal to be Scientific?	125. Executive Coaching: How Do We Know the Value We Add?	126. Recent Developments in Efficacy Research
10:00	Coffee Break, Multiple Locations													
10:30–11:30	142. Informing Constituents About I-O Contributions	143. Testing Interaction Effects	144. Gender and Culture: Directions for Org Citizenship Research	145. Negative Effects of Corp. Culture on People w/Disabilities	146. Leadership and Evolutionary Psychology	147. Ponderables About Employee Survey Results	148. Personality at Work: New Apps. of Trait Activation Theory	149. Current Issues in Training Effectiveness	150. Innovations in Human Capital Development	151. Ethics: Reflections From Inside/Outside I-O	152. Advances in Research in SJTs	153.Effectiveness of Videogame-Based Sims	154. Constructs Underlying Structured Interview Perf.	155. RJP For Consulting Careers
12:00–1:00	171. Improving Use of Multisource Comments	172. Evolution/ Utilization of Pers. Resources	183. Technology & Selection System Design	184. China's Rising Economic Tide: Are I-Os Missing the Boat?	173. Revising the 5-Factor Model: A New 6-Dim. Model	174. I-O Master's Council	185. Making the Move from Psych to B-Schools: Issues to Consider	175. Validity of Selection Instruments	176. Employee Well-Being in Small Businesses	186. Emotional/Social Intelligence	187. Enduring Challenges in Linkage Research	177. Theoretical Advancements in E-Learning	188. What is Exec. Coaching?: Grad Students Question Experts	178. Qualitative Study of Leadership
1:30–2:30	197. Defining and Measuring Emp. Engagement	198. Career Panel: Want to Be a Consultant?	212. Work–Life Balance		199. Talent on the Virtual Frontier: Lessons/Victories	200. Geographic Diff. in Employee Surveys	201. Challenging Sci–Prac Model	202. Directions in Org. Safety Climate Research	213. Executive Leadership			203. The 4 "Rs" of 360° Feedback		204. Mentoring: Underutilized Workforce Pops.
3:00	Coffee Break, Multiple Locations													
3:30–5:00	216. Structured Interviews: Scoring Issues	217. Employee Engagement: A Discussion of the Construct	218. APA Ethics Director	219. New Directions in Emotional Labor Research	220. Practical and Theoretical Issues in Conducting a Meta-Analysis	221. Global at Work, but Local at Heart!	222. Better Understanding of 360° Feedback Processes	223. Perpetrators of Org. Delinquency & Whistle-Blowers	224. Dramatic Acquisitions to Win	225. Strat. People Measures, Strat. Surveys & Bus. Decision Making	226. SJTs: Construct Validity & Directions for Future Research	227. Measure-ment Issues Re. Org. Justice	228. Impact of Selection-Based Job Fit Measures	229. Leaders/ Followers: Social Xchange/Influence
5:00–5:30			241. High Fidelity Assess.: Benefits, Challenges											246. Lead Edge & Beyond Recep.

Committee on Ethnic Minority Affairs Reception, 4:30–5:30 PM Austin 3 (2nd floor-H)

Leading Edge and Beyond Reception, 5:00–6:00 PM Austin 1 (2nd floor-H)

Evening Reception, 6:00–8:00 PM Lonestar Preconvene (Second Floor-CC)

