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### ***CONTINUING EDUCATION CREDIT FOR CONFERENCE SESSIONS***

SIOP is offering CE credit for attendance at the following three conference sessions: “I-O Psychology’s New Frontier: Wage and Hour Litigation” (Session 102), “Towards More Dynamic Research in I-O Psychology” (Session 164), and “The Nonresponse Bias Impact Assessment Strategy (NBIAS) for Survey Researchers” (Session 240). **All three sessions carry 1.5 hours of CE credit.** If you are interested in receiving CE credit for attending these sessions, please go to the session and look for the sign where volunteers will help you sign in and out of the session and complete pre- and postsession questionnaires. You must attend the entire session to receive credit. CE letters, which serve as confirmation of attendance at the session, may be requested at the main registration desk before the end of the conference or after the conference by contacting the SIOP Administrative Office.

**A searchable version of this program is available on the SIOP Web site at  
[www.siop.org/ProgramOnWeb/?year=2007](http://www.siop.org/ProgramOnWeb/?year=2007).**

**Plan your conference experience by using the personal conference scheduler,  
available at <http://www.siop.org/conferenceplanner/>.**

### ***PERSONS WITH DISABILITIES***

If you are a person with a disability and require special assistance, please inform the SIOP Administrative Office of any special needs. We will endeavor to meet these special requests. Please notify us as early as possible by calling (419) 353-0032.

**Conference Programs are mailed to all SIOP members.  
(This does not mean that you are already registered!)**

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**SIOP REGISTRATION HOURS**

45th Street Registration (Fifth Floor) - On-site  
 46th Street Registration (Fifth Floor) - Preregistration

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  
Astor Ballroom (Seventh Floor)**

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  
Westside Ballroom (Fifth Floor)**

FRIDAY: 10:00 AM–6:00 PM

SATURDAY: 8:30 AM–6:00 PM

SUNDAY: 8:30 AM–11:00 AM

**INTERNATIONAL CAFÉ**

International Affiliates and SIOP members with international interests are invited to visit the international gathering area in the exhibit hall to meet and connect with peers working in your geographical area or connect with peers who share similar interests from other regions. The area will be periodically staffed by members of the International Affairs Committee.

**MEMORIALS****Douglas Bray**

Friday, April 27, from 6:00–7:00 PM  
 Cantor/Jolson (9th Floor)

**Herbert Meyer**

Saturday, April 28, from 6:00–7:00 PM  
 Cantor/Jolson (9th Floor)

**COFFEE BREAKS**

**Friday:** 7:30–8:00 AM  
 10:00–10:30 AM  
 3:00–3:30 PM

**Saturday:** 7:30–8:00 AM  
 10:00–10:30 AM  
 3:00–3:30 PM

**Sunday:** 7:30–8:00 AM  
 10:00–10:30 AM

**SIOP SPECIAL EVENTS****HOW TO GET THE MOST FROM THE SIOP CONFERENCE**

Thursday, April 26, from 5:00–6:00 PM Skylobby (16th Floor)

**SIOP WELCOME RECEPTION**

Thursday, April 26, from 6:00–8:00 PM Broadway Ballroom (6th Floor)

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

Friday, April 27, from 8:00–9:50 AM Broadway Ballroom (6th Floor)

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

Friday, April 27, from 4:30–5:30 PM Sun Roof (16th Floor)

**RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS**

Friday, April 27, from 5:00–6:00 PM Empire (7th Floor)

**INTERNATIONAL MEMBERS' RECEPTION**

Friday, April 27, from 5:00–6:00 PM Chelsea (7th Floor)

**EVENING RECEPTION**

Friday, April 27, from 6:00–8:00 PM Broadway Ballroom (6th Floor)

*Top Posters on display from 6:00 to 6:50 PM*

**LEADING EDGE AND BEYOND RECEPTION**

Saturday, April 28, from 4:30–5:30 PM Sun Roof (16th Floor)

**EVENING RECEPTION**

Saturday, April 28, from 6:00–8:00 PM Broadway Ballroom (Sixth Floor)

## **22nd Annual SIOP Preconference Workshops**

### **Thursday, April 26, 2007**

**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. at the Registration desk (5th floor).*

1. Building Legal Defensibility Into Your HR Processes
2. Managing in the Middle Kingdom: Using Culturally Informed I-O Psychology in China
3. Creating and Implementing Effective Healthy Workplace Initiatives
4. Are We Ready? Strategic Human Resource Management and the Maturing Workforce
5. Leading a Thriving Consulting Practice: Building the Foundation, Operating Practicalities, Clients and Their Needs
6. The State of the Art in Personality Assessment
7. Get to the Point! Presenting Survey Research Data for Maximum Impact
8. An Update on the Science and Practice of I-O Psychology
9. The Making of a Coach: Personal and Professional Realities of Adding Executive Coaching to Your I-O Practice
10. Early Identification and Development of Senior Leadership Talent: The Secret Insider's Guide
11. Using Productivity Measurement and Feedback to Improve Organizational Performance.
12. The Role of E-HR in Human Resource Transformation: Build, Buy, or Outsource, and at Least Twenty More Questions Answered
13. Fits About Fit: Can You Have Too Much of a Good Thing and Is There Anything You Can Do About It?
14. Talent Management: The Promise and Paradox of Potential
15. Ethical Issues in the Practice of Psychology in Organizations: Introductory Issues (AM session only)  
Advanced Ethical Issues for I-O Psychologists: All the Shades of Gray (PM session only)

\*\*\*\*\*

## **22nd Annual SIOP Conference Sunday Seminars**

### **Sunday, April 29, 2007**

**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. Evolutionary Theory, Behavioral Genetics, and Leadership Development
2. Cutting-Edge Qualitative Research Techniques: An Opening of New Doors to I-O Psychologists
3. One Cup of High Performance Climate, Spice With Engagement, and Stir: Using Linkage Research to Bake Organizational Change
4. Journal Editing: An Opening of the Black Box

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### **Other CE Opportunities**

*There is no extra charge for these sessions. All sessions carry 1.5 hours of CE credit.*

1. Session 102: I-O Psychology's New Frontier: Wage and Hour Litigation
2. Session 164: Towards More Dynamic Research in I-O Psychology
3. Session 240: The Nonresponse Bias Impact Assessment Strategy (NBIAS) for Survey Researchers

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Ronald Piccolo	Craig Russell	Howard Sisco	Todd Thorsteinson	Sara Weiner
Charles Pierce	Joyce Russell	Sofia Sjoborg	Thomas Timmerman	Steve Weingarden
Linda Pierce	Steven Russell	Daniel Skarlicki	Carol Timmreck	Jaye Weisman
Caroline Pike	Teresa Russell	Jolene Skinner*	Karen Tinker	Karin Weissenberg
Inga Pioro	Marilyn Rutherford	Jerel Slaughter	Abigail Toner	Kathleen Welch
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Leah Podratz	Lise Saari	Karen Slora	Scott Tonidandel	Michael Wesson
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Victoria Pollman	Jesus Salgado	Matthew Smith	Carol Tornow	L. Jean Whinghter
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Richard Posthuma	Rudolph Sanchez	Sabine Sonnentag	Richard Trafton	Joel Widzer
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Denise Potosky	Christina Sarabia	Darrin Sorrels	Stuart Tross	Richard Wiener
Patrick Powaser	Leisa Sargent	Astrid Soto-Lopez	Stephen Truhon	Joel Wiesen
Deborah Powell	Irene Sasaki	Richelle Southwick	Michael Trusty	Judith Wightman
Thomas Powell	Robert Satterwhite	Christiane Spitzmueller	Donald Truxillo	Jack Wiley
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Ludmila Praslova	Thomas Sawyer	Tina Sprouse Murphy	Travis Tubre'	Jane Williams
Heather Prather	Nancy Schaab	Annette Spychalski	Ece Tuncel	Kevin Williams
Angela Pratt	Aaron Schat	Abhishek Srivastava	Daniel Turban	Kia Williams
Cynthia Prehar	Nancy Schaubhut	Alex Stajkovic	Rebecca Turner	Marie Williams
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Susan Reilly	Gerard Seijts	Cathleen Swody	Anton Villado	Michael Zickar
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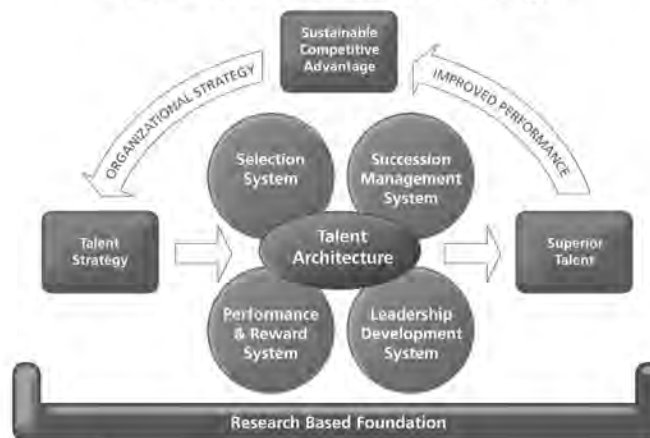
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1. Plenary Session: Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results  
Friday, 8:00–10:00

Broadway Ballroom (6th floor)

Jeffrey Pfeffer is the Thomas D. Dee II Professor of Organizational Behavior in the Graduate School of Business at Stanford University. He is the author or co-author of 10 books and more than 110 articles and book chapters. His most recent book, co-authored with Robert Sutton, is *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management*. Dr. Pfeffer is a member and Fellow of the Academy of Management and a member of the Industrial Relations Research Association. He has won the Richard D. Irwin award for Scholarly Contributions to Management as well as several awards for books and articles.

Jeffrey Pfeffer, Stanford University, *Speaker*  
Lois E. Tetrick, George Mason University, *Host*  
Jeffrey J. McHenry, Microsoft Corporation, *Chair*

2. Symposium: Friday, 10:30–12:20  
Gilbert (4th floor)

### Work and the Retirement Process: International Perspectives on Older Workers

Current demographic and economic trends are changing the landscape of aging and work. This symposium presents research from the U.S., Australia, and New Zealand regarding the growing population of older workers to examine the impact of work on older workers as well as key issues about the retirement process.

Gwenith G. Fisher, University of Michigan, *Chair*  
Fiona Alpass, Massey University, Christine Stephens, Massey University, Judith Davey, Victoria University of Wellington, Eljon Fitzgerald, Massey University, Brendan Stevenson, Massey University, Helen Pennington, Massey University, Andy Towers, Massey University, *Factors Influencing Workforce Participation for 65–70 Year-Olds in New Zealand*  
Alicia Stachowski, George Mason University, Gwenith G. Fisher, University of Michigan, James W. Grosch, NIOSH/CDC, Jeri Hesson, George Mason University, Lois E. Tetrick, George Mason University, *Job Complexity: Prevention of Cognitive Functioning Decline?*  
Mo Wang, Portland State University, Kenneth S. Shultz, California State University-San Bernardino, Yujie Zhan, Portland State University, Songqi Liu, Portland State University, *Antecedents and Health Outcomes of Bridge Employment: A Longitudinal Investigation*  
Beryl L. Hesketh, University of Western Sydney, Barbara Griffin, University of Sydney, *Self-Estimates of Life Expectancy as an Influence on Intended Retirement Age*  
Janet L. Barnes-Farrell, University of Connecticut, Russell A. Matthews, University of Connecticut/IBM, W. Robert Lewis, University of Connecticut, *Contemplating the Timing of Retirement: Differential Considerations of Younger and Older Workers*  
Jeanette N. Cleveland, Pennsylvania State University, *Discussant*

Submitter: Gwenith G. Fisher, gwenithf@umich.edu

3. Symposium: Friday, 10:30–11:50  
Odets (4th floor)

### Understanding Dirty Jobs: I-O and OHP Research at Work

Workers occupying necessary but unattractive dirty jobs must handle difficult working conditions and a negative societal image based on society's ignorance. On-going field research with several unique dirty job samples is presented to help I-O and occupational health psychologists better address the needs of this often ignored population.

Christopher J. L. Cunningham, Bowling Green State University, *Chair*  
Steve M. Jex, Bowling Green State University, *Co-Chair*  
Steven G. Rogelberg, University of North Carolina Charlotte, Natalie DiGiacomo, Spartanburg Humane Society, Charlie L. Reeve, University of North Carolina Charlotte, *Euthanizing Society's Unwanted Animals: The Toll on Employee and Employer*  
Kara A. Arnold, Memorial University of Newfoundland, *Relational Connection and the Meaning of Work for Funeral Directors*  
L. Jean Whinghter, Harrah's Entertainment, Christopher J. L. Cunningham, Bowling Green State University, *Work-Family Issues Among Petroleum Refinery Shiftworkers*  
Sarah DeArmond, Colorado State University, *The Safety of Certified Nursing Assistants: The Role of Sleepiness*  
Julian I. Barling, Queen's University, *Discussant*  
Submitter: Christopher J. L. Cunningham, ccunnin@bgsu.edu

4. Symposium: Friday, 10:30–12:20  
Wilder (4th floor)

### Launching Organizational Learning at the Frontlines: Evidence From Hospitals

One important way that organizational learning can occur is through engaging front-line employees in problem solving and learning activities. Yet, engaging frontline employees in improvement and learning efforts is often challenging. The research presented in this symposium thus seeks to inform issues on organizational learning at the front lines.

David A. Hofmann, University of North Carolina at Chapel Hill, *Chair*  
Zhike Lei, George Mason University, *Co-Chair*  
Anita L. Tucker, University of Pennsylvania, *An Empirical Study of System Improvement by Front Line Employees in Hospital Units*  
David A. Hofmann, University of North Carolina at Chapel Hill, Zhike Lei, George Mason University, *Dealing With Complexity and Learning From Failure in the Frontline: Factors Influencing When Expertise Is Utilized (and When It Is Not)*  
Timothy J. Vogus, Vanderbilt University, Kathleen M. Sutcliffe, University of Michigan-Ann Arbor, *The Impact of Safety Organizing, Trusted Leadership, and Care Pathways on Reported Medication Errors in Hospital Nursing Units*  
Ranga Ramanujam, Purdue University, Subrahmaniam Tangirala, University of Maryland-College Park, *The Effects of Adverse Events on Learning Behaviors: The Moderating Role of Safety Climate*  
Submitter: Zhike Lei, zlei1@gmu.edu



## 5. Symposium: Friday, 10:30–12:20 Hart (4th floor)

### Positive Psychology and Organizational Stress: Theoretical and Empirical Connections

Presents theoretical models and research showing how positive psychological states and organizational stressors come together to predict well-being and performance among military personnel, health care professionals, and university staff. The 4 presentations illustrate theoretical models where positive states and stressors can either independently or jointly predict outcomes.

Thomas W. Britt, Clemson University, *Chair*

Debra L. Nelson, Oklahoma State University, Bret L.

Simmons, University of Nevada, Reno, *The Holistic Stress Model: Balance in the Effects of Work Stress*

Thomas W. Britt, Clemson University, Carl A. Castro, Walter

Reed Army Institute of Research, Amy B. Adler, U.S.

Army Medical Research Unit-Europe, *Positive Psychological States and Organizational Stressors as Predictors of Outcomes*

Jeffrey L. Thomas, Walter Reed Army Institute of Research, Dave I. Cotting, Army Physical Fitness Research Institute, Dennis McGurk, Walter Reed Army Institute of Research, Carl A. Castro, Walter Reed Army Institute of Research, *Hope Is a Method: Positive Psychological States in Combat Veterans*

Tiffany M. Greene-Shorridge, Clemson University, Heather

N. Odle-Dusseau, Clemson University, Hailey A.

Herleman, Clemson University, Eric S. McKibben,

Clemson University, *Positive States and Organizational Stressors Predicting Well-Being and Performance*

Sabine Sonnentag, University of Konstanz–Germany, *Discussant*

Submitter: Thomas W. Britt, twbritt@clemson.edu

## 6. Symposium: Friday, 10:30–11:50 O'Neill (4th floor)

### Performance Appraisal in the Real World: Bridging the Science–Practice Gap

We present 4 papers detailing recent research examining variables important to performance appraisal as it actually happens in organizations: reactions of ratees/raters, forced distribution rating formats, intentional distortion, purpose of rating, and performance trends. As such, we believe these studies contribute to narrowing the science–practice gap in this area.

Deidra J. Schleicher, Purdue University, *Chair*

Lisa M. Keeping, Wilfrid Laurier University, *Co-Chair*

Brian D. Blume, University of Michigan, Flint, Timothy T.

Baldwin, Indiana University, Robert S. Rubin, DePaul

University, *All Forced Distribution Systems Are Not Created Equal: A Policy Capturing Study*

Rebecca A. Bull, Purdue University, Deidra J. Schleicher,

Purdue University, Stephen G. Green, Purdue University,

*Rater Reactions to Forced Distribution Rating Systems*

Jeff Spence, University of Waterloo, Lisa M. Keeping, Wilfrid

Laurier University, *Examining the Effect of*

*Nonperformance Information on Performance Ratings*

Jochen Reb, Singapore Management University, Gary J.

Greguras, Singapore Management University, *Dynamic Performance, Ratings, and Attributions: Frequently Discussed but Infrequently Investigated*

Paul E. Levy, University of Akron, *Discussant*

Submitter: Deidra J. Schleicher, deidra@purdue.edu

## 7. Symposium: Friday, 10:30–12:20 Ziegfeld (4th floor)

### New Directions in Emotional Intelligence Research

Emotional intelligence is still one of the most hotly debated constructs in I-O psychology. Five papers are presented that review and integrate the emotional intelligence literature, examine group differences among the subcomponents of EI, and connect emotional intelligence to task and contextual performance, as well as decision making.

Hazel-Anne M. Johnson, University of South Florida, *Chair*

Paul E. Spector, University of South Florida, *Co-Chair*

Peter J. Jordan, Griffith University, Vanessa U. Druskat,

University of New Hampshire, *A Review and Integration of Research on Emotional Intelligence in the Workplace*

Daniel S. Whitman, Florida International University, David L.

Van Rooy, Marriott International, Chockalingam

Viswesvaran, Florida International University, Eyran

Kraus, City of Miami, *Examining the Narrow*

*Dimensions Underlying Emotional Intelligence: Ethnic and Gender Differences*

Peter J. Jordan, Griffith University, Neal M. Ashkanasy,

University of Queensland, Sandra A. Lawrence, Griffith

University, *A Test of the Impact of Job Insecurity on*

*Decision Making and the Moderating Role of Emotional Intelligence*

Matthew Scaruto, Xavier University, Mark S. Nagy, Xavier

University, Morell E. Mullins, Xavier University,

*Emotional Intelligence and OCBs: Beyond Mental Ability and Personality*

Hazel-Anne M. Johnson, University of South Florida, Paul E.

Spector, University of South Florida, *Emotional*

*Intelligence as a Predictor of Emotional Labor and*

*Service Performance*

Stephane Cote, University of Toronto, *Discussant*

Submitter: Hazel-Anne M. Johnson, hazel\_anne\_m\_johnson@yahoo.com

## 8. Interactive Session: Friday, 10:30–11:50 Brecht (4th floor)

### The Great Bear Wilderness Disaster: Lessons in Team Learning

Using the “staff ride” model developed in the military, participants will move through episodes of a wilderness plane crash and the efforts of the work crew to stay alive. A timeline and video-based recreation of the incident will aid a discussion of how team learning, regulatory processes, and decision making unfolded.

Wendy S. Becker, University at Albany-SUNY, *Host*

Michael J. Burke, Tulane University, *Co-Host*

Submitter: Wendy S. Becker, w.becker@albany.edu

9. Poster Session: Friday, 10:30–11:20  
Westside (5th floor)

### Absenteeism & Performance

9-1. Institutional Racial Environment and Racial Differences in Law School Performance

Analyzing data from the National Longitudinal Bar Passage Study ( $N = 1,100$ ), the authors found that African American–Caucasian mean differences in law school grade point average beyond prior academic preparation, and support for a race x institutional commitment to diversity x faculty expectations interaction on law school grade point average.

Patrick F. McKay, University of Wisconsin-Milwaukee  
James L. Outtz, Outtz and Associates

Submitter: Patrick F. McKay, pmckay@uwm.edu

9-2. Productivity and Satisfaction: Exploring the Relationship at the National Level

Is the happy nation the productive nation? Archival data from national surveys of job satisfaction and several indexes of individual worker productivity as well as international job satisfaction data and an index of the corresponding country's productivity revealed that these 2 factors are not consistently related.

Stacey Kessler, University of South Florida  
Eileen Taylor, North Carolina State University  
Edward L. Levine, University of South Florida  
Jack W. Wiley, Kenexa Research Institute  
Larry Kessler, University of South Florida

Submitter: Stacey Kessler, stacey9815@aol.com

9-3. Views of Managerial Derailment From Above and Below

Managerial derailment can harm managers, coworkers, and organizations. We used data from 2,050 managers and bosses and direct report ratings of characteristics that lead to derailment. Managers working effectively with higher management related positively to their warmth exhibited to direct reports, resulting in lessened boss and direct report ratings of derailment.

William A. Gentry, Center for Creative Leadership  
Linda R. Shanock, University at Albany, SUNY

Submitter: William A. Gentry, gentryb@leaders.ccl.org

9-4. A Multilevel Examination of Corporate Identity Promotion

This research examines the cross-level relationship between management–employee relations and intentions to promote one's corporate identity and the mediating role of employee attitudes. Results supported our hypotheses in that management–employee relations positively relates to individual intentions to promote corporate identity, and this effect is mediated by employee attitudes.