Sunday, May 6

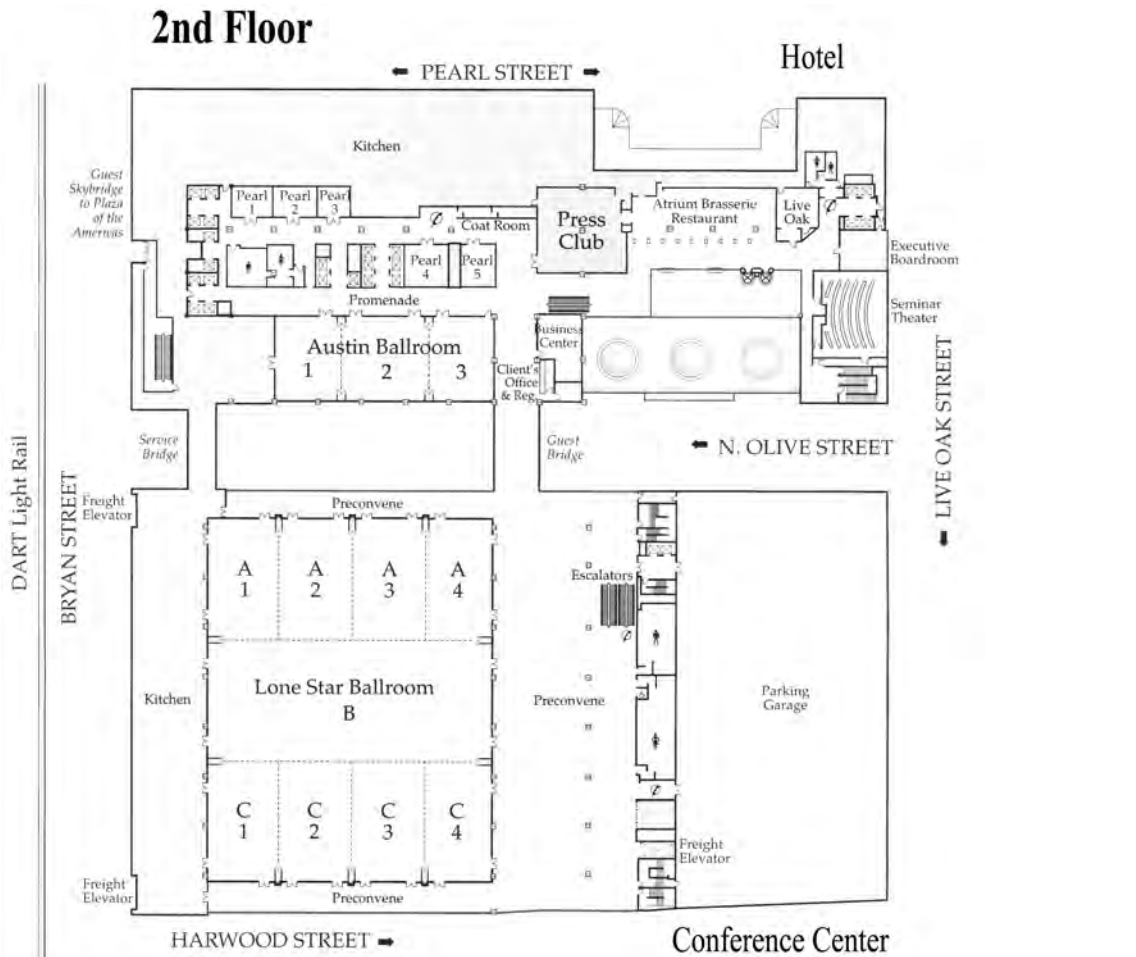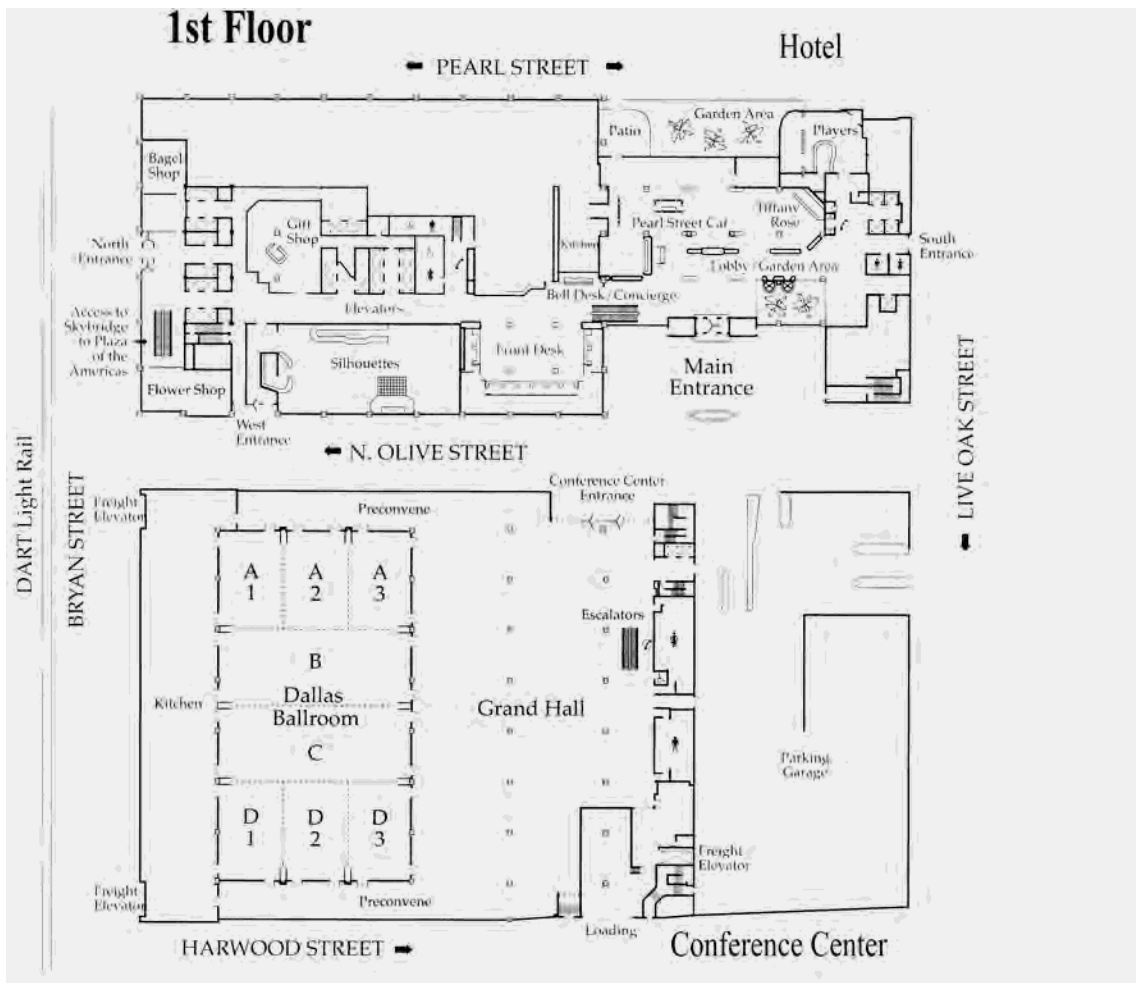| Time	San Antonio A	San Antonio B	Houston A	Houston B	Houston C	State Room 1	State Room 2	State Room 3	State Room 4	Lone Star C1	Lone Star C2	Lone Star C3	Lone Star C4	Austin 1
7:30	Coffee Break, Multiple Locations													
8:00–9:30					250. Crossing Disciplinary Boundaries: Insights for I-O	258. Sunday Seminar: Interdisciplinary Research	259. Sunday Seminar: Strategies for Enhancing Collection of Internet-Based Data	260. Sunday Seminar: Cutting-Edge Topics in Team Research	261. Sunday Seminar: Counter-productive Work Behavior: A Scientist–Practitioner Workshop					251. Teaching Practice/Practicing Sci: I-O Beyond Classroom
10:00	Coffee Break, Multiple Locations									Coffee Break, Multiple Locations				
10:30–11:30	264. How I-Os Can Improve Education	265. Internship Opportunities for Org. Effectivenes	266. Evolutionary I-O: Empirical Studies	267. Applying Social Network Approach to I-O	268. Multi- & Single-Phase Mgmt Models									269. Bringing Implicit Personality into I-O