J. Craig Wallace, Oklahoma State University  
Scott Mondore, Maersk, Inc

Submitter: J. Craig Wallace, craig.wallace@okstate.edu

9-5. Implicit Theories Go Applied: Conception of Ability at Work

This study proposed a measure designed to measure implicit theories about work, assessed its relationship to other implicit theory measures, and explored potential relationships with work domain antecedents. Analyses demonstrated significant relationships between conception of ability at work and perceptions of effort at work and competence demonstration goal focus.

Charles N. Thompson, Wright State University  
Corey E. Miller, Wright State University

Submitter: Charles N. Thompson, thompsonchad1@gmail.com

9-6. Effects of Task Performance and OCB on Managerial Appraisals

We report the results of 2 experimental studies investigating the impact of task performance and organizational citizenship behaviors (OCBs) on managerial appraisals and reward recommendations. Results support the conclusion that task, helping, employee voice, and organizational loyalty are causal determinants of performance appraisals and reward recommendations.

Steven W. Whiting, Georgia State University  
Philip M. Podsakoff, Indiana University  
Jason R. Pierce, Indiana University

Submitter: Steven W. Whiting, whiting@gsu.edu

9-7. A Multilevel Analysis of Pilots' Situation Awareness During Weather Threats

Researchers examined pilots' situation awareness as they approached simulated weather threats, considering the distance to the weather cell, mental workload, and rank as captains or FOs. A multilevel analysis revealed that, consistent with prior research, SA decreased as pilots approached weather and as mental workload levels increased, particularly for captains.

Ernesto A. Bustamante, Old Dominion University

Submitter: Ernesto A. Bustamante, ebustama@odu.edu

9-8. Person-Situation Predictors of Work Competence and Typical Performance

We examined the effects of general mental ability (GMA) and perceived organizational support (POS) on typical performance and work competence. Data from 2 field samples supported that GMA related to work competence, and POS was related to typical performance. Interactive effects of GMA and POS were detected for work competence.

L. A. Witt, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: L. A. Witt, witt@uh.edu

#### 9-9. Impact of HR Influence on Agency Financial Performance in Australian Public Sector

Analysis of path model showed that both HR department's perceived influence and extent of alignment between HR and organizational strategy lead to the perceived performance of HR department, reduction of HR expenses, and increase HR productivity and the average profitability per employee of a sample of Australian public-sector agencies.

Stephen T. Teo, University of Technology, Sydney  
John J. Rodwell, Macquarie University

Submitter: Stephen T. Teo, stephen.teo@uts.edu.au

#### 9-10. OCB and the Interplay of Organizational and Managerial Values

We investigated the extent to which managerial values and organizational values influenced the expression of organizational citizenship behaviors by employees. Results indicated that although both value sets are related to OCB, organizational values exert a stronger influence. Implications for theory and future research are presented.

Christie H. Burton, Clayton State University

Submitter: Christie H. Burton, christieburton@clayton.edu

#### 9-11. Turnover, OCB, and Counterproductivity: Affective Events Theory and Part-Time Employees

Affective events theory (AET) predicts organizational citizenship behaviors, counterproductive behaviors, and turnover as a function of employees' judgments and affective states. The current study assesses the usefulness of AET for part-time employees. Results from structural equation modeling support the value of modifications to AET when predicting behavior among part-time employees.

Douglas R. Lindsay, Penn State University  
Michael R. Baumann, University of Texas at San Antonio

Submitter: Douglas R. Lindsay, drl192@psu.edu

#### 9-12. Perceptions of Politics and Organizational Citizenship Behaviors: Identifying Mediating Variables

Potential mediators of the relationship between politics perceptions and organizational citizenship behavior (OCB) were examined, including justice perceptions, perceived organizational support, organizational concern, prosocial values, and impression management motives. Measures of OCB included self-, coworker, and supervisor ratings. Results suggest perceived organizational support mediates the politics perceptions-OCB relationship.

Larissa Linton, PDRI  
Stephen H. Wagner, Central Michigan University

Submitter: Larissa Linton, larissa.linton@pdri.com

#### 9-13. Investigating Absenteeism From a Social Perspective: A Multilevel Examination

Ninety-three dyads participated in a study that examined the effects of leader-member exchange and attendance climate on employee absenteeism. As hypothesized, subordinates in good quality relationships were absent less frequently than those in poor quality relationships. In poor quality relationships, absenteeism was much higher in negative/weak attendance climates than in positive/strong attendance climates.

Jennifer L. Roberts, AT&T  
Roya Ayman, Illinois Institute of Technology

Submitter: Jennifer L. Roberts, jl1279@att.com

#### 9-14. Big Halo, Little Horns: Reexamining Halo Error in Performance Ratings

It is assumed that halo (a tendency to rate performance dimensions based on a global impression) is a source of systematic error in managerial ratings. However, we found that global positive impressions (halos) and global negative impressions (horns) have differential relationships to real-world outcomes like rehire intentions and performance ratings.

Aarti Shyamsunder, Kronos Talent Management Division  
Clayton A. Yonce, Kronos TMD/Portland State University  
Donald S. Currier, Kronos Talent Management Division

Submitter: Aarti Shyamsunder, ashyamsunder@kronos.com

#### 9-15. The Impact of Environment and Individual Differences on Performance Determinants

Research has not comprehensively assessed the influence of individual difference and environmental performance antecedents within the context of an overarching model of performance. Using the Army Project A dataset, it was demonstrated that performance antecedents, both environmental and individual differences, relate to performance determinants in complex but theoretically reasonable patterns.

Michael R. Bashshur, Universitat Pompeu Fabra

Submitter: Michael R. Bashshur, michael.bashshur@upf.edu

#### 9-16. The Effects of Self-Concept on Foci of Commitment and Performance

This study examined the effects of self-concept on foci of commitment and job performance. Relational self-concept was related to supervisor and workgroup commitment, and collective self-concept was associated with organizational commitment. The different self-concepts and foci of commitment were also found to be differentially related task performance, OCBI, and OCBOs.

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

Submitter: Samantha Le Chau, slc17@uakron.edu

#### 9-17. Situational Judgments as Proximal Predictors of Personal Initiative

We examined if situational judgment tests can be used for the measurement of constructs. We used respondents' judgments in different scenarios as causal indicators of their overall level of personal initiative in the workplace. The Situational Judgment Test of Personal Initiative (SJT-PI) had adequate criterion and construct validity.

Ronald Bledow, University of Giessen  
Michael Frese, University of Giessen

Submitter: Ronald Bledow,  
ronald.bledow@psychol.uni-giessen.de

#### 9-18. Achievement Goal Dimensionality: Should Mastery-Avoidance Be Included?

We demonstrate that the most recently conceived achievement goal, mastery-avoidance, may play an important role in understanding feedback-seeking behavior and job performance. Our results support the use of the 4-factor model of achievement goals to best understand work-related behaviors, rather than the more traditional 2-factor and 3-factor models.

Lisa Baranik, University of Georgia  
Laura J. Stanley, University of Georgia  
Abigail R. Lau, James Madison University  
Kenneth E. Barron, James Madison University

Submitter: Lisa Baranik, lbaranik@gmail.com

#### 9-19. Race and Competency-Based Job Performance

Drawing upon a cross-organizational sample of approximately 8,500 incumbents, we investigated differences in competency-based job performance among White, Black, Hispanic, and Asian employees. We discuss our results within the context of prior research and the increasing use of competency frameworks to define work requirements.

Lilly Lin, Development Dimensions International  
Evan F. Sinar, Development Dimensions International

Submitter: Lilly Lin, lilly.lin@ddiworld.com

#### 9-20. How Modeling Voluntary Turnover Decisions Increases Ability to Predict Turnover

We examined whether voluntary turnover decisions could be modeled, groups with homogeneous turnover decision processes could be identified, and whether the decision simulation predicted actual turnover. Results suggest simulation-based turnover estimates were strongly related to subsequent turnover and significantly more correlated with turnover than traditional intention-to-quit scale scores.

Craig J. Russell, University of Oklahoma

Submitter: Craig J. Russell, cruss@ou.edu

#### 9-21. The Impact of Political Skill and Fairness on Interpersonal Facilitation

We evaluated the impact of political skill as a moderator of the relationship between interactional justice and interpersonal facilitation. Results indicated that interactional justice was more strongly related to interpersonal facilitation among employees who possessed high rather than low levels of political skill.

Darren C. Treadway, University of Mississippi  
L. A. Witt, University of Houston

Submitter: L. A. Witt, witt@uh.edu

#### 9-22. Effectively Supporting Your Coworkers: Conscientiousness Is Not Enough

We investigated the joint effects of Conscientiousness and unrealistic perceived control on task-focused and person-focused interpersonal citizenship behavior (ICB). Conscientiousness had main effects on both forms of ICB, but unrealistic perceived control was related to neither. Conscientiousness was related to person-focused ICB only among workers low in unrealistic perceived control.

Suzanne Kieffer, University of Houston  
L. A. Witt, University of Houston  
Sara J. Perry, University of Houston

Submitter: L. A. Witt, witt@uh.edu

#### 9-23. Gender and Competency-Based Job Performance

Drawing upon a cross-organizational sample of approximately 8,560 incumbents, we investigated differences in competency-based job performance among male and female employees. We discuss our results within the context of prior personality research and the increasing use of competency frameworks to define work requirements.

Lisa Schultz-Teeter, Development Dimensions International  
Evan F. Sinar, Development Dimensions International

Submitter: Lisa Schultz-Teeter, lisa.teeter@ddiworld.com

#### 9-24. Work Ethic and Job Performance: A Multidimensional Perspective

An understanding of predictors of both task and contextual performance is vital, as each is essential to organizational effectiveness. We proposed work ethic would predict performance and that personality could explain this relationship. Results suggest dimensions of work ethic are related to performance, and these relationships are mediated by Conscientiousness.

Stefanie Plemmons, Purdue University  
Ann H. Huffman, Northern Arizona University  
Jaime B. Henning, Texas A&M University  
Satoris S. Youngcourt, University of Wisconsin-River Falls

Submitter: Ann H. Huffman, ann.huffman@nau.edu



### 9-25. Predicting Job Performance: Does the Work Context Matter?

It is widely accepted that behavior is determined by person and situation characteristics. However, research in the domain of job performance often excludes work context. This study demonstrates the incremental validity of work context in the prediction of performance. Work context should be further examined as a predictor of performance.

Reanna M. Poncheri, North Carolina State/Surface, Ward, & Associates

Mark A. Wilson, North Carolina State University

Submitter: Reanna M. Poncheri, rmponche@ncsu.edu

### 9-26. Negative Implications for the Inclusion of Citizenship Performance in Ratings

Numerous researchers have demonstrated performance ratings include both task and citizenship performance, however the implications of this for the performance rating, employee, and organization have not yet been investigated. The purpose of this paper is to conceptually explore the potential negative consequences of including citizenship performance in formal performance appraisals.

Satoris S. Youngcourt, University of Wisconsin-River Falls  
Jaime B. Henning, Texas A&M University

Submitter: Satoris S. Youngcourt, syoungcourt@gmail.com

### 9-27. Doing the Job I'm Paid For and Nothing More!

Findings indicate that (a) accountability was positively related to OCBs; (b) organizational cynicism was negatively related to OCBs and positively related to CWBs; and (c) an interaction effect was found for OCBs but not for CWBs.

Joseph M. Goodman, James Madison University  
William R. Evans, University of Arkansas-Little Rock  
Dwight D. Frink, University of Mississippi  
Walter D. Davis, University of Mississippi

Submitter: Joseph M. Goodman, goodmajm@jmu.edu

### 9-28. Identification, the Formation of Group Affect, and Organizational Citizenship Behavior

We propose that identification, the perception of belongingness to a group, is a key-determinant in the formation of group affect, a collectively shared pattern of homogeneous affective states among group members, and its influence on organizational citizenship behavior. We present and discuss 2 studies that clearly support our hypotheses.

Jacqueline A. L. Tanghe, Vrije Universiteit Amsterdam  
Barbara van Knippenberg, Vrije Universiteit  
Henk van der Flier, Vrije Universiteit Amsterdam

Submitter: Annel H. B. de Hoogh, ahb.de.hoogh@psy.vu.nl

### 9-29. Elucidating Hope's Role at Work: Results From a Scenario Study

Past research has linked hope and job performance but has failed to explain why such a relationship exists. Using a scenario study, we examined how hopeful employees think differently about work-related problems than do those with less hope. Higher hope executives produced more high-quality solutions to a work-related problem.

Kristin Byron, Syracuse University

Suzanne J. Peterson, Arizona State University

Submitter: Kristin Byron, klbyron@syr.edu

### 9-30. Moderated and Mediated Relationships Between Pay-for-Performance, Job Satisfaction and Performance

We analyzed differences in personality and organizational justice perceptions, job satisfaction, and performance between sales people working under different pay-for-performance systems. We found locus of control and risk preference moderated the relationship between pay for performance and job satisfaction. We found organizational justice mediated the relationship between pay for performance and job satisfaction.

Heather Kchodl, Central Michigan University  
Carl M. Johnson, Central Michigan University  
Terry A. Beehr, Central Michigan University  
Neil D. Christiansen, Central Michigan University

Submitter: Heather Kchodl, kchodlhm@cmich.edu

### 10. Special Event: Friday, 10:30–12:20 Broadway S (6th floor)

#### **Special Invited Event Sponsored by the SIOP Program Committee: Checking in With the Scientist-Practitioner Model: How Are We Doing?**

SIOP is founded on the scientist-practitioner model, promoting both the generation of knowledge and the application of knowledge in practice. This panel brings together influential I-O psychologists representing differing backgrounds and viewpoints to discuss the success of the model, implications for graduate curricula, and the future of our field.

Daniel J. Beal, Rice University, *Co-Chair*

Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Co-Chair*

Rosemary Hays-Thomas, University of West Florida, *Panelist*

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

Daniel R. Ilgen, Michigan State University, *Panelist*

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

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

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

Nancy T. Tappin, Valterra, *Panelist*

Howard M. Weiss, Purdue University, *Panelist*



11. Symposium: Friday, 10:30–11:50  
Broadway N (6th floor)

### **The Employment Interview: Constructs, Questions, and Directions for Improvement**

This symposium will examine the constructs captured by the interview, along with challenges to status quo thinking concerning its incremental validity and utility and the natural superiority associated with adding structure to the interview process. In addition, directions for improving the employment interview will be addressed.

Ronald F. Piccolo, University of Central Florida, *Co-Chair*  
Ryan L. Klinger, University of Florida, *Co-Chair*  
Allen I. Huffcutt, Bradley University, Chad H. Van Iddekinge, Florida State University, Philip L. Roth, Clemson University, *A Comprehensive Review of the Constructs Captured by Employment Interview Ratings*  
Ryan L. Klinger, University of Florida, Timothy A. Judge, University of Florida, *Examining the Incremental Validity of the Employment Interview: Beyond Conscientiousness and Cognitive Ability*  
In-Sue Oh, University of Iowa, Bennett E. Postlethwaite, University of Iowa, Frank L. Schmidt, University of Iowa, Michael A. McDaniel, Virginia Commonwealth University, *Do Structured and Unstructured Interviews Have Near Equal Validity?*  
Aino Salimaki, Helsinki University of Technology, Jerald Greenberg, The Ohio State University, *Attracting Applicants and Retaining Employees by Training Employment Interviewers in Interactional Justice*  
Todd J. Maurer, Georgia State University, *Discussant*  
Submitter: Ryan L. Klinger, ryan.klinger@cba.ufl.edu

12. Community of Interest: Friday, 10:30–11:20  
Uris (6th floor)

### **Issues in IRT**

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

13. Special Event: Friday, 10:30–11:20  
Plymouth (6th floor)

### **SIOP Organizational Frontiers Volume: Conflict in Organizations**

Workplace conflict and how it is managed impacts individual health and well-being, team functioning and performance, and organizational effectiveness. This forthcoming SIOP Frontiers volume brings together work on conflict at the individual, the group, and the organizational level of analysis. Panelists will discuss their work and interact with the audience.

Carsten K. W. De Dreu, University of Amsterdam, *Co-Chair*  
Michele J. Gelfand, University of Maryland, *Co-Chair*  
Robert D. Pritchard, University of Central Florida, *Co-Chair*  
Bianca Beersma, University of Amsterdam, *Panelist*  
Katerina Bezrukova, Rutgers University, *Panelist*  
Ray Friedman, Vanderbilt University, *Panelist*  
Barry M. Goldman, University of Maryland, *Panelist*  
Valentina Bruk Lee, PreVisor, *Panelist*

Kirsten Keller, University of Maryland, *Panelist*  
Lisa M. Leslie, University of Maryland, *Panelist*  
Julie B. Olson-Buchanan, California State University-Fresno, *Panelist*  
Jana L. Raver, Queen's University, *Panelist*  
Laurie R. Weingart, Carnegie Mellon University, *Panelist*

14. Symposium: Friday, 10:30–11:50  
Majestic (6th floor)

### **Leadership Influences on Employee Voice**

In recent years researchers have begun investigating the antecedents of employee voice. This symposium presents 4 empirical papers that (a) increase understanding of leadership as a key contextual antecedent of voice and (b) extend previous research by considering new mediators and moderators of leadership–voice relationships.

Ethan Burris, University of Texas-Austin, *Chair*  
James R. Detert, Pennsylvania State University, *Co-Chair*  
Isabel Cristina Botero, Illinois State University, Linn Van Dyne, Michigan State University, *Predicting Voice Across Culture: Interactive Effects of LMX and Power Distance*  
Subrahmaniam Tangirala, University of Maryland-College Park, Ranga Ramanujam, Purdue University, *How Leaders Model Employee Voice*  
Ethan Burris, University of Texas-Austin, James R. Detert, Pennsylvania State University, Dan S. Chiaburu, Pennsylvania State University, *Quitting Before Leaving: The Mediating Effects Psychological Investment and Detachment on Voice*  
Susan J. Ashford, University of Michigan, Kathleen M. Sutcliffe, University of Michigan-Ann Arbor, Elizabeth W. Morrison, New York University, James R. Detert, Pennsylvania State University  
Ethan Burris, University of Texas-Austin, *The Good Voice Manager: Understanding Why Leaders Are Open to Input From Below*  
Michael Frese, University of Giessen, *Discussant*  
Submitter: James R. Detert, jdetert@psu.edu

15. Panel Discussion: Friday, 10:30–11:50  
Winter Garden (6th floor)

### **How Best to Prepare Students to be Effective I-O Practitioners**

This panel will explore the changing needs of HR and if we are appropriately educating and training our students to make a difference in applied settings. We will discuss perceived skill gaps and what the student, educator, and SIOP can do to bridge those gaps. Audience participation will be encouraged.

Eric D. Heggstad, University of North Carolina Charlotte, *Chair*  
Irwin L. Goldstein, University System of Maryland, *Panelist*  
Edie L. Goldberg, E. L. Goldberg & Associates, *Panelist*  
Michelle A. Donovan, Google, *Panelist*  
Linda S. Carr, Sun Microsystems, *Panelist*  
Submitter: Edie L. Goldberg, edie@ELGoldberg.com

16. Symposium: Friday, 10:30–12:20  
Soho (7th floor)

### Workplace Stereotypes and Legal Defensibility

Academics and practitioners, psychologists and attorneys will present relevant theory, discussions of court cases, and empirical findings that provide contrasting perspectives on the research related to workplace stereotypes (e.g., age, sex, weight, and physical appearance) and the legal defensibility of selection procedures. Implications for researchers and practitioners will be discussed.

Michael A. Campion, Purdue University, *Chair*  
Richard A. Posthuma, University of Texas-El Paso, *Co-Chair*  
Michael A. Campion, Purdue University, Richard A.

Posthuma, University of Texas-El Paso, *Research on Age Stereotypes in the Workplace*

Stan Malos, San Jose State University, *Gender Stereotype and Appearance Discrimination Litigation*

Mark V. Roehling, Michigan State University, Patricia V. Roehling, Hope College, Richard A. Posthuma, University of Texas-El Paso, *Weight-Based Stereotypes in Employment Decision Making “in the Eyes of the Law”*

Frank J. Landy, Landy Litigation Support Group, *Stereotypes in Personnel Decisions: A Moth in the Flame*

Richard A. Posthuma, University of Texas-El Paso, Mark V. Roehling, Michigan State University, Michael A. Campion, Purdue University, *Legal Risks and Defensibility Factors for Employee Selection Procedures*

Submitter: Richard A. Posthuma, rposthuma@utep.edu

17. Panel Discussion: Friday, 10:30–11:50  
Gramercy (7th floor)

### Is the “The Great Debate” Over? Uses of 360° Feedback

Using a model of 360° feedback processes, 4 practitioners of major 360 systems currently being used for decision making will share their guidance, recommendations, and warnings for others desiring to do the same.

David W. Bracken, Kenexa Corporation, *Chair*

Allan H. Church, PepsiCo, *Panelist*

Laura Ann Preston, Personnel Decisions International, *Panelist*

Lise M. Saari, IBM, *Panelist*

Janine Wacławski, Pepsi-Cola Company, *Panelist*

Manuel London, SUNY-Stony Brook, *Discussant*

Submitter: David W. Bracken, david.bracken@kenexa.com

18. Symposium: Friday, 10:30–11:50  
Empire (7th floor)

### The Daily Affective Experience: Its Antecedents and Consequences

Results from experience sampling studies of affect are reported. Daily or momentary affect is shown to be influenced by mechanisms such as work stressors, unfair treatment, cognitive appraisals, and emotion contagion. Affect is also shown to impact satisfaction and behavior. Dispositional variables (motivation, affectivity, and self-efficacy) moderate the effects.

Zhaoli Song, National University of Singapore, *Chair*

Jane Yang, City University of Hong Kong, *Co-Chair*

Jane Yang, City University of Hong Kong, James M.