NOTES: Sessions with titles in *italics* carry CE credits. Please refer to the session in the program for details. Sessions shaded in gray indicate Leading Edge & Beyond minitrack.

Friday, May 5

Time	Austin 2		Seminar Theater	Majestic 1	Majestic 4-5	Majestic 6	Majestic 7	Majestic 3	Majestic 8	Live Oak	Lone Star A-B	Dallas A1	Dallas A2	Dallas A3
7:30–8:00	Coffee Break, Grand Hall													
8:30–10:00	Coffee Break, Lonestar A-B													
10:30–11:00	16. Dist. Sci. Contrib. Award	17. Mentoring Relationships Across Dev. Contexts	18. Diversity & Intergroup Relations	19. Resistance to Change	20. Political Skill, Influence Behav., Work Outcomes	10. High-Potential Dev. Programs			21. IP: Effects of Emotions	22. COI: Issues in IRT	23. Withdrawal & Job Performance	24. On Demand I-O: Leveraging I-O to Enable IBM's Strategy	25. Unproctored Internet Testing	26. Corp.-Wide Actions from Emp. Rsrch
11:30	27. Dist. Prof. Contrib. Award								28. IP: Trust	29. COI: Emerging I-O Topic #1	30. OHP/Stress, Technology			
12:00–12:30	48 Dist. Early Career Contrib.	49. The Intersection of Work and Family Roles	38. Plans for a SIOP Journal	39. Employee Attachment & Deviance in Orgs.	40. Understanding Antecedents of Org. Attraction	36. Continuing the Search forTalent Mgmt			50. IP: Faking	51. COI: Emerging I-O Topic #2	52. Aging, Motivation, Culture	53. Strategic Approach to On-the-Job Learning	41. Cross-Cultural Employment Testing	42. Starting w/ Your Objective: Strat. Org. Surv.
1:30–2:30	64. Devising Personnel Selection Systems		55. *Media Training Work-shop: Preparing for Media Int.*	65. Staffing the Entry Level Workforce	66. Investigating the Leadership Pipeline	62. TIP-Topics Roundtable Discussion			67. IP: Interviews	68. COI: Justice	69. Stats, Method, Valid., Select.		70. Helping Practitioners… Academic Collab.	71 Trends/Trend-Busters: Change in Emp. Attitudes
												75.Conform/Deny: Gender		
3:00	Coffee Break, Multiple Locations													
3:30–4:00	90. Dist. Prof Contrib. Award	100. International Affairs Meeting	91. Negative Perf. Appraisals	92. Applications of Conjoint Analysis in I-O	93. Applying I-O to Customer Service				94. IP: Goal Orientation	95. COI: Assessment Ctrs	96. Job Attitudes	97 Optimizing SME Input: Collab. Issues Approach	98 Team Adaptation to Environmental Forces	99. Survey Data for Org. Decisions/Change
4:30	102. Ethical Challenges in Emp. Surveys	110 Int'l Members Reception	103. Withholding Knowledge from Coworkers	111. Predictors of School Success					104. IP: Creativity		105. Job Analysis & Performance			113. Personality Testing
5:00–5:30												112. Employee Engagement		
	Lesbian, Gay, Bisexual, and Transgender Committee and Allies Reception, 4:30–5:30 PM Austin 1 (Second Floor-H)													
	International Members' Reception, 5:00–6:00 PM Austin 3 (Second Floor-H)													
	Evening Reception, 6:00–8:00 PM (Top Posters 6:00–6:50 PM) Lonestar Preconvene (2nd floor-CC)													

Saturday, May 6

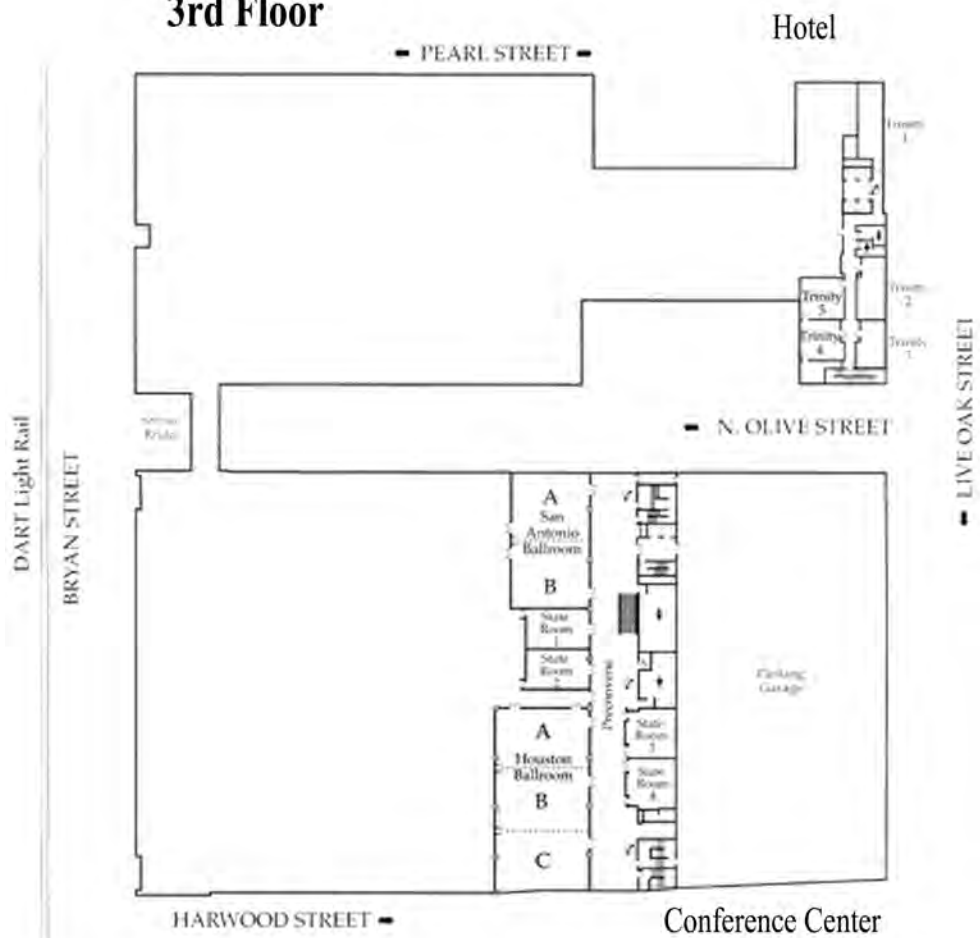| Time	Austin 2	Austin 3	Seminar Theater	Majestic 1	Majestic 4-5	Majestic 6	Majestic 7	Majestic 3	Majestic 8	Live Oak	Lone Star A-B	Dallas A1	Dallas A2	Dallas A3
7:30	Coffee Break, Lonestar Preconvene													
8:00–8:30	127. Test Security & Cheating: Research on Practical Issues	128. Emotions and Customer Service Work	129. *SIOP Goes to Washington: Advocating for I-O*	130. Creativity and Innovation in Work Organizations	131. The Ex-patriate Lifecycle: From Selection to Repatriation	132. Challenge of Int'l Norms	133. Dynamic Testing: Essential in Personnel Selection	134. The Rules of Attraction: What, When, and Why Applicants Choose	135. IP: Cross-Cultural		136 Selection			
9:00–9:30						138. Telework/ Dependent Care			139. IP: Aggression	140.COI: Emerging Topic 3	141. Diversity, Global			
10:00	Coffee Break, Multiple Locations													
10:30–11:00	156. Dist. Sci. Contrib. Award	157. *Intro to Generalized Graded Unfolding Model/Estimation*	158. Measure-ment, Causes,…of Facet Satisfaction	159. Linking Work & Family Domains: Dynamic Approach	160. Sexual Harassment Special/Vulnerable Populations	161. Creating Inclusive I-O Program Cultures	162. Standardized Job Analysis Tools	163. Culture-Strategy Alignment	164. IP: Mentoring	165. COI: Multilevel Rsrch	166. Work Grps & Career Mgmt			
11:30	167. Dist. Teach. Contrib. Award								168. IP: 360 Feedback	169. COI: OFCCP Rules on Internet	170. Personality & Emotions			
12:00			179. Advances in Measure. Equiv.				180. Advance./ Success of Women of Color	181. Integrating HR Systems: Job Related Comps.	182. Global Recruitment					
12:30–1:00	189. Myers Award: GLOBE	190. Measuring Org. Productivity Using ProMES	196. Effects of Religion on Emp. Well-Being	191. Publishing in *Psych Bulletin, Psych Rev.*, etc.:	192. Adaptation, Withdrawal, & Turnover: Issues & Directions				193. IP: Safety	194. COI: Exec Assess/Select	195. Work & Family			
1:30–2:30	205. *Stat. Tech-niques to Correct Rater Bias*	214. Credentialing & Licensing Issues		215. Leadership Role Transitions			206. Expert Witness Discussion Hour	207. Intent., Goal Orient., Networks in Job Search	208. Justice & Individual Differences	209. IP: CEMA Sponsored	210. COI: Test-Score Banding	211. Leadership		
3:00	Coffee Break, Multiple Locations													
3:30–4:00	230. Personality Questionnaires Cross-Culturally	231. CEMA Meeting	232. Recent Trends in Adverse Impact Litigation	233. Selection: Tracking to Acquisition	234. Practical Experiences of Recent I-O Grads	235. In-House Selection	236. Purpose Driven Job Analysis	237. Context in Motivation & Leadership	238. IP: Aging	239. COI: Leader-ship Talent Mgmt	240. Justice, Conflict, Deviance			
4:30	247. Active Learning in I-O	242. CEMA Reception			248. Early Careers in I-O		249. Applying I-O Cross-Culturally		243. IP: Person-ality in Teams	244. COI: Theory Development	245. Recruit, Legal, Select			
	Committee on Ethnic Minority Affairs Reception, 4:30–5:30 PM Austin 3 (2nd floor-H)													
	Leading Edge and Beyond Reception, 5:00–6:00 PM Austin 1 (2nd floor-H)													
	Evening Reception, 6:00–8:00 PM Lonestar Preconvene (Second Floor-CC)													