Diefendorff, University of Akron, Dora M. Luk, City

University of Hong Kong, *The Relations of Daily*

*Counterproductive Workplace Behavior With Emotions*

*and Situational Antecedents: A Diary Study in Hong Kong*

John P. Trougakos, University of Toronto, Reeshad S. Dalal,

Purdue University, Daniel J. Beal, Rice University,

Howard M. Weiss, Purdue University, *Affective Events*

*and Affective Outcomes: A Test of Affective Event*

*Theory Using Restaurant Servers*

Maw-Der Foo, University of Colorado at Boulder, Zhaoli

Song, National University of Singapore, Marilyn A. Uy,

National University of Singapore, *Affect Crossover*

*Among Dual-Earner Couples: An Event Sampling Study*

Angeline Lim, National University of Singapore, Zhaoli Song,

National University of Singapore, Maw-Der Foo,

University of Colorado at Boulder, Marilyn A. Uy,

National University of Singapore, *Is it Me or Is it You:*

*The Impact of Relationship Self-Efficacy on Affective*

*Responses to Social Interactions*

Richard D. Arvey, National University of Singapore, *Discussant*

Submitter: Zhaoli Song, bizszl@nus.edu.sg

19. Symposium: Friday, 10:30–11:50  
Chelsea (7th floor)

### Employment Discrimination Against Immigrants: Antecedents and the Complexity of Remediation

In the United States, Germany, and Canada, immigrant participation in the labor force remains central for maintaining the global competitiveness of these economies.

Surprisingly, however, immigrants often experience discrimination, especially in the employment process. This symposium presents 4 papers that examine the employment discrimination faced by immigrants in these countries.

Joerg Dietz, University of Western Ontario, *Chair*

Chetan Joshi, University of Western Ontario, *Co-Chair*

Dianna L. Stone, University of Texas, San Antonio, *Co-Chair*

Dianna L. Stone, University of Texas, San Antonio, Eugene F.

Stone-Romero, University of Texas, San Antonio, Jason

Padilla, University of Central Florida, Mary A Davis,

University of Central Florida, *The Effects of Immigrant*

*Status and Ethnicity on Job Suitability Ratings*

Boris B. Baltes, Wayne State University, *Examining the*

*Effect of Negative Stereotypes on Workplace Outcomes*

Caroline Bennett-AbuAyyash, University of Western Ontario,

Victoria Esses, University of Western Ontario, *The Role*

*of Religious Prejudice in the Evaluation of Foreign-*

*Trained Job Applicants*

Chetan Joshi, University of Western Ontario, Joerg Dietz,

University of Western Ontario, Victoria Esses, University of

Western Ontario, *Reducing Employment Discrimination*

*Against Immigrants: An Interactionist Approach*

Adrienne J. Colella, Tulane University, *Discussant*

Submitter: Chetan Joshi, cjoshi@ivey.uwo.ca

20. Symposium: Friday, 10:30–11:50  
Duffy (7th floor)

### **Towards a Relational Model of Workplace Aggression**

This symposium features emerging theoretical and empirical perspectives on workplace aggression. In particular, the studies variously investigate how the relationship between the target and source of workplace aggression influences the causes of aggressive behavior, target perceptions and reactions to such behavior, and how these perceptions and reactions occur.

Aaron C. H. Schat, McMaster University, *Chair*

M. Sandy Hershcovis, University of Manitoba, *Co-Chair*

M. Sandy Hershcovis, University of Manitoba, Julian I.

Barling, Queen's University, *Towards a Relational Model of Workplace Aggression: Some Meta-analytic Evidence*

Joel H. Neuman, SUNY-New Paltz, Loreleigh Keashly, Wayne State University, *Differential Attributions for, and Reactions to, Workplace Aggression From Coworkers, Supervisors, and Clients*

Bennett J. Tepper, Georgia State University, Chris A. Henle, University of North Carolina Charlotte, Lisa Schurer Lambert, Georgia State University, Robert A. Giacalone, Temple University, Michelle K. Duffy, University of Minnesota, *Abusive Supervision and Organization-Directed Deviance*

Camilla M. Holmval, Saint Mary's University, Aaron C. H. Schat, McMaster University, Krystle Chafe, Saint Mary's University, *Antecedents and Employee Perceptions of Customer Aggression in Service Settings*

E. Kevin Kelloway, Saint Mary's University, *Discussant*

Submitter: Aaron C. H. Schat, schata@mcmaster.ca

21. Interactive Posters: Friday, 10:30–11:20  
Harlem (7th floor)

### **Losing Bench: Turnover**

Richard G. Best, Lockheed Martin, *Facilitator*

21-1. Moderating and Mediating the HRM Effectiveness–Intent to Turnover Relationship: The Roles of Supervisors and Job Embeddedness

We hypothesized that LMX moderated the relationship between HRM effectiveness and job embeddedness (JE). We also hypothesized that JE mediated the HRM effectiveness–employee intent to turnover relationship. We suggest that value is added to organizations in so far as supervisors support HRM practices that develop job embeddedness.

Anthony R. Wheeler, Bradley University

Kenneth J. Harris, Indiana University Southeast

Paul Harvey, Florida State University

Submitter: Paul Harvey, nph02@fsu.edu

21-2. Occupational Turnover: Understanding Nurses' Intent to Leave the Nursing Profession

This longitudinal study among 1,187 nurses examined the importance of nurses' social work environment and

work–home interference for nurses' intent to leave nursing. Our outcomes indicated that an unsupportive environment and high work–home interference resulted in lower occupational commitment and job satisfaction, and predicted nurses' intention to leave the profession.

Beatrice I. J. M. van der Heijden, Maastricht School of Management

Karen Van Dam, Tilburg University

Hans-Martin Hasselhorn, University of Wuppertal

Submitter: Karen Van Dam, K.vanDam@uvt.nl

21-3. Turnover Among Knowledge Workers in High-Tech and Low-Tech Industries

The present study examined the effect of a structural variable, sector affiliation (high tech vs. low tech), as a moderator of attitudinal antecedents–turnover intentions relationships. In particular, 2 interactions, 1 between sector and ease of movement and another between sector and performance, were found to be significant.

Jacob Weisberg, Bar-Ilan University

Idit Zaitman, Bar-Ilan University

Submitter: Meni Koslowsky, koslow@mail.biu.ac.il

21-4. Why Top Talent Leaves: Performance Effects on Reasons for Quitting

Voluntary turnover is expensive and the problem is exacerbated when highly valued employees leave the organization. Working with a sample of nearly 3,000 employees in the gaming industry, we show that certain reasons for leaving are much more important for high performers, whereas others carry more weight for low performers.

Charlie O. Trevor, University of Wisconsin-Madison

John P. Hausknecht, Cornell University

Michael J. Howard, Harrah's Entertainment

Submitter: John P. Hausknecht, jph42@cornell.edu

22. Symposium: Friday, 10:30–11:50  
Marquis C (9th floor)

### **Flipping the Coin: Considering Children in Work–Family Research**

Given the increasing prevalence of dual-income families, it is imperative to expand our understanding of the complex interplay between work and family. The majority of work–family research tends to focus on work-related outcomes. This symposium specifically addresses family-related variables, with an emphasis on considering issues related to children.

Louis C. Buffardi, George Mason University, *Chair*

Laura Wheeler Poms, George Mason University, *Co-Chair*

Whitney E. Botsford, George Mason University, *Co-Chair*

Laura Wheeler Poms, George Mason University, Whitney E.

Botsford, George Mason University, Louis C. Buffardi,

George Mason University, Alison S. O'Brien, George

Mason University, *Measuring Childcare Satisfaction:*

*Confirmatory Evidence for a Four-Factor Scale*



Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, *How Organizations Can Help Childcare Work: Reducing Consequences of Childcare Disruptions*

Christine Dickson, Center for WorkLife Management, *Effects of Employer-Sponsored Dependent Care Supports on Family Responsibilities Discrimination and Work-Related Attitudes*

Tammy D. Allen, University of South Florida, Kristen M. Shockley, University of South Florida, Laura Poteat, University of South Florida, *Family Supportive Policies, Work-Family Conflict, and the Family Dinner*

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

Submitter: Laura Wheeler Poms, lpoms@gmu.edu

23. Symposium: Friday, 10:30–11:50

Marquis B (9th floor)

### **The Multirole Individual: Boundary Maintenance and Individual Differences Across Roles**

Individuals occupy different roles in life (e.g., parent, spouse, supervisor), and researchers have begun to focus on the implications of multiple roles for psychological functioning. The purpose of the current symposium is to highlight advances in our understanding of how individuals behave in, and manage the boundaries between, different roles.

Lance Ferris, University of Waterloo, *Chair*

Douglas J. Brown, University of Waterloo, *Co-Chair*

Elizabeth A. McCune, Portland State University, Deborah K. Ford, Portland State University, Talya N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Todd Bodner, Portland State University, *Frame-of-Reference Effects and Self-Monitoring as Moderators of the Personality-Performance Relationship*

Daniel Heller, Tel Aviv University, Lance Ferris, University of Waterloo, Douglas J. Brown, University of Waterloo, Fathmath Ibrahim, University of Waterloo, *The Mediating Role of Contextual Personality on the Dispositional Source of Job Satisfaction*

Glen E. Kreiner, University of Cincinnati, Elaine C. Hollensbe, University of Cincinnati, Mathew L. Sheep, Illinois State University, *Dimensions of Fit for Work and Home Boundary Preferences*

Dustin Wood, University of Illinois, Urbana-Champaign, Brent W. Roberts, University of Illinois, Urbana-Champaign, Peter D. Harms, University of Illinois, Urbana-Champaign, *Comparative Merits of General and Contextualized Trait Measures in Predicting Contextual Behavior*

Ann Marie Ryan, Michigan State University, *Discussant*

Submitter: Lance Ferris, dlfeerris@watarts.uwaterloo.ca

24. Panel Discussion: Friday, 10:30–11:50

Cantor (9th floor)

### **What's REALLY New in Employee Surveys**

For years, employee surveys have been a standard tool of I-O practitioners. Although surveys have evolved, significant developments have the potential to alter dramatically their role and implementation. This panel

addresses whether and how these developments have changed employee surveys, plus implications and challenges. Panelists have perspectives across multiple organizations.

John K. Kennedy, Half Moon Consulting, *Chair*

Paul M. Connolly, Performance Programs, Inc., *Panelist*

Douglas A. Klein, Sirota Survey Intelligence, *Panelist*

William H. Macey, Valtera, *Panelist*

Jack W. Wiley, Kenexa Research Institute, *Panelist*

Submitter: John K. Kennedy, JackKennedy@Half-MoonConsulting.com

25. Symposium: Friday, 10:30–11:50

Barrymore (9th floor)

### **Developments in Applicant Perception Research for Better Predicting Individual/Organizational Outcomes**

Understanding the individual and organizational importance of applicant perceptions requires drawing on strong theoretical models and rigorously developed instruments that are administered to real test takers. Four studies, from the United States and Europe, empirically investigate new conceptualizations (behavioral intention models), measures (test-anxiety/motivation), and settings (promotion) to our advance knowledge.

Eva Derous, Erasmus University Rotterdam, *Chair*

Bert Schreurs, University of Leuven, Eva Derous, Erasmus

University Rotterdam, Edwin A. J. Van Hooft, Erasmus

University Rotterdam, Karin Proost, University of Leuven,

Karel De Witte, University of Leuven, *Predicting*

*Applicants' Job Pursuit From Selection Expectations*

*and the Theory of Planned Behavior*

Kathleen M. Meckley, Wright State University, David M.

LaHuis, Wright State University, *Effect of Explanations*

*on Applicants' Test-Taking Motivation and Test*

*Performance*

Karin Proost, University of Leuven, Eva Derous, Erasmus

University Rotterdam, Bert Schreurs, University of

Leuven, Karel De Witte, University of Leuven, *Fearing*

*the Evaluative Context of Personnel Selection: The*

*Differential Effect of Applicants' Self- Versus Other-*

*Referenced Anxiety on Test Performance*

Wendy J. Casper, University of Texas-Arlington, Deidra J.

Schleicher, Purdue University, Traci Sitzmann, Advanced

Distributed Learning Co-Laboratory, Kevin E. Fox, St.

Louis University, Marguerite Lazzarini, Arlington County

VA Government, Robert P. Tett, University of Tulsa,

*Perceptions of Fairness in Promotion Assessments: The*

*Role of Test Characteristics and Performance*

Talya N. Bauer, Portland State University, *Discussant*

Submitter: Eva Derous, derous@fsw.eur.nl

26. Interactive Session: Friday, 10:30–12:20  
Sun Roof (16th floor)

### Expanding the Horizons of Mentoring Theory, Research and Practice

This interactive “knowledge incubator” session will offer a stimulating space in which mentoring scholars and practitioners can work together to consolidate what we have learned, bring new theoretical lenses to the discourse on mentoring, and develop new strategies that foster effective action related to the practice of mentoring.

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Host*  
Kathy E. Kram, Boston University School of Management,

#### Co-Host

Gayle Baugh, University of West Florida, *Panelist*  
Stacy Blake-Beard, Simmons School of Management, *Panelist*  
David Clutterbuck, Clutterbuck Associates, *Panelist*  
Lillian T. Eby, University of Georgia, *Panelist*  
Jeffrey H. Greenhaus, Drexel University, *Panelist*  
Robert Kegan, Harvard University, *Panelist*  
Regina O'Neill, Suffolk University, *Panelist*  
Eileen McGowan, Harvard University, *Panelist*  
Audrey J. Murrell, University of Pittsburgh, *Panelist*  
David Thomas, Harvard University, *Panelist*  
Romila Singh, University of Wisconsin-Milwaukee, *Panelist*  
Eric Stone, University of Pennsylvania, *Panelist*  
Amy Klemm Verbos, University of Wisconsin-Milwaukee, *Panelist*

Submitter: Belle Rose Ragins, ragins@uwm.edu

27. Poster Session: Friday, 11:30–12:20  
Westside (5th floor)

### Work Groups & Training

27-1. Firm Performance and Top Management Team Age, Tenure, and Education

A meta-analysis (29 studies, 6,298 teams) of the relationship between firm performance and top management team (TMT) demographics (age and tenure) revealed an overall nonexistent relationship. TMT education had a weak relationship with firm performance. Time period of data collection and industry focus had a moderating effect.

Abhishek Srivastava, West Virginia University  
Hun Lee, George Mason University

Submitter: Abhishek Srivastava,  
abhishek.srivastava@mail.wvu.edu

27-2. Methodologies Employed in Measuring Shared Cognition: What Do We Know?

The need for teams in organizations is increasing and so is the need for understanding the phenomena of shared cognition. To date, there has been no comprehensive examination of how aspects of shared cognition are being measured. Therefore, the current paper examines the literature to identify methods of measurement.

Heather Priest, University of Central Florida  
Brandy Burke, University of Central Florida  
C. Shawn Burke, University of Central Florida  
Eduardo Salas, University of Central Florida

Submitter: C. Shawn Burke, sburke@ist.ucf.edu

27-3. Knowledge Structures and Skill Acquisition: Having an Expert Referent Matters

Across 3 laboratory samples, this study demonstrated that the accuracy of knowledge structures in reference to an expert structure accounted for more variance in skill-based training outcomes over an index of coherence. Using coherence in addition to accuracy did not account for more variance in training outcomes over accuracy alone.

Eric A. Day, University of Oklahoma  
Matthew J. Schuelke, University of Oklahoma  
Jazmine Espejo, Development Dimensions International, Inc.  
Paul R. Boatman, University of Oklahoma  
Vanessa Kowollik, University of Oklahoma  
Lauren E. McEntire, University of Oklahoma  
Xiaoqian Wang, University of Oklahoma

Submitter: Matthew J. Schuelke,  
mschuelke@psychology.ou.edu

27-4. Self-Esteem and Consistency in Group Evaluations: The Role of Implicit Self-Theories

We explore the relationship between self-evaluations and in-group evaluations. We compare predictions from cognitive consistency theories to social identity theory. Overall, we support a consistency approach to understanding in-group evaluations, but show predictions of cognitive consistency theories are moderated by whether people think they can change (i.e., their implicit self-theories).

Michael J. Zyphur, National University of Singapore  
Gazi Islam, IBMEC, Sao Paulo

Submitter: Michael J. Zyphur, bizmjz@nus.edu.sg

27-5. On the Perils of Polychronicity: Multitasking Effects in Nuclear Crews

In situations requiring intense monotask concentration, teams whose members prefer not to multitask—that is, members who are less polychronic—should outperform teams populated by more polychronic members. A study of 17 nuclear power plant crews supported this suggestion, as the polychronicity of team members negatively predicted performance.

Seth A. Kaplan, George Mason University  
Mary J. Waller, University of Maastricht

Submitter: Seth A. Kaplan, sethakap@yahoo.com



## 27-6. The Affective Bases of Team Performance During Nonroutine Events

This paper outlines a theoretical model emphasizing the affective nature of team nonroutine performance. In this model, trait affect's influence on performance outcomes is predicted to vary depending on the nature of the task, the barriers to effective performance, the level of analysis, and the timing of adaptive behaviors.

Seth A. Kaplan, George Mason University

Submitter: Seth A. Kaplan, sethakap@yahoo.com

## 27-7. A Multilevel Analysis of the Determinants of Teamwork Behavior

We examined a multilevel model linking individual- and team-level factors to individual teamwork behaviors and team outcomes. Both individual-level (i.e., core self-evaluation, task-relevant knowledge, Extraversion, and Conscientiousness) and team-level (i.e., relationship conflict and collective efficacy) variables predicted individual teamwork behaviors, which, when aggregated, predicted team performance and team viability.

Kevin Tasa, McMaster University

Greg Sears, Carleton University

Aaron C. H. Schat, McMaster University

Submitter: Kevin Tasa, tasa@mcmaster.ca

## 27-8. Sleep Deprivation and Decision-Making Teams: A Contingent Effect

We develop a theory of sleep deprivation in teams and suggest a series of testable propositions regarding the effects of sleep deprivation in work teams. We propose that the general negative impact of sleep deprivation on team performance is attenuated and exacerbated by several different team characteristics and task characteristics.

Christopher M. Barnes, Michigan State University

John R. Hollenbeck, Michigan State University

Submitter: Christopher M. Barnes, barnes@bus.msu.edu

## 27-9. Using Guidance and Elaboration to Enhance Performance in Web-Based Environments

There has been a lack of empirical guidelines for developing "e-learning" applications in organizations. The present study examined 2 instructional strategies, guidance and elaboration, for improving performance on a Web-based task. Findings suggest that structured guidance in combination with elaboration techniques may help employees enhance their performance in Web-based environments.

Frederik Anseel, Ghent University

Filip Lievens, Ghent University

Eveline Schollaert, Ghent University

Submitter: Frederik Anseel, Frederik.Anseel@ugent.be

## 27-10. Transactive Memory in Virtual Teams: Noncontribution and Team Response

This paper examines the actions taken by virtual teams in response to members not contributing to team transactive memory and considers both an efficiency and attribution-affect based response. Results of a laboratory study with student teams support the former—teams respond with actions that are efficient.

Naina Gupta, Nanyang Business School

Submitter: Naina Gupta, Naina@ntu.edu.sg

## 27-11. An Exploratory Meta-Analysis of Cohesion and Performance in Project Teams

Determinants of team effectiveness, such as cohesion, depend on the type of teams. Yet, studies comparing types of teams on cohesion are scarce. Meta-analytic integration revealed that the cohesion-behavioral performance correlation is higher for project teams compared to work teams, whereas the reverse occurs for the cohesion–outcome performance correlation.

Francois Chiocchio, Université de Montréal

Hélène Essiembre, Université de Montréal

Submitter: Francois Chiocchio, f.chiocchio@umontreal.ca

## 27-12. Conscientiousness, Potency, and Performance in Teams: A Longitudinal Study

We examined whether team potency was a significant mediator of the relationship between team composition on the personality variable Conscientiousness and the quality of the teams' performance over 3 time periods. Data from 53 teams confirmed potency as a mediator of the Conscientiousness–team performance relationship over time.

Marieke C. Schilpzand, Georgia Institute of Technology

Wendy J. Walker, Georgia Institute of Technology

Christina E. Shalley, Georgia Institute of Technology

David M. Herold, Georgia Institute of Technology

Submitter: Wendy J. Walker, wendy.walker@mgt.gatech.edu

## 27-13. A Comparison of Assessment Center Practices in Western Europe and North America

Despite the popularity of assessment centers, no recent study exists which describes AC practices in different countries. Our purpose was therefore to describe and compare the current AC use in countries in North America and Western Europe. Furthermore, we evaluated these AC practices and identified recent changes in AC use.

Diana E. Krause, University of Western Ontario

George C. Thornton III, Colorado State University

Submitter: Diana E. Krause, dkrause2@uwo.ca

#### 27-14. Team Climate Configurations: Effects on Team Processes and Effectiveness

Studies of team climate have focused on either the unit average to operationalize climate or on dispersion within the unit to capture climate strength. This study shows how another dimension of dispersion, within group clustering, also plays a role in relationships of work-team climate and team processes and outcomes.

Ana M. Hernandez, University of Valencia  
Vicente González-Romá, University of Valencia  
José M. Peiró, University of Valencia  
Nuria Gamero, Ciemat  
Lina Fortes-Ferreira, University of Valencia

Submitter: Ana M. Hernandez, Ana.Hernandez@uv.es

#### 27-15. Dementia Education and Nurse Assistant Satisfaction: A Demonstration Study

Training programs in health care have long been thought to increase satisfaction or positively impact patient care. This program, designed to educate nurse assistants in the diagnosis of dementia, not only significantly increased knowledge and job satisfaction but also showed increases in patient care as the occurrence of behavioral disturbances decreased.