Sunday, May 6

Time	Austin 2	Austin 3	Seminar Theater	Majestic 1	Majestic 4-5	Majestic 6	Majestic 7	Majestic 3	Majestic 8	Live Oak	Lone Star A-B	Dallas A1	Dallas A2	Dallas A3
7:30	Coffee Break, Multiple Locations													
8:00–8:30	257. Unproctored Measures for Selection	252. Globalization Impact on I-O Psychologists		253. Linkage Research in Customer Service	254. Recovery From Job Stress During Off-Job Time		255. Social Identity Theory: Implications for I-O	256. Future of Personnel Selection						
9:00–9:30									262. IP: LMX		263. Training, Power, Ethics			
10:00	Coffee Break, Multiple Locations													
10:30–11:30	270. Multitasking	271. Antecedents of Proactive Behavior		272. Psychological Contracts at Work		273. Time Series in Ldrshp Rsrch			274. IP: Adverse Impact					

NOTES: Sessions with titles in *italics* carry CE credits. Please refer to the session in the program for details. Sessions shaded in gray indicate Leading Edge & Beyond minitrack.

1st Floor

Hotel

← PEARL STREET →

Garden Area

Patio

Players

Bagel Shop

Gift Shop

Pearl Street Café

Tiffany Rose

North Entrance

Kitchen

Lobby / Garden Area

South Entrance

Access to Skybridge to Plaza of the Americas

Elevators

Bell Desk / Concierge

Flower Shop

Silhouettes

Front Desk

Main Entrance

West Entrance

← N. OLIVE STREET →

DART Light Rail

BRYAN STREET

LIVE OAK STREET

Freight Elevator

Preconvene

Conference Center Entrance

A 1   A 2   A 3

B

Escalators

Kitchen

Dallas Ballroom

Grand Hall

C

D 1   D 2   D 3

Parking Garage

Freight Elevator

Freight Elevator

Preconvene

Loading

HARWOOD STREET →

Conference Center

2nd Floor

Hotel

← PEARL STREET →

Kitchen

Guest Skybridge to Plaza of the Americas

Pearl 1   Pearl 2   Pearl 3

Coat Room

Press Club

Atrium Brasserie Restaurant

Live Oak

Executive Boardroom

Pearl 4   Pearl 5

Promenade

Business Center

Seminar Theater

Austin Ballroom
1   2   3

Client's Office & Reg.

DART Light Rail

BRYAN STREET

Service Bridge

Guest Bridge

← N. OLIVE STREET →

LIVE OAK STREET

Freight Elevator

Preconvene

A 1   A 2   A 3   A 4

Escalators

Kitchen

Lone Star Ballroom
B

Preconvene

Parking Garage

C 1   C 2   C 3   C 4

Freight Elevator

Freight Elevator

Preconvene

HARWOOD STREET →

Conference Center

3rd Floor

Hotel

— PEARL STREET —

DART Light Rail

BRYAN STREET

Trinity 1

Trinity 5

Trinity 2

Trinity 4

Trinity 3

— N. OLIVE STREET —

LIVE OAK STREET

A
San Antonio Ballroom

B

State Room

State Room

Preconvene

Parking Garage

A
Houston Ballroom

B

C

State Room 3

State Room 4

HARWOOD STREET —

Conference Center

4th Floor

City View 5

City View 6

Preconvene

City View 4

Patio

City View 7

City View 3

City View 2

City View 1

Preconvene

Remington

Saunas

Game Room

Health Club

City View 8

Patio

Indoor Pool

Outdoor Pool

37th Floor

Majestic 1

Majestic 2

Majestic 3

Majestic 4

Majestic 5

Preconvene

Majestic 6

Preconvene

Majestic 11
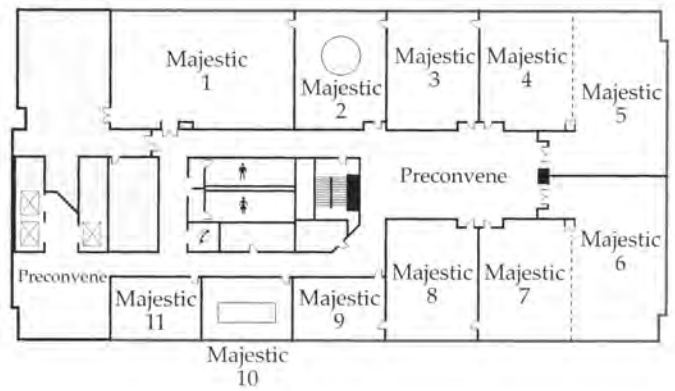
Majestic 9

Majestic 8

Majestic 7

Majestic 10

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