Lorraine Breuer, Parker Jewish Institute  
Nicole A. Andreoli, Parker Jewish Institute  
Sylvia Williams, Parker Jewish Institute  
Samba Silla, Parker Jewish Institute  
Michael Rosenblut, Parker Jewish Institute

Submitter: Nicole A. Andreoli, nandreoli@parkerinstitute.org

#### 27-16. Assessing the Predictive Validity of Peer Ratings of Goal Orientation

We examined the contribution of peer ratings of goal orientation above and beyond self-ratings in the context of collaborative training. Although results showed that self- and peer ratings had little convergence, peer ratings provided incremental validity beyond self-ratings and prior performance in predicting skill acquisition and self-efficacy.

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

Submitter: Jazmine Espejo, Jazmine.Espejo@ddiworld.com

#### 27-17. Situational Judgment Tests and Training Evaluation

This study describes the ongoing development and implementation of a situational judgment test (SJT) for the purpose of training evaluation. Data are presented from 2 different training cohorts where a SJT was utilized for training evaluation. Trainee responses to the SJT demonstrated positive training effects.

Neil M. A. Hauenstein, Virginia Tech  
Rolanda Findlay, Virginia Tech  
Julie L. Kalanick, Virginia Tech  
Patrice L. Esson, Virginia Tech

Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

#### 27-18. Team Cognition in the Intensive Care Unit

Shared cognition is an essential safety feature in intensive care unit (ICU) teams. A study measuring team situation models during the ICU patient review process showed that the convergence of perceptions between trainee and senior medics for likely patient developments was related to junior team member involvement in the task.

Thomas W. Reader, University of Aberdeen  
Rhona H. Flin, University of Aberdeen  
Kathryn J. Mearns, University of Aberdeen  
Brian H. Cuthbertson, Health Services Research Unit

Submitter: Thomas W. Reader, tom.reader@abdn.ac.uk

#### 27-19. Person Attributes in Error Training: Who Learns From Their Mistakes?

This research investigated whether and when people can learn from their mistakes in a dynamic decision-making task. Training outcomes were best predicted by cognitive ability, Extraversion, and avoidant goal orientation. In general, error-encouragement training was more effective than error-avoidance training but was not the best training for everyone.

Vanessa Loh, University of Sydney  
Sally Andrews, University of Sydney  
Beryl Hesketh, University of Western Sydney  
Barbara Griffin, University of Western Sydney

Submitter: Vanessa Loh, vlo2904@yahoo.com.au

#### 27-20. Group Structure and Task Type: Expanding the Stepladder Technique

This research explored alternative situations for use of the stepladder technique for group problem solving. The present study expanded stepladder technique from intellectual to decision-making tasks requiring open-ended response. Stepladder groups did not produce higher quality decisions than conventional; furthermore, stepladder group participants failed to demonstrate higher perceptions of satisfaction.

Erin E. Block, Saint Louis University  
Matthew J. Grawitch, Saint Louis University  
Edward J. Sabin, Saint Louis University

Submitter: Erin E. Block, chernake@slu.edu

#### 27-21. Effect of Individual Counterproductive Behaviors on Team Performance Over Time

This research examined individual counterproductive behaviors as a source of process loss in teams. Teams ( $n = 19$ ) working over 9 weeks, team performance was stable for groups comprised entirely of members with low levels of CP. In teams where a group member demonstrated high levels of counterproductive behaviors, group performance decreased.

Marie-Helene Budworth, York University  
Sara L. Mann, McMaster University

Submitter: Marie-Helene Budworth, budworth@yorku.ca

## 27-22. Revisiting the Team Demographic Diversity and Performance Relationship: A Meta-Analysis

We conducted a meta-analysis of the relationship between team demographic diversity and team performance. Results were different from previous meta-analyses on the topic and indicated that when moderators (i.e., team tenure, performance type, team type, specific type of diversity) were considered, several team demographic diversity and team performance relationships emerged.

Suzanne T. Bell, DePaul University  
Anton J. Villado, Texas A&M University  
Bethany Lynn Denning, DePaul University  
Cort Rudolph, Wayne State University

Submitter: Suzanne T. Bell, sbell11@depaul.edu

## 27-23. Influence of External Feedback Propensity on Feedback Perceptions and Motivation

This study's purpose was to construct and validate a revised measure to assess external feedback propensity and to test a path model linking external feedback propensity to feedback perceptions, intrinsic motivation, and performance. Results revealed that external feedback propensity was associated with feedback trustworthiness but not accuracy or usefulness.

Kristin M. Delgado, Wright State University  
Debra Steele-Johnson, Wright State University  
Anupama Narayan, Wright State University

Submitter: Kristin M. Delgado, delgado.4@wright.edu

## 27-24. Leader Behavior and Group Potency: Effects of Subordinate Agreement

This study examined the relationship between behaviors of leaders and group potency. In addition to demonstrating the influence of initiating structure and consideration on a group's potency, this study demonstrated the moderating effect of team member agreement on this relationship.

Catherine R. Bush, Central Michigan University  
Stephen H. Wagner, Central Michigan University

Submitter: Catherine R. Bush, CathyBush95@aol.com

## 27-25. Linking Individual-Level Technical, Contextual, and Adaptive Performance to Team Processes

Current models of job performance differentiate between task performance and contextual performance. This study finds support for a third latent component of job performance, adaptive performance, in a work environment that requires proficiency in handling change. In addition, individual-level performance on the 3 components is related to team-level process-oriented performance.

Meredith L. Cracraft, Personnel Decisions Research Institutes  
Gonzalo Ferro, Personnel Decisions Research Institutes  
David W. Dorsey, Personnel Decisions Research Institutes  
Johnathan Nelson, George Mason University

Submitter: Meredith L. Cracraft, mcracraf@gmu.edu

## 27-26. Personality and Teamwork: Cognitive Motivation as a Multilevel Linking Mechanism

This paper examined cognitive motivation as a multi-level linking mechanism. Relationships between individual personality and values with (a) teamwork behaviors at the individual level and (b) team processes and performance were examined. Using path analyses, communion striving motivation was found to be important at individual and team levels.

Kenneth Randall, Florida International University  
Toshio Murase, Florida International University  
Christian J. Resick, Florida International University  
Leslie A. DeChurch, Florida International University

Submitter: Christian J. Resick, resickc@fiu.edu

## 27-27. The Influence of Experience and Planning on Team Mental Models

The effect of experience and planning on team mental models was tested with 172 3-person teams in a lab setting. The results showed that, even though experience did not influence team members' preplanning mental model (MM) similarity, it interacted with planning and preplanning MM similarity to influence postplanning MM similarity.

Pedro Ignacio Leiva, P. Universidad Catolica de Valparaiso

Submitter: Pedro Ignacio Leiva, pedro.leiva@ucv.cl

## 27-28. Beyond the Technology: Research-Based Guidelines for Designing Blended Learning

Organizations exist in an ever-changing, global, knowledge-based environment and expect employees to rapidly gain new knowledge, skills, and abilities (KSAs) to ensure the organizations' viability. We offer 10 research-based guidelines to aid in the development blended learning courses that are theoretically sound, engage trainees, and lead to effective learning outcomes.

Dana E. Sims, University of Central Florida  
C. Shawn Burke, University of Central Florida  
David S. Metcalf, Institute for Simulation and Training  
Eduardo Salas, University of Central Florida

Submitter: Dana E. Sims, dana.e.sims@gmail.com

## 27-29. The Relationship Between Team Personality and Team Performance: A Meta-Analysis

This study provided an in-depth meta-analysis on the relationship between the Big 5 personality traits and team performance. Results indicate that team Conscientiousness and Agreeableness hold significant relationships with team performance. These relationships were stronger when using behavioral criteria, when assessing field studies, and when using planning and psychomotor tasks.

Matthew S. Prewett, University of South Florida  
Michael E. Rossi, University of South Florida  
Frederick R. B. Stilson, University of South Florida

Ashley A. Gray, University of South Florida  
Matthew D. Tuttle, University of South Florida

Submitter: Matthew S. Prewett, mprewett@mail.usf.edu

28. Community of Interest: Friday, 11:30–12:20  
Uris (6th floor)

### Issues in Multilevel Research

Gilad Chen, University of Maryland, *Facilitator*  
Robert E. Ployhart, University of South Carolina, *Facilitator*

29. Special Event: Friday, 11:30–12:20  
Plymouth (6th floor)

### SIOP Organizational Frontiers Volume: The Psychology of Entrepreneurship

How central are entrepreneurs to new venture creation? One researcher put it this way: “Trying to understand entrepreneurship without considering entrepreneurs is like trying to bake bread without yeast.” This book views entrepreneurs as the active ingredient in entrepreneurship and examines important ways in which they shape the entire process.

Robert D. Pritchard, University of Central Florida, *Co-Chair*  
Robert A. Baron, Rensselaer Polytechnic Inst, *Co-Chair*  
Michael Frese, University of Giessen, *Co-Chair*  
Edwin A. Locke, University of Maryland, *Panelist*  
Andreas Rauch, Erasmus University, *Panelist*  
Kelly G. Shaver, College of William & Mary, *Panelist*

30. Interactive Posters: Friday, 11:30–12:20  
Harlem (7th floor)

### Ethics

Elizabeth L. Shoenfelt, Western Kentucky University, *Facilitator*

30-1. Academic Integrity and the HPI Employee Reliability Scale

Research by McCabe has focused on the role of integrity culture in academic misconduct. The combined effects of academic culture and personality were examined using a sample of approximately 275 business students. Results revealed a significant interaction between personality and culture for reporting cheating but not for intention to cheat.

Jennifer L. Kisamore, University of Oklahoma  
I. M. Jawahar, Illinois State University  
Thomas H. Stone, Oklahoma State University

Submitter: Jennifer L. Kisamore, jkisamore@ou.edu

30-2. The Effect of Supplier Ethics on Buyer Trust and Commitment

We suggest that suppliers' ethical reputations influence buyers' trust in suppliers, which, in turn, generates commitment to suppliers. We draw on side-bet theory to suggest that switching costs moderate these relationships and also determine when ethical reputation factors into buyers' decisions to commit to suppliers.

Scott R. Colwell, University of Guelph  
Michael J. Zyphur, National University of Singapore

Submitter: Michael J. Zyphur, bizmjz@nus.edu.sg

30-3. Unethical Performance Appraisal: Effects of Political Motives on Performance Ratings

An experimental study investigated the effects of political motives on performance appraisal ratings. Participants rated a “subordinate’s” performance subsequent to receiving lenient or harsh goals, and normative performance information (present or absent). Lenient goals resulted in higher performance ratings than harsh goals; normative information had no effect on performance ratings.

Ted H. Shore, California State University, San Marcos  
Judy P. Strauss, California State University-Long Beach

Submitter: Judy P. Strauss, jstrauss@csulb.edu

30-4. Unethical Acts in Organizations: What's the Cost?

This study attempts to place perceived financial costs on unethical behaviors by using conjoint analysis. Unethical behaviors are compared across different levels of severity and losses in revenue. The results provide a deeper understanding of how individuals' judge unethical acts. Benefits of this research and conjoint analysis are discussed.

Rebecca L. Greenbaum, University of Central Florida  
Robert G. Folger, University of Central Florida  
Robert D. Pritchard, University of Central Florida  
Deborah DiazGranados, University of Central Florida  
Kaoruko M. Nakano, University of Central Florida  
Heiko Grossmann, Queen Mary, University of London

Submitter: Rebecca L. Greenbaum, rgray@bus.ucf.edu

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## Explore The Latest Trends with Sirota at SIOP

### **Friday 10:30 Cantor/Jolson Room (9th fl.)**

*Douglas Klein and other leaders of survey research*  
"What is REALLY New in Employee Surveys"

### **Friday 5:00 Hart Room (4th fl.)**

*Yvette Quintela and others*  
"Comparing Career Paths in Industrial and Organizational Psychology"

### **Saturday 10:30 Marquis C (9th fl.)**

*Douglas Klein*  
"Financial and Managerial Determinants of Engagement: Research and Case Studies" with Charles Scherbaum, Justin Black, Baruch College, Craig Ramsay, Intuit, Joyce Chan, McGraw-Hill, and Ralph S. Kloeckner, Accenture

### **Saturday 12:Noon Marquis C (9th fl.)**

*Douglas Klein and other leaders in survey research*  
"The Promise and Peril of Employee Engagement"

### **Saturday 12:Noon Cheksea/Gotham Room (7th fl.)**

*Yvette Quintela and others*  
"Performance Feedback: Innovative Contributions to Theory and Practice"

### **Saturday 3:30 Majestic Music Box (6th fl.)**

*Walter Reichman (with W. Warner Burke, Christopher B. Burnham, Mitchell Fleischer, Thomas Schwarz)*  
"Changing Complex Organizations: United Nations, US Air Force, Purchase College"

### **Sunday 8:30 Cheksea/Gramercy/Olmstead Room**

*Mary O'Neill Berry, Walter Reichman*  
"Organizational Consulting within the United Nations"



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31. Practice Forum: Friday, 12:00–1:20  
Odets (4th floor)

### Research-Driven Best Practices in Employee Retention

In this forum, we look at how several organizations use innovative data collection and research practices to address employee retention issues. We begin by describing the work of a workforce retention consortium and then highlight specific approaches used to gain insight into drivers of turnover and develop organizational retention programs.

Peter W. Hom, Arizona State University, *Chair*

Peter W. Hom, Arizona State University, Aimee D. Ellis,

Arizona State University, *Benchmarking Quit Statistics*

Paula S. Radefeld, State Farm Insurance, Don S. Paul, State

Farm Insurance, Ein Abrahams, State Farm Insurance,

Amy Mast, Illinois State University, *Retention Research*

*and Initiatives at State Farm Insurance Companies*

Craig A James, Allstate Insurance Company, Derek P. Berube,

Allstate Insurance Company, Jessica J. Cassidy, Allstate

Insurance Company, *Making Strategic Personnel*

*Decisions Through Employee Lifecycle Surveys*

Chris L. Lovato, The Home Depot, Victoria A. Davis,

Organizational Consultant, Monica Schultz, Kansas State

University, Cheryl L. Comer, Kansas State University,

*Cultivating and Sustaining a Retention-Oriented Culture at The Home Depot*

Submitter: Craig A. James, cjame@allstate.com

32. Practice Forum: Friday, 12:00–1:20  
O'Neill (4th floor)

### So Much to Do, So Little Time: Maximizing I-O Capabilities

Because the demand within organizations for specialized I-O skills often exceeds the available supply of those skills, we are challenged to ensure high-quality, legally justifiable work products with limited resources. This forum will provide practical ways I-O psychologists can maximize their efforts and those of their clients to accomplish I-O objectives.

Christine E. Corbet, Aon Consulting, *Chair*

Scott I. Tannenbaum, Group for Organizational Effectiveness, *Co-Chair*

Christine E Corbet, Aon Consulting, Jamie S. Donsbach, Group for Organizational Effectiveness, *So Much to Do, So Little Time: Maximizing I-O Capabilities*

Scott I. Tannenbaum, Group for Organizational Effectiveness, Jamie S. Donsbach, Group for Organizational Effectiveness, *Strategies, Methods, and Challenges: A Framework for Bridging the Specialized Skills Gap*

J. Patrick Sharpe, U.S. Office of Personnel Management, *Squeezing Milk Out of a Rock: Improving Assessment Practices in the Federal Government*

Jessica Osedach, Verizon, Christine E. Corbet, Aon Consulting, Matthew J. Dreyer, Verizon, David S. Gill, Verizon, *Helping Clients Help Themselves: The Development of a Training Content Validation Guide*

Rosemary S. Miller, OPM, *Working for America: Increasing*

### Value With Decreasing Resources

Kim Windrow, McGraw-Hill Companies, *Bridging the Specialized Skills Gap: An Executive's View*

Kim Windrow, McGraw-Hill Companies, *Discussant*

Submitter: Christine E. Corbet, christine\_corbet@aon.com

33. Symposium: Friday, 12:00–1:50  
Brecht (4th floor)

### Santa Claus, the Tooth Fairy, and Perfect Measurement Equivalence

The growing use of psychological assessments in cross-cultural contexts has emphasized the need to empirically examine the equivalence of the psychometric properties of questionnaires and tests prior to drawing more substantive inferences. This symposium presents research applying several measurement equivalence methods to multigroup contexts.

Scott Bedwell, IPAT/University of Illinois, *Chair*

Penny Moyle, OPP, *Co-Chair*

Ian S. Little, Pearson Educational Measurement, Patrick L.

Wadlington, Birkman International, Inc., Jill V. Turner,

Pearson Educational Measurement, *Exploring the Cross-Cultural Measurement Equivalence of Personality Using CFA and IRT*

Scott Bedwell, IPAT/University of Illinois, *Matching Method to Inquiry: Measurement Equivalence of the 16PF Fifth Edition in Multiple Languages*

Richard C. Thompson, CPP, Inc., Michael L. Morris, CPP, Inc., Nancy Schaubhut, CPP, Inc., Jenny Merriam, CPP, Inc., *Measurement Equivalence of the FIRO-B Across Cultures: Multiple Lenses and Meanings*

Harini Soni, Illinois Institute of Technology, Alan D. Mead, PAQ Services, Inc, Scott B. Morris, Illinois Institute of Technology, *A Comparison of Multigroup DIF Methods for Assessing Measurement Equivalence*

Alan D. Mead, PAQ Services, Inc, *Discussant*

Submitter: Scott Bedwell, seb@ipat.com

34. Practice Forum: Friday, 12:00–12:50  
Broadway N (6th floor)

### E-Coaching: Supporting Leadership Coaching With Technology

Leadership coaching has experienced growth in both client base and popularity. Integrating technology into leadership coaching programs is a promising response to meet the growing demand. Practitioner/researchers will share their insights to aid understanding, develop best practices, and identify future research needs for employing technology to support leadership coaching programs.

Lisa A. Boyce, U.S. Air Force Academy, *Chair*

Gina R. Hernez-Broome, Center for Creative Leadership, *Co-Chair*

Mary Lynn Pulley, Linkages Workplace Consulting, *Blended Coaching*

Gina R. Hernez-Broome, Center for Creative Leadership, Lisa A. Boyce, U.S. Air Force Academy, Wynne Whyman, Center for Creative Leadership, *Critical Issues of Coaching With Technology*

Lisa A. Boyce, U.S. Air Force Academy, Robert J. Jackson, U.S. Air Force Academy, Laura J. Neal, U.S. Air Force Academy, *A Case for E-Matching*  
 Laura Santana, Center for Creative Leadership, Wynne Whyman, Center for Creative Leadership, *Understanding Online Coaching Impact*  
 Stephen J. Zaccaro, George Mason University, *Discussant*

Submitter: Lisa A. Boyce, Boycela@msn.com

35. Education Forum: Friday, 12:00–1:20  
 Majestic (6th floor)

### **Practicing What We Preach: Teaching Active Learning Techniques Actively**

The use of active learning methods is related to various positive student outcomes. The purpose of this forum will be to share a variety of active learning exercises via active participation. Participants will engage actively in five 20 minutes exercises relevant to the teaching of psychology and management classes.

Barbara A. Ritter, Coastal Carolina University, *Presenter*  
 Lisa M. Keeping, Wilfrid Laurier University, *Presenter*  
 Loren J. Naidoo, Baruch College, CUNY, *Presenter*  
 Corrie E. Pogson, The University of Tulsa, *Presenter*  
 James A. Tan, St. Cloud State University, *Presenter*

Submitter: Barbara A. Ritter, britten@coastal.edu

36. Panel Discussion: Friday, 12:00–1:20  
 Winter Garden (6th floor)

### **$\Sigma(I/O\Psi) = \text{Value}$ : Perspectives on the Strategic Formula for Success**

The purpose of this panel is to share experiences that I-O psychologists have as practitioners and strategies utilized to overcome potential obstacles and be successful. This understanding can help continue paving the way for other I-O psychologists and our field to add value for organizations today and in the future.

Alana B. Cober, Transportation Security Admin, *Chair*  
 David A. Dye, Booz Allen Hamilton, *Panelist*  
 Elaine M. Engle-Vasilopoulos, Marriott International, *Panelist*  
 Stacia J. Familo-Hopek, UPS, *Panelist*  
 Russell E. Lobsenz, TSA, *Panelist*  
 Ryan A. Ross, Hogan Assessment Systems, *Panelist*  
 Seth Zimmer, BellSouth Corporation, *Panelist*

Submitter: Alana B. Cober, alana.cober@dhs.gov

37. Practice Forum: Friday, 12:00–1:20  
 Gramercy (7th floor)

### **Practitioner Perspectives on ROI for Multisource Feedback**

Multisource feedback is a widely used tool in many organizations. Though the feedback process is popular, measuring the return-on-investment (ROI) of these programs is not as common. Presenters discuss different approaches to demonstrating ROI such as links between scores and organizational performance, or recipient perceptions of program helpfulness.

Carrie Christianson DeMay, Data Recognition Corporation, *Chair*  
 Jennifer D. Kaufman, Dell Inc., Jessica Dean, Dell Inc., John O. DeVille, Dell Inc., Jolene L. Skinner, Dell, Inc., *Dell's 360: Making a Difference*

Dale S. Rose, 3D Group, Katrina Mongeon, 3D Group, *Using Survey Content to Drive ROI in 360° Feedback Processes*  
 Anna Chandonnet, Data Recognition Corporation, Kristofer J. Fenlason, Data Recognition Corporation, Carrie Christianson DeMay, Data Recognition Corporation, Colleen Rasinowich, Data Recognition Corporation, *Multisource Feedback Recipients and Perceived ROI*  
 Janine Wacławski, Pepsi-Cola Company, *Discussant*

Submitter: Anna Chandonnet,  
 achandonnet@datarecognitioncorp.com

38. Invited Speaker: Friday, 12:00–12:50  
 Empire (7th floor)

### **Special Invited Event Sponsored by the SIOP Program Committee: Workplace Stressors and Minority Health: Exploring and Expanding New Territory**

The American workplace is more racially and ethnically diverse than ever before. Yet, little is known about the workplace stressors that contribute to diminished health and safety among American minorities. This presentation will discuss the results of both quantitative and qualitative analyses conducted to explore and expand this increasingly critical area of research.

Rashaun Roberts, National Institute for Occupational Safety and Health, *Speaker*  
 Michelle Duffy, University of Minnesota, *Chair*

39. Panel Discussion: Friday, 12:00–12:50  
 Chelsea (7th floor)

### **SHRM Foundation Grant Funding: Working to Advance HR**

The SHRM Foundation, the 501(c)3 affiliate of the Society for Human Resource Management, funds original academic research that enhances the effectiveness of HR professionals and the HR profession. After describing the mission and work products of the Foundation, this session will discuss the grant application process, criteria, and funding expectations.

Wayne F. Cascio, University of Colorado, *Chair*  
 Karen Silberman, SHRM Foundation, *Presenter*  
 Lawrence Fogli, People Focus Inc., *Presenter*  
 Frederick P. Morgeson, Michigan State University, *Presenter*  
 Howard J. Klein, The Ohio State University, *Presenter*

Submitter: Wayne F. Cascio, wayne.cascio@cudenver.edu

40. Symposium: Friday, 12:00–1:20  
 Duffy (7th floor)

### **Toward a Motivational Perspective on Organizational Justice**

The purpose of this symposium is to promote a motivational perspective on organizational justice. This symposium examines what motivates people to care about justice and the effects of perceived justice on motivation.

Four papers, drawing on different theoretical paradigms, incorporate a motivational lens to examine antecedents and consequences of justice.

David M. Mayer, University of Central Florida, *Chair*

David De Cremer, Tilburg University, *Co-Chair*

Lieven Brebels, Tilburg University, David De Cremer, Tilburg University, Constantine Sedikides, University of Southampton, *When Procedural Unfairness Motivates Negative Behavior*

David M. Mayer, University of Central Florida, Rebecca L. Greenbaum, University of Central Florida, Maribeth L. Kuenzi, University of Central Florida, Gary Shteynberg, University of Maryland, *When and Why Does Procedural Justice Not Always Matter?*

Steven L. Blader, New York University, *Motivation and Justice: Outcomes and Identification Shape Procedural Justice Judgments*

Jason A. Colquitt, University of Florida, Layne Paddock, University of Florida, Cindy P. Zapata-Phelan, University of Florida, Jessica Mueller, University of Florida, *The Effects of Organizational Justice on Motivation in Creativity Contexts*

Tom R. Tyler, New York University, *Discussant*

Submitter: David M. Mayer, dmayer@bus.ucf.edu

41. Panel Discussion: Friday, 12:00–1:20  
Cantor (9th floor)

### Global Employee Surveys: Challenges and Solutions

As more companies become global, human resources practitioners and I-O psychologists are tasked with designing, developing, and implementing global employee surveys. In this panel discussion, HR leaders responsible for their company's all-employee survey will discuss the challenges of global surveys in 6 areas: (a) survey planning, (b) survey construct and item development, (c) survey branding and communication, (d) survey administration, (e) data analysis, and (f) survey data feedback, action planning, and accountability. For each of these areas, panelists will discuss their experiences and offer best practices for global employee surveys.

Van M. Latham, PathPoint Consulting, *Chair*

Gary Johnsen, Creative Metrics, *Panelist*

Anjani Panchal, Axiom Consulting Partners, *Panelist*

Maurine Lee, Lockheed Martin Corporation, *Panelist*

Elaine Oh, Pepsi Americas, *Panelist*

Submitter: Van M. Latham, vlatham@pathpointconsulting.com

42. Symposium: Friday, 12:00–1:20  
Barrymore (9th floor)

### Alternative Predictors of Academic Performance

This symposium meta-analytically addresses the validity and intercorrelations of the 4 most common alternative predictors of college performance: letters of recommendation, admissions interviews, personal statements, and high school quality. We also address the incremental validity of each of these predictors after considering prior performance and standardized test scores.

Nathan R. Kuncel, University of Minnesota, *Chair*

Jennifer R. Vannelli, Gantz Wiley Research, Nathan R.

Kuncel, University of Minnesota, Deniz S. Ones,

University of Minnesota, *Letters of Recommendation:*

*Not Much to Write Home About*

Matthew J. Borneman, University of Minnesota, Sara R. Cooper,

University of Minnesota, David M. Klieger, University of

Minnesota, Nathan R. Kuncel, University of Minnesota, Nick

Brenckman, *Admission Interviews: Not So Nice to Meet You*

Sara R. Cooper, University of Minnesota, David M. Klieger,

University of Minnesota, Matthew J. Borneman,

University of Minnesota, Nathan R. Kuncel, University of

Minnesota, Holly Mikeworth, *Personal Statements:*

*Please Keep Them to Yourself*

David M. Klieger, University of Minnesota, Matthew J.

Borneman, University of Minnesota, Sara R. Cooper,

University of Minnesota, *"Quality" of Schools? Please*

*Educate Me*

Submitter: Sara R. Cooper, coope283@umn.edu

43. Symposium: Friday, 12:30–1:50  
Gilbert (4th floor)

### Embracing and Supporting an Aging Workforce: Policies, Perceptions, and Performance

Today's work environment faces the challenge of dealing with an aging labor supply. The mass exodus of the baby boomers, and their knowledge, skills, and experience, will result in a significant labor gap that organizations must address and deal with effectively. This symposium addresses these challenges and discusses pertinent implications.

Ashley Tipton Acker, University of Texas at Arlington, *Chair*

Susanne M. Bruyere, Cornell University, *Proactive Workforce*

*Policies and Practices to Accommodate Aging Workers*

Dirk D. Steiner, Universite de Nice-Sophia Antipolis,

Marilena Bertolino, University of Trento, Franco

Fraccaroli, University of Trento, Donald M. Truxillo,

Portland State University, *Justice Perceptions of*

*Organizational Practices Concerning Older Employees*

Evan F. Sinar, Development Dimensions International, William

C. Byham, Development Dimensions International, *Age*

*Effects on Competency-Based Job Performance*

Ashley Tipton Acker, University of Texas at Arlington, Alison

Cooper, Alliance Data, Mark C. Frame, University of

Texas at Arlington, *Age Differences in Bosses' Ratings of*

*Performance, Advancement Potential, and Risk of*

*Career Difficulty*

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

Submitter: Ashley Tipton Acker, ashley@lifeexpeditions.com

44. Symposium: Friday, 12:30–1:50  
Wilder (4th floor)

### Organizational Identification: Bridging the Leader, Follower, and Customer

Employee organizational identification has been found to be related to a range of valued attitudes and behaviors relevant for organizational effectiveness. Three presentations in this symposium provide empirical evidence for links between leader and follower identification and extend organizational identification beyond the organization's boundaries to the customer.



Rolf Van Dick, Johann Wolfgang Goethe University Frankfurt, *Chair*

Jan Wieseke, University of Mannheim, *Co-Chair*

Michael Riketta, University of Aston, *Leader and Follower Identification and Work Motivation: Is Apparent Identification of the Leader More Important Than His or Her Actual Identification?*

Michael Ahearne, University of Houston, Rapp Adam, Kent State University, *An Extension of Customer-Company Identification: Examining the Influence of Situational Factors*

Jan Wieseke, University of Mannheim, Rolf Van Dick, Johann Wolfgang Goethe University Frankfurt, *The Cross-Level Transfer of Organizational Identification: A Three-Level Study on the Link Between Leader-Follower-Customer Identification*

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

Submitter: Rolf Van Dick, van.dick@psych.uni-frankfurt.de

45. Symposium: Friday, 12:30–1:50  
Hart (4th floor)

### **Behavioral Analyses of Postural Ergonomics: The Role of Self-Monitoring Methods**

This symposium assembles papers related to improving postural ergonomics through behavioral assessment and intervention. Presentations include reports of field research with commercial truck drivers, laboratory research with simulated office work tasks, and pilot studies addressing gaps in the existing literature of workplace behavioral self-monitoring studies.

Ryan Olson, Oregon Health & Science University, *Chair*

Ryan Olson, Oregon Health & Science University, Daniel I. Hahn, Portland State University, Aubrey Buckert, Portland State University, *Severe Postures Among Truck Drivers: A View Inside the Trailer*

Nicole Gravina, Western Michigan University, Shannon Leowy, Western Michigan University, Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety, Michelle Robertson, Liberty Mutual Research Center, Michael Blair, CWH Management Solutions, John Austin, Western Michigan University, *Effects of Self-Monitoring on Safe Postural Performance*

Sara Schmidt, Oregon Health & Science University, Ryan Olson, Oregon Health & Science University, Jamey Winchester, Claremont Graduate University, *Pilot Studies on Emerging Workplace Self-Monitoring Topics*

Sigurdur Sigurdsson, University of Maryland, Baltimore County, John Austin, Western Michigan University, *“Safe” Biases in Postural Self-Observations and Prompting Functions of Self-Monitoring*

Submitter: Ryan Olson, olsonry@ohsu.edu

46. Practice Forum: Friday, 12:30–1:50  
Ziegfeld (4th floor)

### **Contention Versus Cooperation: Designing an Assessment Process Under Court Scrutiny**

Four I-O psychologists, each representing very different constituencies and interests on opposite sides of highly visible litigation, describe how they contended and coop-

erated to produce an innovative approach to the promotional practices at the Federal Bureau of Investigation.

Amy Dawgert Grubb, Federal Bureau of Investigation, *Chair*  
Amy Dawgert Grubb, Federal Bureau of Investigation, *Serving Many Masters: The Role of the Internal I-O*  
Seymour Adler, Aon Consulting, *Assessment Research Under Scrutiny: Benefiting From the Constraints*  
Suzanne Tsacoumis, HumRRO, *Facilitating Cooperation Through Good Science and Neutrality*

Submitter: Amy Dawgert Grubb, akdg@comcast.net

47. Poster Session: Friday, 12:30–1:20  
Westside (5th floor)

### **Statistical Methods, Research Methodology, and Construct Development**

47-1. The Good and Bad of Strategic Planning in Research Organizations

We studied the role of strategic planning in research organizations, including effectiveness of a specific planning tool. The findings suggest that comprehensive planning is associated with increased effectiveness in research organizations. However, commitment to the planning process and tool were negatively associated with effectiveness, revealing the negative side of planning.

Sara J. Perry, University of Houston  
Steven C. Currall, Rice University  
Karla K. Stuebing, University of Houston  
Emily M. Hunter, University of Houston

Submitter: Sara J. Perry, skj02@yahoo.com

47-2. Measuring Overall Effect Size of Logistic Regression Models

Users of logistic regression models often need to describe the overall predictive strength of their models' predictors. Analogs of  $R^2$  have been developed, but these indexes are often not easy to interpret. We propose a new statistic, the generalized utility statistics (GUS), which addresses the problem.

Jeff Allen, ACT, Inc.  
Huy Le, University of Central Florida

Submitter: Huy Le, hale@mail.ucf.edu

47-3. To Group or Not To Group Your Employee Opinion Survey

To help better understand the effects of survey design on data quality, 2 field studies were conducted comparing 2 different designs: randomly presented items and items grouped by construct. Analyses show potential impact on the psychometric quality of the data from both methods but less concern with the grouped approach.

Anne E. Herman, University of Nebraska-Omaha/Kenexa  
Bryan C. Hayes, Kenexa

Submitter: Anne E. Herman, aherman@mail.unomaha.edu



#### 47-4. The Development of a Scale to Measure Career Embeddedness

We conducted a 2-part study to develop a scale to measure 6 dimensions of career embeddedness. Career embeddedness is a new construct that identifies factors that bind people to their careers (Feldman, in press). Results provide evidence for the measure's content validity, factor structure, reliability, and relationships with relevant variables.

Jennica Webster, Central Michigan University  
Gary A. Adams, University of Wisconsin-Oshkosh  
Mahesh V. Subramony, University of Wisconsin-Oshkosh  
Baron Perlman, University of Wisconsin Oshkosh

Submitter: Jennica Webster, webst1jr@cmich.edu

#### 47-5. Implications of Formative Indicator Models for Measuring Sexual Harassment

This paper examines the theoretical and psychometric issues involved with specifying the SEQ using a formative indicator model. It reviews the criteria for choosing the appropriate model and issues that arise with formative indicator models for scale development. Formative and reflective models of the SEQ are compared and evaluated.

Bradley J. Brummel, University of Illinois at Urbana-Champaign  
Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Bradley J. Brummel, brummel@uiuc.edu

#### 47-6. A Comparison of Parceling Strategies in Structural Equation Modeling

The congeneric strategy of aggregating items into parcels was developed and compared to other commonly used parceling strategies (random, item-to-construct balance). Results from a Monte Carlo simulation indicate that the congeneric strategy has less error in estimating the structural coefficient and is more efficient than the item-to-construct balance strategy.

Thomas D. Fletcher, University of Missouri-St. Louis  
Kimberly M. Perry, University of Missouri-St. Louis

Submitter: Thomas D. Fletcher, FletcherT@umsl.edu

#### 47-7. Attitudes of Demographic Item Nonresponders in Employee Surveys

Demographic information is needed in employee surveys to generate reports for subgroups. Respondents who skip demographic items may do this on purpose, for example because they fear to become identified. The data of an organizational survey corroborate that commitment is negatively correlated with item nonresponse, with job satisfaction as a moderator.

Ingwer Borg, ZUMA

Submitter: Ingwer Borg, borg@zuma-mannheim.de

#### 47-8. Cross-Level Assumptions of Invariance: Issues, Insights, and Implications

This paper demonstrates assumptions of cross-level measurement and structural invariance made when analyzing multilevel data. Cross-level measurement invariance is caused by performing single-level factor analyses and reliability analyses on multilevel data. Cross-level structural invariance is found in multilevel random coefficient models, which often impose structural invariance across levels of analysis.

Seth A. Kaplan, George Mason University  
Michael J. Zyphur, National University of Singapore  
Michael S. Christian, University of Arizona

Submitter: Seth A. Kaplan, sethakap@yahoo.com

#### 47-9. Psychometric Controversy Involving Job Performance Ratings

Murphy and DeShon (2000) argue that interrater correlations are not reliability coefficients and should not be used in corrections for attenuation, whereas Schmidt, Viswesvaran, and Ones (2000) argue the contrary position. We investigate this controversy using a structural model of ratings and simulated data that varied interrater reliability and validity.

Anne Scaduto, Penn State University  
Terry L. Dickinson, Old Dominion University

Submitter: Anne Scaduto, azs105@psu.edu

#### 47-10. Sexist Behavior and Gender Discrimination: What's the Difference?

Despite the definitional and operational similarities between sexist behavior and gender discrimination, these 2 constructs have traditionally been assessed separately. The current study investigates the appropriateness of this practice using path analysis. The results indicate that the constructs have several similarities and differences in both antecedents and outcomes.

Christopher D. Nye, University of Illinois at Urbana-Champaign  
Bradley J. Brummel, University of Illinois at Urbana-Champaign  
Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Christopher D. Nye, cnyee2@uiuc.edu

#### 47-11. Examining Context Effects in Organization Survey Data Using IRT

Organizational researchers often modify employee surveys over time. However, changes to the survey form can introduce measurement artifacts, such as context effects, leading to differences in observed responses that are not due to true organizational change. This paper illustrates the use of IRT to identify context effects in organizational surveys.

Drew Rivers, North Carolina State University  
Adam W. Meade, North Carolina State University  
William L. Fuller, Duke Energy Corp.

Submitter: Adam W. Meade, awmeade@ncsu.edu

#### 47-12. A Multilevel Logistic Regression Approach to Studying Faking

This paper describes a multilevel logistic regression (MLR) approach (Reise, 2000) to studying faking. Item difficulty and trait estimates are used to predict the probability of endorsing an item in a MLR equation. Less negative slopes for item difficulty may indicate faking, and slope variance may be modeled using MLR.

David M. LaHuis, Wright State University  
Derek A. Copeland, Wright State University

Submitter: David M. LaHuis, david.lahuis@wright.edu

#### 47-13. Vague Quantifiers Revisited: Ambiguous Category Labels Versus Quantitative Scales

The present study compared ambiguous categorical response alternatives, also known as vague quantifiers, to quantitative estimates of behavioral frequency. Results indicated that despite overall mean differences in quantitative estimates for each response category, there were large, overlapping ranges associated with each response category. Implications for researchers and practitioners are discussed.

Terri Shapiro, Hofstra University  
Nicole A. Andreoli, Parker Jewish Institute  
Comila Shahani-Denning, Hofstra University

Submitter: Terri Shapiro, terri.shapiro@hofstra.edu

#### 47-14. Monte Carlo Analyses of Possible Artifacts in Lagged Regression

Lagged regression is a relatively new technique for examining causal relationships in longitudinal designs. In this poster, Monte Carlo analysis was used to assess potential artifacts and compare the results with alternatives. Biases were uncovered in all the techniques, but they could be corrected when using lagged regression.

Jeffrey B. Vancouver, Ohio University  
Nicole Gullekson, Ohio University  
Paul D. Bliese, U.S. Army Medical Research-Europe

Submitter: Jeffrey B. Vancouver, vancouver@ohio.edu

#### 47-15. Regression Toward the Mean and the Control of Nuisance Variables

In this paper, we provide an introduction to the statistical artifact of regression toward the mean, a topic that we believe has received insufficient attention from researchers. Utilizing 2 Monte Carlo simulations, we demonstrate how regression toward the mean can result in researchers drawing erroneous conclusions from their data.

James A. Breaugh, University of Missouri-St Louis

Submitter: James A. Breaugh, jbreugh@umsl.edu

#### 47-16. Exploring the Theoretical Structure of the Error Orientation Questionnaire

The factor structure of the Error Orientation Questionnaire was examined using structural modeling in 2 samples ( $n = 290$ ;  $n = 96$ ). The factor structure originally reported did not fit the data well. A 4-factor model based in motivation theory improved fit. The theoretical basis for error orientation is discussed.

Kraig L. Schell, Angelo State University  
Kristen M. Costa, Angelo State University  
Christina Thomas, Angelo State University  
Jason M. Etchegaray, University of Texas, MD Anderson Cancer Center

Submitter: Kraig L. Schell, kraig.schell@angelo.edu

#### 47-17. History of Hypothesis Testing in I-O Psychology

Analysis of *Journal of Applied Psychology* articles show an increasing trend in the number of hypothetico-deductive studies published over the last century. The proportion of deductive and inductive studies has been decreasing since the middle of the 20th century. Appropriately, this trend corresponds with developments in the science of psychology.

Gary N. Burns, University of Wisconsin Oshkosh  
Logan P. Wandrey, University of Wisconsin Oshkosh

Submitter: Gary N. Burns, burnsg@uwosh.edu

#### 47-18. Open-Ended Comments: To Require or Not To Require?

This study explores reactions and responses to open-ended questions on Web-based surveys. An experimental design is used to examine the effects of requiring participants to answer open-ended questions. Findings show that requiring these responses increases perceptions of item importance and the number of usable comments without increasing negative affective reactions.

Reanna M. Poncheri, NC State/Surface, Ward, & Assoc.  
Lori Foster Thompson, North Carolina State University

Submitter: Reanna M. Poncheri, rmponche@ncsu.edu

#### 47-19. Employee Satisfaction or Service Climate: Which Best Predicts Customer Satisfaction?

Employee satisfaction and climate for service have emerged as significant predictors of outcomes including customer loyalty and business performance. This session examines their relative potency in predicting customer satisfaction. In our research involving 2 organizations, climate for service emerged as a significantly stronger predictor of customer satisfaction than employee satisfaction.

Jack W. Wiley, Kenexa  
Scott M. Brooks, Kenexa  
Kyle Lundby, Kenexa

Submitter: Jack W. Wiley, jack.wiley@kenexa.com

#### 47-20. A Hierarchical Framing of Person–Work Environment Fit Constructs

We propose a hierarchical framing of person–work environment fit constructs based on the breadth of the attribute sets on which fit perceptions are based. Evidence supports the hypothesis that measures of FIT—the broadest construct—produces associations with staffing outcomes that are stronger than those for narrower fit constructs.

Andrew O. Herdman, Virginia Tech  
Kevin D. Carlson, Virginia Tech

Submitter: Andrew O. Herdman, aherdman@vt.edu

#### 47-21. An Examination and Illustration of Differential Homology in Climate Research

The current study illustrates the importance of testing cross-level homology assumptions. Within a single research context, homology may exist for only some relationships or analyses. The results suggest that, when researchers fail to conduct tests of homology, the assumption that relationships can be generalized across levels is problematic.

Christopher R. Warren, California State University at Long Beach  
Emily C. Johnson, North Carolina State University

Submitter: Emily C. Johnson, ecjohnso@ncsu.edu

#### 47-22. Genetic Influences on Survey Response Propensity

This study tested whether survey participation tendencies are heritable. A pool of 558 male and 500 female twin pairs from the Minnesota Twin Registry was asked to complete a survey of traits and leadership activities. Response/nonresponse patterns indicated that genetic influences explained 45% of the variance in survey response propensity.

Lori Foster Thompson, North Carolina State University  
Zhen Zhang, University of Minnesota  
Richard D. Arvey, National University of Singapore

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

#### 47-23. Wording Effects in the Core Self-Evaluations Scale

This study identifies a negatively worded item factor in the Core Self-Evaluations Scale in 2 different samples and uses confirmatory factor analysis to compare different ways of modeling this effect. Implications for scale users are discussed and recommendations made for further research to clarify the interpretation of the wording factor.

Jeffrey C. Kennedy, Nanyang Technological University

Submitter: K. Yee Ng, akyng@ntu.edu.sg

#### 47-24. Assessing Common Methods Bias in Organizational Research

The potential inflation of correlations between measures assessed via the same method (e.g., self-report) is well

known. This study applied CFA models to 24 multi-trait–multimethod correlation matrices in order to assess the extent of common methods bias (CMB). Although not trivial, CMB is often minor in magnitude.

Adam W. Meade, North Carolina State University  
Aaron Michael Watson, North Carolina State University  
Christina M. Kroustalis, North Carolina State University

Submitter: Adam W. Meade, awmeade@ncsu.edu

#### 47-25. Covariation Versus Regression Among Intercepts and Slopes in Growth Models

How to understand specifications of covariation versus regression among intercept and slope factors in latent growth models (LGM) is discussed. We explore the issue in light of the true underlying model causing observed data and note problems of LGM interpretation heretofore undiscussed in I-O psychology and elsewhere.

Michael J. Zyphur, National University of Singapore  
Daniel J. Beal, Rice University

Submitter: Michael J. Zyphur, bizmjz@nus.edu.sg

#### 47-26. Development and Validation of a Work-Related Entitled Behavior Scale

The act frequency approach was used to develop a measure of work-related entitled behavior. Scale validation evidence was collected from student and working samples. Results suggest entitled behavior is empirically distinct from other self-interested work behaviors including deviance, withdrawal, and influence tactics. Limitations and implications for future research are discussed.

Glenda M. Fisk, Queens University

Submitter: Glenda M. Fisk, fiskglen@post.queensu.ca

#### 47-27. Influence of Postsurvey Action on Current Survey Responses

Survey respondents who perceive action was taken based on survey results respond more favorably to subsequent surveys (Church & Oliver, 2006). We investigate whether measurement invariance exists on constructs being measured as a result of perceived action. Results support invariance for some, but not all, survey constructs.

Christina M. Kroustalis, North Carolina State University  
Tara S. Behrend, North Carolina State University  
Adam W. Meade, North Carolina State University  
Eric A. Surface, SWA Consulting Inc.

Submitter: Christina M. Kroustalis, cmkroust@unity.ncsu.edu

#### 47-28. Measuring Goal Commitment: Comparing Two Measures Using Item Response Theory

Many scholars argue that a central construct in goal-based motivational frameworks is goal commitment. Correspondingly, several measures of goal commitment have been developed. However, there are considerable disagreements about how to measure goal commitment. This study used item response theory techniques to examine the psychometric properties of goal commitment measures.

Michael J. Kern, Baruch College-CUNY  
Charles A. Scherbaum, Baruch College, CUNY

Submitter: Michael J. Kern, Kernel121@aol.com

#### 47-29. Brief Note on the $r$ -to- $z$ ' Transformation in Meta-Analysis

Some meta-analysts recommend the  $r$ -to- $z$ ' transformation because it "normalizes" the sampling error variance of the correlation coefficient. This brief note points out that high values of  $r$  require larger  $N$  for a stable  $r$ -to- $z$ ' transformation; however, larger  $N$  also mitigates the skewness problem and obviates the need for the transformation.

Patrick D. Converse, Florida Institute of Technology  
Frederick L. Oswald, Michigan State University

Submitter: Frederick L. Oswald, foswald@msu.edu

#### 48. Practice Forum: Friday, 12:30–2:20 Broadway S (6th floor)

##### **The Perils of Accentuating the Positive**

Riding the wave of "positive psychology," a movement has crashed ashore that advocates a focus on maximizing strengths rather than addressing weaknesses in management development. But there are certain half-truths and hidden dangers in this seductively appealing philosophy. This session brings out these concerns and provides practitioners with research-based guidance.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*  
Morgan W. McCall, University of Southern California, *Every Strength a Weakness*

Robert B. Kaiser, Kaplan DeVries Inc., Robert E. Kaplan, Kaplan DeVries, Inc., *When Strengths Run Amok*  
Michael J. Benson, U.S. Air Force, John P. Campbell, University of Minnesota, *The Complexity of the Personality-Performance Relationship*

Robert T. Hogan, Hogan Assessment Systems, *The Ambiguities of Effectiveness*

Robert F. Silzer, Human Resource Assessment & Development, *Discussant*

Submitter: Robert B. Kaiser, rkaiser@kaplandevries.com

#### 49. Community of Interest: Friday, 12:30–1:20 Uris (6th floor)

##### **Cross-Cultural Research**

Deanne N. Den Hartog, University of Amsterdam, *Facilitator*  
Marcus W. Dickson, Wayne State University, *Facilitator*

#### 50. Special Event: Friday, 12:30–1:20 Plymouth (6th floor)

##### **SIOP Organizational Frontiers Volume: Perspectives on Organizational Fit**

The purpose of this panel presentation is to present the new SIOP Frontier's book, *Perspectives on Organizational Fit*. Ostroff and Judge will introduce the book. Then, several authors of chapters in the book will summarize their contributions that pave the way for future research on organizational fit.

Cheri Ostroff, University of Maryland, *Co-Chair*  
Timothy A. Judge, University of Florida, *Co-Chair*  
Robert D. Pritchard, University of Central Florida, *Co-Chair*  
Amy L. Kristof-Brown, University of Iowa, *Panelist*  
Jeffrey R. Edwards, University of North Carolina, *Panelist*  
David A. Harrison, Pennsylvania State University, *Panelist*  
Leanne E. Atwater, Arizona State University, *Panelist*  
John D. Kammeyer-Mueller, University of Florida, *Panelist*

Submitter: Tammy D. Allen, tallen@luna.cas.usf.edu

#### 51. Conversation Hour: Friday, 12:30–1:20 Soho (7th floor)

##### **Why I-O Psychology Should Study Entrepreneurship: Key Potential Benefits**

Entrepreneurship has benefited greatly from "importing" ideas, concepts, and theories from I-O psychology. Yet to date, I-O psychology has not reaped similar benefits in return. This conversation hour will explore the many ways in which studying entrepreneurs and their new ventures can contribute to the advancement of our field.

Robert A. Baron, Rensselaer Polytechnic Inst, *Host*

Submitter: Robert A. Baron, baronr@rpi.edu

#### 52. Interactive Posters: Friday, 12:30–1:20 Harlem (7th floor)

##### **Training**

David Baker, AIR, *Facilitator*

#### 52-1. Giving Goodies in Training: Are There Benefits?

Although the popular business and training presses encourage training techniques that make trainees happy, some research does not fully support the proposed benefits. The present study provides a direct test of whether providing goodies to increase positive affect increases learning outcomes.

Leslie Shayne, University of Iowa  
Kenneth G. Brown, University of Iowa

Submitter: Kenneth G. Brown, kenneth-g-brown@uiowa.edu

#### 52-2. The Influence of Stress-Induced Fidelity on Training Transfer

This study examined the relationships among several factors pertaining to training transfer, specifically task-related



stress and psychological fidelity. The impact on training performance, task immersion, and training transfer was assessed. Immersion resulted in positive increases in training and transfer performance; however, fidelity did not.

Joshua S. Quist, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Joshua S. Quist, JoshQ\_81@hotmail.com

#### 52-3. Stress Management Training and Health: The Importance of Perceived Adequacy

U.S. soldiers returning from Iraq who reported receiving stress management training (SMT) and who perceived the training as adequate showed fewer symptoms of PTSD and physical symptoms, higher morale and ratings of leaderships, and higher marital satisfaction. Discussion focuses on the importance of measuring the perceived adequacy of SMT programs.

Eric S. McKibben, Clemson University  
Thomas W. Britt, Clemson University  
Carl A. Castro, Walter Reed Army Institute of Research

Submitter: Eric S. McKibben, EsMcKibben@yahoo.com

#### 52-4. Transfer Training Intentions: The Role of Motivational and Dispositional Factors

The relationship between motivation to learn and transfer training intentions was investigated. Learning and performance goal orientation were included as moderators of the hypothesized relationship. Data from 203 employees indicated that the relationship was significantly related. In addition, learning and performance goal orientation were found to significantly moderate this relationship.

Kathryn Keeton, University of Houston  
Alex Milam, University of Houston  
Cristina Rubino, University of Houston  
Kayo Sady, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Kathryn Keeton, KathrynEKeeton@earthlink.net

#### 53. Symposium: Friday, 12:30–1:50 Marquis C (9th floor)

##### **Toward a Global Understanding of Innovation and Creativity**

The symposium addresses issues related to researching and practicing innovation and creativity in non-U.S. settings. The purpose of the symposium is to provide a greater awareness of factors associated with innovation and creativity in the broader global arena and why it is imperative to understand them.

Pamela Tierney, Portland State University, *Chair*  
Lucy Gilson, University of Connecticut, Christina E. Shalley,  
Georgia Institute of Technology, *An Examination of the Effects of Cross-Cultural Differences on Team Creativity*

Steven M. Farmer, Wichita State University, Pamela Tierney,  
Portland State University, Sam Beldona, Wichita State University, *The "Typical Creator": A Creator Profile Comparison Between American and Indian High-Tech Employees*

Miriam Erez, Technion, *The Paradox of Innovation: A Multilevel Approach*

Shung Jae Shin, Washington State University, Jing Zhou, Rice University, *When Is Heterogeneity Related to Creativity in R&D Teams? Evidence From Korea*

Nora Madjar, University of Connecticut, *Discussant*

Submitter: Christina E. Shalley,  
Christina.Shalley@mgt.gatech.edu

#### 54. Roundtable: Friday, 12:30–1:50

Sun Roof (16th floor)

##### **What's so Funny?! A Roundtable Discussion on Humor and Work**

Humor is a topic with the potential to enlighten several current areas of study by I-O psychologists, yet it remains surprisingly understudied and underrepresented at SIOP. During this roundtable event, several humor researchers will lead active discussions concerning the challenges of doing rigorous and applicable humor research.

Lisa Finkelstein, Northern Illinois University, *Host*  
Cynthia A. Cerrentano, Northern Illinois University, *Co-Host*  
Christopher Robert, University of Missouri, *Co-Host*  
Cecily D. Cooper, University of Miami, *Co-Host*  
Anthony Susa, Right Management, *Co-Host*  
John J. Sosik, Pennsylvania State University-Great Valley, *Co-Host*

Submitter: Lisa Finkelstein, lisaf@niu.edu

#### 55. Special Event: Friday, 1:00–2:50 Broadway N (6th floor)

##### **Special Event Hosted and Sponsored by the SIOP Visibility Committee: I-O in the News: Being Part of the Story**

Editors, columnists, and reporters who cover management and workplace topics will discuss challenges and opportunities for I-O in the media. The panelists will each share their views of how I-O psychologists can learn to better speak the language of the press and to become more valued expert resources for journalists.

Jeffrey A. Jolton, Kenexa, *Co-Chair*  
Douglas H. Reynolds, Development Dimensions International, *Co-Chair*  
Michelle Conlin, Business Week, *Panelist*  
Patricia Kitchen, Newsday, *Panelist*  
Chana Schoenberger, Forbes, *Panelist*  
Linda Tischler, Fast Company, *Panelist*  
Erin White, Wall Street Journal, *Panelist*

56. Symposium: Friday, 1:00–2:50  
Empire (7th floor)

### Job Demands and Performance: Examining Creativity, Innovation and Initiative

Previous research has classified job demands as challenge-related stressors that lead to high performance. In this symposium the potential positive effects of job demands on creativity, innovation, and safety initiative will be highlighted. Results of 5 empirical studies inform us about facilitating and limiting conditions, and about the intermediary processes.

Sandra Ohly, University of Frankfurt, *Chair*  
Charlotte Fritz, Bowling Green State University, *Co-Chair*  
Sandra Ohly, University of Frankfurt, Charlotte Fritz, Bowling Green State University, *Time Pressure and Creativity: The Role of Challenge*

Doris Fay, Aston University, Xiao J. Yan, Aston Business School, Michael A. West, Aston University, *A Differential Approach to Work Stressors for Innovation Implementation: Stressors as Promoting and Impairing Factors?*

Claudia A. Sacramento, Aston University, Doris Fay, Aston University, *Positive Mood Is Not Always Good: The Role of Team Mood and Work Stressors for Creative Work Performance*

Michelle Inness, University of Alberta, Julian I. Barling, Queen's University, Nick Turner, University of Manitoba, *Situation and Person Predictors of Workplace Safety Behaviors: A Within-Person, Between-Jobs Design*

Wendelien V. van Eerde, Eindhoven University of Technology, Darrell Chong, Faculty of Technology Management, *Positive Effects of Time Pressure Reported in New Product Development Projects*

Sharon K. Parker, Australian Graduate School of Management, *Discussant*

Submitter: Sandra Ohly, ohly@psych.uni-frankfurt.de

57. Symposium: Friday, 1:00–2:50  
Chelsea (7th floor)

### Misbehavior and Outcomes at Work: Prediction, Explanation, and Consequences

This symposium examines the prediction, explanation, and consequences of employee misbehavior and counter-productive work behavior (CWB). The papers included in the session explore individual differences with respect to CWB, utilize objective measures of CWB, include longitudinal data, and examine misbehavior and CWB at the individual as well as national level.

Melissa L. Gruys, Wright State University, *Chair*  
Susan M. Stewart, University of Puget Sound, *Co-Chair*  
Stephan Dilchert, University of Minnesota, Deniz S. Ones, University of Minnesota, *Cognitive Ability and Counter-productive Behaviors: Differential Validity and Prediction?*

Jeff Foster, Hogan Assessment Systems, Tina T. Chen, Semptra Energy Utilities, *Personality Correlates With Injuries and Accidents in Unstructured Job Settings*

Brian S. Connelly, University of Minnesota, Deniz S. Ones, University of Minnesota, *Using Personality to Explain National Corruption*

Bret Bradley, University of Iowa, *Career Success and Early Life Deviance: Beyond the Impact of Individual Differences*  
Chockalingam Viswesvaran, Florida International University, *Discussant*

Submitter: Melissa L. Gruys, melissa.gruys@wright.edu

58. Symposium: Friday, 1:00–2:50  
Marquis B (9th floor)

### Contextual Influences on Work and Nonwork Role Integration

This symposium combines empirical and theoretical presentations regarding the work–nonwork interface in order to highlight the complexity inherent in balancing participation in multiple roles. The 5 presentations focus on effects of various contextual factors on work and nonwork criteria to supplement previous findings and suggest directions for future research.

Jeffery A. LePine, University of Florida, *Chair*  
Jessica Rae Saul, University of Florida, *Co-Chair*  
Rebecca H. Klein, University of South Florida, Tammy D. Allen, University of South Florida, Jay M. Dorio, University of South Florida, *The “Dark Side” of OCB: Examining the Relationship Between Citizenship Behavior and Work-to-Family Conflict*

Jessica Bagger, California State University, Sacramento, Barbara A. Gutek, University of Arizona, *Work–Family Conflict in Sweden and the United States*

Jessica Rae Saul, University of Florida, Jeffery A. LePine, University of Florida, Marcie LePine, University of Florida, *Cross-Domain Relationships Among Work and Nonwork Challenge and Hindrance Stressors and Nonwork and Work Criteria*

Alicia A. Grandey, Pennsylvania State University, Bryanne L. Cordeiro, Federal Management Partners, Inc., Judd H. Michael, Pennsylvania State University, *Procedural Fairness and Family-Supportiveness as Predictors of Work–Family Conflict and Job Satisfaction: Perceptions of Male Blue-Collar Workers*

Layne Paddock, University of Florida, Timothy A. Judge, University of Florida, *Daily Work Events, Affect, and Work–Family Conflict and Facilitation*

Jeffrey H. Greenhaus, Drexel University, *Discussant*

Submitter: Jessica Rae Saul, jessica.saul@cba.ufl.edu

59. Practice Forum: Friday, 1:30–2:50  
Odets (4th floor)

### Advances in Newcomer Socialization: Ensuring New Employee Success Through Onboarding

This session provides a look at newcomer socialization or “onboarding.” The session begins with a review of recent research examining the successful onboarding of new employees. This is followed by presentations from 3 companies detailing their onboarding programs, experiences, and internal onboarding research.

Kathleen Suckow Zimberg, Microsoft Corporation, *Chair*  
Chip Paddock, Intuit, *Co-Chair*

Talya N. Bauer, Portland State University, *From New Employee Socialization to New Employee Onboarding: Applying Theory to Practice*

Chip Paddock, Intuit, *Building Employee Engagement Through On-Boarding*

Kathleen Suckow Zimberg, Microsoft Corporation, *Onboarding at Microsoft: A Framework for New Employee Success*

Angela M. Sternburgh, Kellogg Company, *Effective Transitions at Kellogg Company*

Submitter: Kathleen Suckow Zimberg, katez@microsoft.com

60. Practice Forum: Friday, 1:30–2:50  
O'Neill (4th floor)

### Focusing on Women: Workplace Initiatives That Develop Women Leaders

Women's leadership has become an important focus in recent years, as women's unique challenges and needs in the workplace become clearer. This forum will take a closer look at a number of organizational and independent initiatives designed to empower, develop, promote, and retain women leaders.

Erica I. Desrosiers, PepsiCo, *Chair*

Jessica A. Gallus, University of Connecticut, *Co-Chair*

Marian N. Ruderman, Center for Creative Leadership, *Leadership Training for Women*

Anne C. Weisberg, Deloitte Services LP, Lisa B. Carey, Deloitte Services LP, *Women's Initiatives: Today's Business Case for Retaining and Advancing Women*

Anna Marie Valerio, Executive Leadership Strategies, LLC, *Developing Women Leaders: What Organizations Can Do*

Julie A. Fuller, PepsiCo, Shawna Freeman, PepsiCo, Renee M. Kurowski, PepsiCo, *Leadership and Career Development Programs for Women at PepsiCo*

Robin R. Cohen, Bristol-Myers Squibb, Erika D'Egidio, Bristol-Myers Squibb, *Growing Women Leaders for the Future: Women's Leadership Initiatives at Bristol Myers Squibb Co.*

Submitter: Erica I. Desrosiers, erica.desrosiers@pepsi.com

61. Poster Session: Friday, 1:30–2:20  
Westside (5th floor)

### Selection: Methods, Predictors, Attitudes

61-1. Reactions to Holistic Versus Actuarial Consideration of Race in Selection

We examined reactions to affirmative action policies that took holistic versus actuarial approaches to increasing diversity through selection. People reacted more favorably to holistic selection policies than to actuarial selection policies. This effect was magnified under certain conditions. This paper discusses implications for employee selection and public policy.

Margaret E. Brooks, Bowling Green State University  
Ashley M. Guidroz, Bowling Green State University  
Madhura Chakrabarti, Wayne State University

Submitter: Margaret E. Brooks, mbrooks@bgsu.edu

61-2. Does Program Level Moderate the GRE's Predictive Validity? A Meta-Analysis

To gain insight into factors that may moderate how well cognitive tests predict performance, this meta-analysis examines program level as a moderator of the predictive validity of the GRE. The GRE predicted multiple measures of performance in master's and doctoral programs, with, at most, small differences between program levels.

Nathan R. Kuncel, University of Minnesota  
Serena Wee, University of Illinois at Urbana-Champaign  
Lauren Serafin, University of Illinois at Urbana-Champaign  
Sarah A. Hezlett, Personnel Decisions Research Institutes

Submitter: Sarah A. Hezlett, sarah.hezlett@pdri.com

61-3. A Measurement Invariance and Method Bias Model of Applicant Faking

This study investigates the construct validity and measurement differences of noncognitive selection devices under applicant, honest, and fake response conditions. Furthermore, a method bias analysis was conducted to examine whether some of the measurement differences were the result of a differential social desirability method bias.

Tina Malm, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Tina Malm, malti77@yahoo.com

61-4. Confirmatory Factor Analysis of Mechanical Aptitude

Mechanical aptitude tests are commonly used for employment selection, yet there is a paucity of published factor-analytic research. This study evaluated the factor structure of a test of mechanical aptitude. Results suggest that a 1-factor model was a good, parsimonious fit as compared to theory-driven 2- and 3-factor models.

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

Submitter: Mark Rose, Mark\_Rose@Harcourt.com

61-5. Scoring Biodata: Empirical Versus Rational or Empirical + Rational?

The criterion-related validities of empirical, rational, and hybrid keying methods for a biodata inventory were compared, at different samples sizes. Rational keying yielded the lowest validities. Hybrid keying yielded higher criterion-related validities than empirical keying at small to moderate (but not large) sample sizes.

Jeffrey M. Cucina, U.S. Customs and Border Protection  
Pat M. Caputo, University at Albany, SUNY  
Henry F. Thibodeaux, Defense Logistics Agency  
Charles N. MacLane, U.S. Office of Personnel Management

Submitter: Jeffrey M. Cucina, jcucina@gmail.com



#### 61-6. Making Targeted Dimensions Transparent on Relations With Typical Performance Predictors

The impact of making targeted dimensions transparent to participants before performing a work simulation was examined on relations with typical performance predictors. The pattern of correlations between dimension ratings and personality measures indicated that skill transparency reduced both the convergent and discriminant validity of dimension ratings.

Kimberly A. Smith-Jentsch, University of Central Florida  
Michael Flood, University of Central Florida

Submitter: Michael Flood, mflood445@yahoo.com

#### 61-7. On the Nature of Situational Judgment Tests: A Construct-Oriented Meta-Analysis

This study identified and classified the constructs assessed by situational judgment tests (SJTs). Also, it compared the criterion-related validity of the construct domains measured by SJTs using meta-analysis. Finally, it examined the criterion-related validity of SJTs for multiple construct domains and for multiple criterion types.

Michael S. Christian, University of Arizona  
Bryan D. Edwards, Auburn University  
Jill C. Bradley, Tulane University

Submitter: Michael S. Christian, msc@email.arizona.edu

#### 61-8. Applicant Faking Behavior and Hiring Decisions Involving Multiple Predictors

The effect of applicant faking on hiring decisions based on multiple predictors was investigated in this study. Hiring decisions based on ability–personality combinations were compared to those based on a measure of personality alone. Although some combinations reduced the percentage of fakers hired by 10.4%, the differences were not significant.

Mitchell H. Peterson, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Mitchell H. Peterson, mpeterson30@cfl.rr.com

#### 61-9. A Meta-Analysis of Conditional Reasoning Tests of Aggression

James et al. (2005) reported uncorrected validity of .44 across 11 conditional reasoning test of aggression (CRT-Aggression) validity studies. The present meta-analysis incorporated a total sample size approximately twice that of James et al. Uncorrected validity for CRT-Aggression scales was .16 for predicting CWB and .14 for predicting job performance.

Christopher M. Berry, University of Minnesota  
Paul R. Sackett, University of Minnesota  
Vanessa Tobares, University of Minnesota

Submitter: Christopher M. Berry, berry053@umn.edu

#### 61-10. Effects of Applicant Pregnancy on Hiring Decisions and Interview Ratings

The effects of pregnancy on employment interview decisions are examined. In spite of being viewed as equally qualified, the pregnant applicant received significantly lower hiring ratings and was rated as more likely to need time off, miss work, and quit compared to the nonpregnant applicant, indicating concern about absenteeism.

Jennifer Cunningham, University of Missouri-St. Louis  
Therese H. Macan, University of Missouri-St. Louis

Submitter: Jennifer Cunningham,  
jenniecunningham@hotmail.com

#### 61-11. Applicant Reactions to the Employment Interview: An Organizational Justice Perspective

Applicant reactions to the employment interview were addressed using an organizational justice framework. Results indicated the content of interview questions may impact applicants' reactions to procedural justice, as well as a variety of perceptions of and behavioral intentions toward a hypothetical company. Implications for employers and future research are discussed.

Kyle G. Gerjerts, Depaul University

Submitter: Kyle G. Gerjerts, kgerjert@depaul.edu

#### 61-12. Publication Bias of Situational and Behavioral Interview Validities

This paper investigated potential publication bias in Taylor and Small's (2002) meta-analysis of the validity of situational interviews (SIs) and behavioral description interviews (BDIs). The validity of BDIs and SIs were not affected by publication bias, thus confirming Taylor and Small's results.

Deborah L. Whetzel, U.S. Postal Service

Submitter: Deborah L. Whetzel, whetzeldl@comcast.net

#### 61-13. Construct Validity of Competency-Based Biodata Scales in an Enforcement Occupation

Biodata measures are frequently used in selection but do not necessarily conform to interpretation within the framework of competency models that are often utilized to describe testing programs. This study investigated the construct validity of biodata scales developed to measure specific competencies. Discussion includes future research and implications for practitioners.

Julia McElreath, Sodexho, Inc.  
Jeffrey M. Cucina, U.S. Customs and Border Protection  
Henry Busciglio, U.S. Customs Service  
Susan M. Reilly, U.S. Department of Homeland Security

Submitter: Julia McElreath, julia.mcelreath@sodexhousa.com



#### 61-14. Hunters and Farmers: Increased Prediction Through Sales Role Specialization

This paper investigated personnel selection tests designed to select people for “hunter” and “farmer” sales roles. Created scales were significantly correlated with performance in one role, but not with the other. We concluded that considering the type of sales role would likely lead to increased prediction of sales performance.

Charles N. Thompson, Wright State University  
Corey E. Miller, Wright State University  
Megan K. Leasher, HR Chally Group  
Suzanne L Dean, Wright State University  
Esteban Tristan, Select International

Submitter: Charles N. Thompson, thompsonchad1@gmail.com

#### 61-15. General Construct Variance in Situational and Behavior Description Interviews

Some have suggested that structured interviews are valid because they tap constructs with known generalizable validity (e.g., mental ability, personality). The purpose of this study is to estimate the percent of variance in situational and behavior description ratings that represents general construct variance. We found less than 40% variance saturation.

Allen I. Huffcutt, Bradley University  
Chad H. Van Iddekinge, Florida State University  
Philip L. Roth, Clemson University  
Patrick Mussel, University of Hohenheim  
David P. Schmitt, Bradley University

Submitter: Allen I. Huffcutt, huffcutt@bumail.bradley.edu

#### 61-16. SME Trait Effectiveness Disagreement in Situational Judgment Test Scoring

Validity of a security guard SJT was keyed according to students and SMEs who differ in beliefs about traits related to job effectiveness. Regardless of key, the SJT correlated highly with performance ratings by supervisors who emphasize Conscientiousness but not Agreeableness. Student and SME keys were equivalently valid.

Laura G. Barron, Rice University  
Stephan J. Motowidlo, Rice University  
Margaret E. Beier, Rice University  
Tracy Kantrowitz, PreVisor  
Courtney L. Holladay, University of Texas, MD Anderson Cancer Center  
Thomas E. Engells, University of Texas, MD Anderson Cancer Center

Submitter: Laura G. Barron, lgb104@yahoo.com

#### 61-17. Multisample Investigation of Biodata Validity and Demographic Group Differences

Biodata criterion validity, incremental validity, and ethnic and gender group differences were examined across 2 biodata instruments across multiple samples. The statistical approach of bootstrapping was used to score the instruments. Both instruments had high criterion validity,

significant incremental validity over a predictor composite, and relatively low mean subgroup differences.

Michelle A. Dean, San Diego State University  
Dana Broach, FAA

Submitter: Michelle A. Dean, michelle.dean@sdsu.edu

#### 61-18. Assessment Center Construct Validity: Comparison With Individual Difference Variables

Despite the popularity of assessment centers in research and practice, evidence regarding construct-related validity is lacking. The present study examines the relationships between assessment center performance, personality, and cognitive ability measures. Results indicated some relationships with dimensional-, but not exercise-level performance. Limitations hindering findings are discussed.

Elizabeth M. Smith, University of Tennessee-Knoxville  
Robert T. Ladd, University of Tennessee-Knoxville

Submitter: Elizabeth M. Smith, esmith2@utk.edu

#### 61-19. Relative Importance of Predictors of Applicant Reactions to Diversity Policies

Research on selection processes reveals that there are individual differences in applicant reactions to different selection procedures. This study used multiple indicators, including general dominance and epsilon, to evaluate the relative importance of various individual difference and contextual characteristics in predicting applicant reactions to gender-related diversity policies used in selection.

Irini Kokkinou, Purdue University

Submitter: Irini Kokkinou, irini@psych.purdue.edu

#### 61-20. Hiring Managers' Intentions to Use Personnel Selection Instruments

The paper describes a test of a model of hiring managers' decision-making processes concerning use of selection instruments. It was predicted that managers experience a biased memory regarding hiring events that effects both confidence in hiring ability and intentions to use selection instruments. Partial support for the model was found.

Jessica L. Blackburn, PreVisor  
Milton Hakel, Bowling Green State University

Submitter: Jessica L. Blackburn, jblackburn@previsor.com

#### 61-21. Will the CRT-A Work for People Aware it Measures Aggression?

This study examined the effect of divulging the true construct to be measured on responses to the Conditional Reasoning Test of Aggression (CRT-A), a violation of the conditional reasoning measurement system behind this personality measure. No effect was found in violating this assumption. Implications for theory and practice are discussed.

Nathan T. Carter, Bowling Green State University  
Reagan D. Brown, Western Kentucky University

Submitter: Reagan D. Brown, Reagan.brown@wku.edu

#### 61-22. Predicting Faking Using the Faking Dispositions and Reactions Questionnaire (FDRQ)

A relatively new line of research has demonstrated that applicants' dispositions and reactions predict faking on an applicant personality test. In the current investigation, score elevations are attempted in a simulated applicant setting using a previously developed measure, the Faking Dispositions and Reactions Questionnaire (FDRQ).

Stephanie N. Seiler, University of Illinois at Urbana-Champaign  
Nathan R. Kuncel, University of Minnesota

Submitter: Stephanie N. Seiler, sseiler@cyrus.psych.uiuc.edu

#### 61-23. The Relationship Between Culture and Situational Judgment Responses

This study examines the relationships between cultural values and situational judgment test (SJT) responses (pick the best and pick the worst). Results show modest relationships between several cultural values and SJT responses, with stronger relationships exhibited for "pick the worst" options. These findings help inform inferences of SJT construct validity.

William MacKenzie, University of South Carolina  
Robert E. Ployhart, University of South Carolina  
Jeff A. Weekley, Kenexa

Submitter: Robert E. Ployhart, ployhart@moore.sc.edu

#### 61-24. When Does a Specific Aptitude Have Incremental Validity Over GMA?

Using construct-level hierarchical regression analyses, this study investigates whether a specific aptitude accounts for incremental validity in job performance holding GMA constant. It also examines whether a noncognitive predictor, Conscientiousness, accounts for incremental validity holding both specific and general cognitive abilities constant. Under certain conditions, both were true.

Michael K. Mount, University of Iowa  
In-Sue Oh, University of Iowa  
Melanie J. Burns, University of Iowa

Submitter: Melanie J. Burns, melanie-burns@uiowa.edu

#### 61-25. The Construct and Incremental Validity of Compound Personality-Related Variables

We examined relations between the Big 5 personality factors, 4 compound personality variables (e.g., integrity, customer service), and job performance. Contrary to popular belief, the Big 5 did not account for the majority of variance in the compound variables or for their predictive validity in relation to job performance.

Chad H. Van Iddekinge, Florida State University  
Heather N. Odle-Dusseau, Clemson University  
Patrick H. Raymark, Clemson University

Submitter: Chad H. Van Iddekinge, cvanidde@fsu.edu

#### 61-26. How Are Selection Methods Perceived by Those With ADHD?

This study initiated exploration into how applicants with disabilities perceive common selection methods. Some differences in perceptions of fairness were found between applicants with ADHD and those without. Also, accommodations were reported being necessary by individuals with ADHD for several selection methods. Suggestions for future research are given.

Jessica L. Bradley, Clemson University  
Michael Horvath, Clemson University

Submitter: Jessica L. Bradley, jlbradl@clemson.edu

#### 61-27. Cognitive Ability and Socioeconomic Status Relations With Job Performance

Socioeconomic status had little relationship with job performance after controlling for cognitive ability. When SES was controlled, ability retained predictive validity. However, in career-potential ratings, it was ability that contributed little after controlling for SES. Judgments of potential but not the ability-performance relationship are moderately influenced by SES.

Nathan R. Kuncel, University of Minnesota  
Mark Rose, PsychCorp/Harcourt Assessment, Inc.  
Zhiming Yang, Harcourt Assessment, Inc.  
K. C. Ejiogu, Harcourt Assessment, Inc.

Submitter: Nathan R. Kuncel, nkuncel@uiuc.edu

#### 61-28. Data Trends in Open Mode, Online, Unsupervised Cognitive Ability Testing

The focus of this study was to determine the extent to which cheating was occurring in 2 unsupervised cognitive ability tests delivered online. The results demonstrated that there was no significant difference in the applicant pool's mean score on 2 ability tests, year-on-year, over a period of 5 years.

Hennie J. Kriek, SHL/University of South Africa  
Kim Dowdeswell, SHL  
Tina Joubert, SHL  
Fred Guest, SHL

Submitter: Hennie J. Kriek, hennie@shl.co.za

#### 61-29. Direct Support Professionals: Predictors of Performance and Satisfaction

In the present concurrent validation study, we examined cognitive and noncognitive predictors of job performance and satisfaction among direct support professionals (i.e., individuals providing long-term care and support to persons with disabilities,  $N = 146$ ). Results indicated support for both personality and cognitive ability as predictors of relevant performance criteria.

Sean Robson, Radford University  
Joseph D. Abraham, A&M Psychometrics, LLC  
John A. Weiner, PSI

Submitter: Sean Robson, smrobson@radford.edu

61-30. The Situational Judgement Test in Selection: A Medical Application

This poster describes the development of an SJT to select applicants for training in general practice in the UK. The new test is used to assess 8,000 applicants per annum. Issues concerning best practice and a future research agenda are explored in a case study approach.

Helen Baron, Self-Employed  
Fiona Patterson, City University  
Victoria Carr, Work Psychology Partnership

Submitter: Helen Baron, helen@hbaron.co.uk

62. Community of Interest: Friday, 1:30–2:20  
Uris (6th floor)

### **Collaborating on International Practice: Connecting U.S. and International I-O Psychologists**

Pauline Velez, San Francisco State University, *Facilitator*  
William C. Byham, Development Dimensions International,  
*Facilitator*

63. Panel Discussion: Friday, 1:30–2:50  
Plymouth (6th floor)

### **PhDs at the Top of Human Resources: Perspectives and Insights**

PhD psychologists who lead HR functions bring a unique perspective to their roles. In this panel discussion, 3 chief HR officers from 3 industry leaders will discuss the unique impact of their technical backgrounds, how they approach business and HR strategy, and the current state of the science and practice of I-O psychology in their organizations and the impact that it has on the work of HR. The panelists will also reflect on the career, education, and work experiences that have shaped their careers and influence how they approach their senior HR roles and will offer career advice for graduate students and emerging I-O psychologists.

Van M. Latham, PathPoint Consulting, *Chair*  
Linda S. Simon, Marriott International, Inc., *Co-Chair*  
Peter M. Leddy, Invitrogen, *Panelist*  
David A. Rodriguez, Marriott International, *Panelist*  
Michael Ferdinandi, CVS/Pharmacy, *Panelist*

Submitter: Van M. Latham, vlatham@pathpointconsulting.com

64. Education Forum: Friday, 1:30–2:50  
Majestic (6th floor)

### **Teaching and Learning and Wiki: Oh My!**

In this session we will share the teaching techniques and demonstrations that work for us when we teach undergraduates. We will also introduce you to the SIOP wiki, a Web site you can go to anytime to learn and share these and other teaching resources and tips.

Wendi J. Everton, Eastern Connecticut State University, *Chair*  
Peter D. Bachiochi, Eastern Connecticut State University,  
*Using Baddesigns(.com) to Illustrate Good Design*  
Carrie A. Bulger, Quinnipiac University, *Simple, Yet  
Surprisingly Engaging: Sharing Your Own Data in Class*

Douglas C. Maynard, SUNY New Paltz, *Top Gun: Using  
Paper Airplanes to Illustrate Training Concepts*

Morell E. Mullins, Xavier University, *Choosing the Right  
Readings*

Cynthia A. Prehar, Framingham State College, *A Job Analysis  
Project Revisited to Incorporate Service Learning &  
Community Building*

Phani Radhakrishnan, University of Toronto, Diana Lam,  
University of Toronto, *Improving Writing With  
Experiential Exercises*

Wendi J. Everton, Eastern Connecticut State University, *Fool-  
Proof Social Loafing*

Michael Horvath, Clemson University, Morell E. Mullins,  
Xavier University, Wendi J. Everton, Eastern Connecticut  
State University, *SIOP Wiki: A Web-Based Resource for  
the Teaching of Industrial and Organizational Psychology*

Submitter: Wendi J. Everton, evertonw@easternct.edu

65. Symposium: Friday, 1:30–2:50  
Winter Garden (6th floor)

### **Tying Career Orientations to Critical Outcomes in the “New Career”**

Four empirical studies are presented that are among the first to link the constructs of the “new career” to practical outcomes. The symposium explores how people holding the protean career orientation or who demonstrate career “employability” fare in terms of turnover intention, reemployment, transformational leadership, and career success.

Douglas T. Hall, Boston University, *Chair*  
Schalon Newton, Santen Incorporated, *The Relationship  
Between Self-Directed Career Orientation and Turnover  
Intention*

Sarah McArdle, ANZ, Lea E. Waters, University of Melbourne,  
Douglas T. Hall, Boston University, Jon P. Briscoe,  
Northern Illinois University, *Outcomes of the  
Psychosocial Construct of Employability During Job Loss*

Jon P. Briscoe, Northern Illinois University, Jenny M.  
Hoobler, University of Illinois at Chicago, Kevin Andrew  
Byle, Northern Illinois University, *Is a Protean Career  
Orientation Linked to Transformational Leadership?  
The Answer Is in the Eye of the Beholder*

Rosina M. Gasteiger, University of Amsterdam, *Protean  
Career Orientation and Career Success: An Empirical  
Study of Executives and Professionals in Germany*  
Mel Fugate, Southern Methodist University, *Discussant*

Submitter: Kevin Andrew Byle, kbyle@niu.edu

66. Symposium: Friday, 1:30–2:50  
Soho (7th floor)

### **I-O Research Applications in Health Care**

The healthcare industry is ripe for organizational change and development and therefore a rich venue for industrial and organizational (I-O) psychology. We present a sampler of research projects featuring expertise in research methods, job analysis, team building, organizational theory, and measurement principles as demonstrations of the utility to health care research.

Steven F. Cronshaw, University of Guelph, *Chair*  
Frank I. Moore, University of Texas Health Science Center,



Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, Richard G. Best, Lockheed Martin, **Functional Job Analysis: An Evidence-Based Approach to Primary Care Staffing**

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, Richard G. Best, Lockheed Martin, Mary Bollinger, South Texas Veterans Healthcare System, **Impact of Intramural Research Programs on Physician Recruitment and Retention**

Eduardo Salas, University of Central Florida, Heidi B. King, Department of Defense, David P. Baker, American Institutes for Research, Katherine Wilson, University of Central Florida, Rebecca Lyons, University of Central Florida, **Promoting Teamwork When the Life of Others Depends on it: Critical Success Factors for Health Care**

Richard G. Best, Lockheed Martin, **Gaining a Better Perspective of Hypertension Management Through the Lens of Clinical Microsystems**

Lynda Zuege, Organization & Management Solutions (OMS), **Discussant**

Submitter: Sylvia J. Hysong, sylvia.hysong@med.va.gov

67. Panel Discussion: Friday, 1:30–2:50  
Gramercy (7th floor)

### Speaking the Language of Business: Case Studies in Organizational Influence

Successes and failures in securing support for applying I-O psychology methods within organizations will be reviewed. Generalizable lessons learned will be discussed within a framework of best practice influence strategies. The panel will also provide practical guidance on how to build successful business cases for securing needed resources.

Kirk L. Rogg, Aon Consulting, **Chair**

Mitchell W. Gold, EMBARQ, **Panelist**

Mark Harris, Dell, **Panelist**

Thomas D. Heetderks, Yum Brands, **Panelist**

Joshua M. Sacco, Aon Consulting, **Panelist**

David C. Morris, Ameriquest, **Panelist**

Ronald G. Downey, Kansas State University, **Discussant**

Submitter: Kirk L. Rogg, Kirk\_Rogg@aon.com

68. Symposium: Friday, 1:30–2:50  
Duffy (7th floor)

### The Role of the Self in Organizational Justice

Self-perceptions are an important lens through which employees experience fairness. The papers in this session reveal novel ways in which self-based variables—namely, moral identity, self-esteem, and self-identity as independent or as interdependent—moderate and mediate the effects of justice. Empirical data that support the hypothesized effects are presented.

D. Ramona Bobocel, University of Waterloo, **Chair**

Russell E. Johnson, University of South Florida, **Co-Chair**

Daniel Skarlicki, University of British Columbia, Danielle Van Jaarsveld, Sauder School of Business, David Walker, Sauder School of Business, **Abusive Customers: Moral Identity as a Moderator of the Relationship Between Customer Interactional Justice and Retaliation**

Batia M. Wiesenfeld, Columbia University, William B. Swann, University of Texas at Austin, Joel Brockner, Columbia University, Caroline A. Bartel, McCombs School of Business, **Is More Fairness Always Preferred? The Paradoxical Effects of Self-Esteem on Reactions to Procedural Justice**

D. Ramona Bobocel, University of Waterloo, Agnes Zdaniuk, University of Waterloo, **Reactions to Injustice: The Role of Independent and Interdependent Self-Identities**

Russell E. Johnson, University of South Florida, Robert G. Lord, University of Akron, **The Implicit Effects of (Un)Fairness on Self-Concept: Unconscious Shifts in Identity Levels**

Joel Brockner, Columbia University, **Discussant**

Submitter: Russell E. Johnson, rjohnson@cas.usf.edu

69. Academic-Practitioner Collaborative Forum:  
Friday, 1:30–2:50  
Cantor (9th floor)

### Unsolved Issues in Personnel Selection: Opportunities for Scientist–Practitioner Collaboration

When conducting local validation studies, practitioners face several issues for which clear guidance has yet to emerge from the scientific literature. Such issues represent fertile ground for academic–practitioner collaboration. Issues to be discussed include selection in a dynamic environment, supplemental criterion measures, selecting for fit, response distortion, and measurement designs.

John P. Campbell, University of Minnesota, **Presenter**

Deirdre J. Knapp, HumRRO, **Presenter**

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

Kenneth Pearlman, Independent Consultant, **Presenter**

Dan J. Putka, HumRRO, **Presenter**

Michael G. Rumsey, U.S. Army Research Institute, **Presenter**

Trueman R. Tremble, U.S. Army Research Institute, **Presenter**

Submitter: Dan J. Putka, dputka@humrro.org

70. Symposium: Friday, 1:30–2:50  
Barrymore (9th floor)

### Closing the Gap: Organizational Impacts of Relational Distance

Relational distance, the distance between individuals, is described as 2-dimensional (structural and emotional). Distance is then explored in several specific contexts such as the impact of physical distance on contract negotiation, how working remotely can impact organizational identification, and structuration strategies used by remote workers.

Laura Erskine, University of Southern California, **Chair**

Amy Wrzesniewski, Yale University, **Co-Chair**

Laura Erskine, University of Southern California, **A Multidimensional Understanding of Relational Distance in Organizations**

Susan J. Ashford, University of Michigan, Ruth Blatt, University of Michigan, **Structuring Resources to Support Work: Lessons From Independent Workers**

Amy Wrzesniewski, Yale University, Caroline A. Bartel, McCombs School of Business, Batia M. Wiesenfeld, New



York University, *The Struggle to Establish Organizational Membership: Newcomer Socialization in Remote Work Contexts*

Libby Weber, University of Southern California, Laura Erskine, University of Southern California, Kyle J. Mayer, University of Southern California, *The Impact of Distance on Contract Negotiation*

Submitter: Laura Erskine, lerskine@usc.edu

71. Symposium: Friday, 2:00–2:50

Gilbert (4th floor)

### Organizations Behaving Badly: Factors Affecting Women's Well-Being at Work

This symposium presents theory and data on features of organizational contexts that either support or undermine women and, as a result, either promote or impede women's well-being. Each paper focuses on a unique, understudied population: female victims of partner violence, female scientists, and Black women.

Kathi N. Miner-Rubino, Western Kentucky University, *Chair*  
Lilia M. Cortina, University of Michigan, *Co-Chair*

Anne M. O'Leary-Kelly, University of Arkansas, Emily Lean, University of Arkansas, Carol A. Reeves, University of Arkansas, *Lightening the Load or Piling More on: The Existence or Absence of Social Support in the Working Lives of Intimate Partner Violence Victims*

Isis H. Settles, Michigan State University, Lilia M. Cortina, University of Michigan, Abigail J. Stewart, University of Michigan, Janet E. Malley, University of Michigan, *The Role of Voice in Buffering the Impact of a Negative Climate for Academic Women Scientists*

Wendy R. Reynolds-Dobbs, University of Georgia, Kecia M. Thomas, University of Georgia, *Developing Black Women Leaders: A Discussion of Workplace Barriers and Health Implications*

Julian I. Barling, Queen's University, *Discussant*

Submitter: Kathi N. Miner-Rubino, kathi.miner-rubino@wku.edu

72. Special Event: Friday, 2:00–2:50

Wilder (4th floor)

### Distinguished Early Career Contribution Award: Assessment Centers: A Tale About Exercises, Dimensions, and Dancing Bears

In this presentation, I will review research on the quality of construct measurement in assessment centers. I will show how our thinking has evolved over the years by outlining the empirical, theoretical, practical, and methodological advancements that have been made. Directions for future research will also be provided.

Paul R. Sackett, University of Minnesota, *Chair*  
Filip Lievens, Ghent University, *Presenter*

73. Practice Forum: Friday, 2:00–2:50

Hart (4th floor)

### Overcoming the Challenges of Applied Program Evaluation

This practice forum deals with the important issue of program evaluation in organizations. Contributions

include evaluation of selection, training, and development programs at multiple levels and from different perspectives. Challenges commonly arise at the junction of theoretical principles and practical application. These obstacles and potential solutions will be discussed.

Marta E. Brown, FedEx Services, *Chair*

J. Britt Thomas, Performance Associates, *Evaluations of Multiple Selection Programs*

Michelle Bossart, FedEx Customer Information Services, Robert Bloom, Performance Management Assoc., *Variability in Criterion Data: An Examination Within an Applied Setting*

Marta E. Brown, FedEx Services, *Evaluation of a Leadership Development Program*

Amanda Herche, Regions Financial Corporation, *Training Evaluation: Challenging? Yes. Costly? Not Necessarily*

Submitter: Marta E. Brown, brown\_marta@yahoo.com

74. Practice Forum: Friday, 2:00–2:50

Ziegfeld (4th floor)

### Validity and Practical Application of Role-Play Assessments for Customer-Facing Positions

Although around for decades, the role-play assessment research conducted to critically evaluate it as a tool in and of itself is sparse. Three organizations present how they have used role-play assessments and the benefit of the role-play beyond other selection tools. Lessons learned (design, implementation, monitoring) will also be discussed.

Stephen A. Dwight, Novo Nordisk, *Chair*

Matthew J. Dreyer, Verizon, Gill David, Verizon, Jessica Osedach, Verizon, *Use of Role-Plays and Structured Interviews for Sales and Service Positions*

Todd L. Chmielewski, Internal Revenue Service, Michael P. Sherman, Aon Consulting, Daniel P. Russell, Aon Consulting, Cindy Wassenaar Parker, George Mason University, *Humans Versus Computers: Automated Versus Assessor Role-Plays*

Stephen A. Dwight, Novo Nordisk, Cara C. Bauer, Novo Nordisk, Inc, Jacqueline K. Mitchelson, Wayne State University, *A Critical Evaluation of a Role-Play Assessment for Screening Salespeople*

Submitter: Stephen A. Dwight, sdwi@novonordisk.com

75. Interactive Posters: Friday, 2:00–2:50

Harlem (7th floor)

### CEMA-Sponsored Interactive Poster Session: Barriers to Achieving a Diverse Workforce

Patrick McKay, University of Wisconsin-Milwaukee, *Facilitator*

75-1. Racial/Ethnic Diversity, Satisfaction, and Turnover Intentions: A Relational Demography Approach

The impact of different proportions of staff race/ethnicity and inclusive work climate on work outcomes was examined. Inclusive work climate significantly predicted job satisfaction and turnover intention for all racial/ethnic groups. Blacks and Asians reported greater turnover intention when they were more of a minority, even where climate was inclusive.

Lynn R. Offermann, George Washington University  
 Adam B. Malamut, Marriott International, Inc.  
 Kenneth Matos, George Washington University  
 Nadeeka Jayatilake, George Washington University  
 Philip W. Wirtz, George Washington University

Submitter: Lynn R. Offermann, lro@gwu.edu

#### 75-2. Showcasing and Subjugating Minorities: Minority Representation on Committees

The current study assessed whether people showcased minorities in high versus low visibility organizational roles. In addition, it assessed whether outward facades of diversity were sincere by assessing whether minorities were subjugated to trivial versus important roles. Supporting primary hypotheses, participants tended to assign minorities to high visibility, trivial roles.

Jill C. Bradley, Tulane University  
 Janet B. Ruscher, Tulane University

Submitter: Jill C. Bradley, jbradley@csufresno.edu

#### 75-3. Ethnic Identity, Other-Group Orientation, and Race Effects on Subtle Discrimination

A field study using data from White and Hispanic university employees examines effects of ethnic identity, other-group orientation, and race on subtle discrimination. Support was found for a positive relationship between ethnic identity and subtle discrimination, and for a significant interaction of ethnic identity and other-group orientation on subtle discrimination.

Lauren V. Blackwell, University of Oklahoma  
 Lori Anderson Snyder, University of Oklahoma  
 Jeanette N. Cleveland, Pennsylvania State University  
 George C. Thornton, Colorado State University

Submitter: Lauren V. Blackwell, lblackwell@psychology.ou.edu

#### 75-4. Predictors and Outcomes of Perceived Race Discrimination in the Workplace

This study examined the predictors and outcomes of perceived race discrimination among Asian Indians. Results showed that distributive justice, procedural justice, interactional justice, and work composition predicted perceived race discrimination. Perceived race discrimination was related to job satisfaction and organizational commitment but not to organizational citizenship behavior and turnover intentions.

Guhapriya Margam, San Jose State University  
 Megumi Hosoda, San Jose State University  
 Nancy Da Silva, San Jose State University

Submitter: Megumi Hosoda, mhosoda@email.sjsu.edu

#### 76. Practice Forum: Friday, 2:00–2:50 Marquis C (9th floor)

#### **Skills Portability Using Online Job Analysis and Automated Assessment Tools**

In the evolving world of work, jobs are in a state of constant flux. Workers are also changing as the need

for specialization moves towards preferences for cross-functional workers. To adapt, organizations must utilize tools that provide efficient ways of collecting job data and create individual-to-job crosswalks.

Jill Mowry Strange, SkillsNET Enterprises, *Chair*  
 Emily A. Marovich, SkillsNET Enterprises, Jill Mowry Strange, SkillsNET Enterprises, Carl Hill, United States Navy, Scott T. Bublit, Adaptiqs, John Friedlander, United States Navy, Jean Roberts, United States Navy, *Skills Portability Using Online Job Analysis and Automated Assessment Tools*

Submitter: Jill Mowry Strange, jill.strange@skillsnet.com

#### 77. Roundtable: Friday, 2:00–2:50 Sun Roof (16th floor)

#### **Why Use Situational Judgment Tests for Training and Development?**

A promising use of Situational Judgment Tests (SJTs) is within a training/development context. SJTs can be used to identify skill deficits, teach new skills, and evaluate skills learned in training. Individuals with an interest in this emerging area can discuss current and future work as well as initiate collaborative partnerships.

Catherine C. Maraist, Valtera, *Host*  
 Julie B. Olson-Buchanan, California State University-Fresno, *Co-Host*  
 Mary L. Doherty, Valtera, *Co-Host*

Submitter: Catherine C. Maraist, cmaraist@valtera.com

#### 78. Symposium: Friday, 3:30–4:50 Gilbert (4th floor)

#### **Work and Organizational Issues in the Retention of Older Employees**

As a result of the increasingly large proportion of older workers comprising the U.S. workforce, today's employers must adopt an increased focus on the retention of older workers. The research presented in this symposium seeks to inform organizational policies aimed at retaining and motivating older workers.

Jeanette N. Cleveland, Pennsylvania State University, *Chair*  
 Jennifer A. Diamond, Pennsylvania State University, *Co-Chair*  
 Holly A. Geldhauser, Clemson University, Mary Anne Taylor, Clemson University, Elizabeth O'Connor, Clemson University, Diane Smathers, Clemson University, *Predictors of the Return to Work: Examining Emeritus Professors*  
 Jennifer A. Diamond, Pennsylvania State University, Jeanette N. Cleveland, Pennsylvania State University, *Age and Pay Criteria Attitudes*

Russell A. Matthews, University of Connecticut/IBM, Carrie A. Bulger, Quinnipiac University, Janet L. Barnes-Farrell, University of Connecticut, *Age Changes Everything? Relationships Between Supports, Stressors, and Work-Family Strains*

Noreen Heraty, University of Limerick, Jill Person, University of Limerick, Christine Cross, University of Limerick, *Europe's "Silver" Labor Force: A European Perspective*  
 Caren Goldberg, American University, *Discussant*

Submitter: Jennifer A. Diamond, jad440@psu.edu

79. Symposium: Friday, 3:30–4:50  
Wilder (4th floor)

### **Fit Happens: Exploring Person–Environment Fit During the Employment Life Cycle**

Person–environment fit is a highly researched phenomenon within I-O psychology. The goal of the present symposium is to further explore the fit phenomena by presenting a series of laboratory and field studies that examine the intervening processes affecting fit–outcome relationships throughout stages of the employment life cycle.

Crystal M. Harold, Indiana University-Purdue University Indianapolis, *Chair*

Crystal M. Harold, Indiana University-Purdue University Indianapolis, Robert E. Ployhart, University of South Carolina, Zachary J. Steiner, Indiana University-Purdue University Indianapolis, Denae A. Kotheimer, Indiana University-Purdue University Indianapolis, *Determinants of Job-Seeker Organization Attraction: The Relative Importance of Person–Job, Organization, and Group Fit*

Shawn Bergman, University of Tennessee, Luciano Viera, Fors Marsh Group, Brian K. Griepentrog, Fors Marsh Group, Sean Marsh, Fors Marsh Group, *Fit Perceptions and Job Choice: The Role of Conception and Content of Fit*

In-Sue Oh, University of Iowa, Todd Darnold, University of Iowa, Amy L. Kristof-Brown, University of Iowa, Ryan D. Zimmerman, University of Iowa, *The Compensatory Role of Person–Group Fit on the Relationship Between Person–Organization Fit and Organizational Citizenship Behavior: A Salience Perspective*

Brian R. Dineen, University of Kentucky, Don VandeWalle, Southern Methodist University, Raymond A. Noe, Ohio State University, Daniel Lockhart, University of Kentucky, *Goal Orientation: Effects on Cultural Understanding, Perceived P–O Fit, and Satisfaction*

Benjamin Schneider, Valtera, *Discussant*

Submitter: Crystal M Harold, charold@iupui.edu

80. Panel Discussion: Friday, 3:30–4:50  
Hart (4th floor)

### **To PhD or Not to PhD**

I-O master's students often struggle with the decision whether or not to pursue a doctorate. I-O faculty often struggle with providing guidance to students in this situation. A panel of I-O graduate program directors will provide answers to questions I-O master's students in this situation often ask their faculty advisors.

Stuart D. Sidle, University of New Haven, *Chair*

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

Boris B. Baltes, Wayne State University, *Panelist*

Jane A. Halpert, DePaul University, *Panelist*

Timothy J. Huelsman, Appalachian State University, *Panelist*

Submitter: Stuart D. Sidle, ssidle@newhaven.edu

81. Symposium: Friday, 3:30–5:20  
O'Neill (4th floor)

### **The Doctrine of Self-Interest in Organizational Behavior**

The doctrine of self-interest permeates our thinking about organizational behavior. This symposium features conceptual analyses and empirical research questioning the validity of this doctrine. The important role of other motives, including other-orientation, are highlighted. Implications for theories about leadership, task performance, prosocial behavior, organizational justice, and organizational design are discussed.

Carsten K. W. De Dreu, University of Amsterdam, *Chair*

Jeffrey Pfeffer, Stanford University, *Self-Interest and Other Motives: Rebalancing Organizational Behavior*

Robert G. Folger, University of Central Florida, *Beyond Our Selves: Does Fairness Need a Backward Look?*

David De Cremer, Tilburg University, Eric Van Dijk, Leiden University, *Me First...I Deserve It! When and Why Leaders Differ From Followers in Allocation Decisions*

Carsten K. W. De Dreu, University of Amsterdam, Aukje Nauta, TNO Hoofddorp, *The Distinct Roles of Self-Interest and Other-Orientation in Organizational Behavior: Implications for Work Performance and Prosocial Behavior*

M. Audrey Korsgaard, University of South Carolina, *Discussant*

Submitter: Carsten K. W. De Dreu, c.k.w.dedreu@uva.nl

82. Symposium: Friday, 3:30–5:20  
Ziegfeld (4th floor)

### **Adaptive Skills and Adaptive Performance: Today's Organizational Reality**

Adaptive skills and adaptive performance reflect important needs and outcomes for many of today's organizations. Symposium topics include modeling adaptive performance, relating adaptability to situational judgment and cross-cultural intelligence, determining the type and nature of errors in an adaptive environment, and investigating predictors and facilitators of skill acquisition and retention.

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

Elizabeth M. Oberlander, Michigan State University, *Co-Chair*

Jeff W. Johnson, Personnel Decisions Research Institutes, *Distinguishing Adaptive Performance From Task and Citizenship Performance*

David W. Dorsey, Personnel Decisions Research Institutes, Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Michael T. Ford, George Mason University, *Individual Difference Determinants of Adaptive Performance: The Mediating Role of Situational Judgment Effectiveness*

Kwanghyun Kim, Texas A&M University, Gilad Chen, University of Maryland, Bradley L. Kirkman, Texas A&M University, *Does Cultural Intelligence Predict Cross-Cultural Adaptation?*

Elizabeth M. Oberlander, Michigan State University, Frederick L. Oswald, Michigan State University, *Individual Difference Variables as Predictors of Error During Multitasking*

Winfred Arthur, Jr., Texas A&M University, Eric A. Day,



University of Oklahoma, Anton J. Villado, Texas A&M University, Paul R. Boatman, University of Oklahoma, Alok Bhupatkar, Texas A&M University, Vanessa Kowollik, University of Oklahoma, Winston Bennett, Training Research Laboratory, *Decay and Reacquisition of a Complex Skill: An Investigation of Practice Schedules, Observational Rehearsal, and Individual Differences*

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

Submitter: Frederick L. Oswald, foswald@msu.edu

### 83. Practice Forum: Friday, 3:30–4:50

Brecht (4th floor)

#### Let's Focus on Focus Groups: Best Practices and Case Studies

Focus groups are used for a variety of purposes in I-O psychology. This practice forum includes (a) an examination of focus group best practices and selection of moderators, (b) exploring methods to overcome different pitfalls encountered, and (c) a discussion on how focus groups and quantitative work go hand-in-hand.

Gina R. Hernez-Broome, Center for Creative Leadership, *Chair*  
April E. Smith, Colorado State University, Michele Chapin, Colorado State University, Peter Y. Chen, Colorado State University, Christina L. Wilson, Colorado State University, *Stressing Protocol: Truly Capturing the Focus Group*

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety, *The Use of Focus Groups to Enhance Survey Results in the Needs Assessment Phase for a Project Examining Truck Drivers' Attitudes Towards Feedback by Technology*

Chris J. Sablinski, California State University-Sacramento, *Using Focus Groups to Explore Employee Retention and Turnover: Current Job Embeddedness Research*

Kevin W. Cook, Development Dimensions International, Chris W. Wright, San Francisco State University, *Who Shall Lead the Focus Group? Issues in Selecting and Training Moderators*

Submitter: April E. Smith, apriles@colostate.edu

### 84. Poster Session: Friday, 3:30–4:20

Westside (5th floor)

#### Justice, Deviance, Decision Making

##### 84-1. Onset- and Offset-Controllability and the Stigmatization of Dirty Work

Effects of onset and offset controllability on judgments of individuals involved in dirty work were examined. Targets described as having high onset control were viewed more negatively than those with low onset control. Onset, but not offset or the interaction, continues to have an effect after the presentation of offset information.

Jaime B. Henning, Texas A&M University  
Mindy E. Bergman, Texas A&M University

Submitter: Jaime B. Henning, jhenning@tamu.edu

##### 84-2. The Role of Status in the Commission of CWB

The current study investigated whether managers and nonmanagers commit different forms of CWB. The

results indicate that managers are more likely to perform behaviors that are direct, active, and abusive compared to nonmanagers. Implications and future directions are discussed.

Raenada Wilson, University of Houston  
Lisa M. Penney, University of Houston  
Jennifer Reeves, University of Houston

Submitter: Lisa M. Penney, lpenney@uh.edu

##### 84-3. Theoretical Verbal Analysis: Credibility Assessment After Wrongdoing

A mock-crime paradigm was employed to provide validation evidence for a credibility assessment method: Theoretical Verbal Analysis (TVA). Results demonstrate the systems' ability to discriminate between truth-tellers and deceivers during structured interviews following an act of wrongdoing. This was especially true for criteria related to linguistics, autobiographical, and emotional processes.

Vykinta Kligyte, University of Oklahoma  
Matthew T. Allen, University of Oklahoma  
Ethan P. Waples, University of Oklahoma  
Gregory A. Ruark, Army Research Institute-LDRU  
Mary Shane Connelly, University of Oklahoma  
Michael D. Mumford, University of Oklahoma

Submitter: Vykinta Kligyte, vkligyte@psychology.ou.edu

##### 84-4. Investigating Conflicting Findings: Self-Efficacy and Information-Seeking Behavior

In this study, the relationship between self-efficacy and information-seeking behavior is examined. To date, both positive and negative relationships have been theorized and found in the socialization literature. In the current study, a discontinuous model is hypothesized and supported that integrates both relationships.

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

Submitter: Ryan J. Yoder, ry133003@ohio.edu

##### 84-5. The Decoy Effect as a Covert Personnel Selection Influence Tactic

This study was conducted to determine whether people can use the decoy effect to their advantage by choosing the "correct" decoy candidate to add to the choice set. Results showed that both undergraduates and managers were able to do so. Somewhat surprisingly, undergraduates were just as adept as the managers.

Jerel E. Slaughter, University of Arizona  
Miguel A. Quinones, Southern Methodist University

Submitter: Jerel E. Slaughter, jslaughter@eller.arizona.edu

##### 84-6. Justice Perceptions in Participative Goal Setting: The Importance of Expectations

Participative goal setting is among the most common managerial interventions. But what happens when sub-



ordinates' input is disregarded? This study found that violation of subordinates' expectations regarding the extent of input (no input, voice only, or voice and choice) influenced their justice perceptions and satisfaction under various goal-setting procedures.

Christie M. Cox, University of Akron  
Aaron M. Schmidt, University of Akron

Submitter: Christie M. Cox, cmc60@uakron.edu

#### 84-7. Promoting Advice Taking: A Multilevel Policy Capturing Study

This paper familiarizes industrial-organizational psychology to research on advice taking in decision making. The results of an empirical study, investigating the relative importance of several antecedents to advice taking under conditions of incomplete information, are also presented. Results indicated that advisor expertise and intentions were most strongly related to decision makers' evaluations of advice.

Silvia Bonaccio, University of Ottawa  
Reeshad S. Dalal, Purdue University

Submitter: Silvia Bonaccio, bonaccio@management.uottawa.ca

#### 84-8. Merit-Related Managerial and Policy Antecedents of Organizational Justice Perceptions

This study examined the role of merit-related managerial and organizational antecedents, including workgroup gender composition, in predicting subordinates' organizational justice perceptions and whether the effects were moderated by subordinate gender. Based on hierarchical regression analyses of survey and archival data, we found several main and gender moderation effects.

Eric A. Lieberman, Baruch College, CUNY/Schering-Plough  
Karen S. Lyness, Baruch College, CUNY

Submitter: Eric A Lieberman, eric.lieberman@spcorp.com

#### 84-9. Reactions to Others' Mistakes: An Empirical Test of Fairness Theory

Drawing on fairness theory (Folger & Cropanzano, 2001), this study examined the effects of outcome severity and the nature of mistakes on perceived fairness. High-severity mistakes and mistakes made by a knowledgeable target were considered most unfair. Counterfactual thoughts mediated the effects of target knowledge but not outcome severity.

Jessica M. Nicklin, University at Albany, SUNY  
Kevin J. Williams, University at Albany, SUNY

Submitter: Jessica M. Nicklin, jn0702@albany.edu

#### 84-10. Applying the Theory of Planned Behavior to Predict Organizational Deviance

The theory of planned behavior was used to predict 3 types of organizational deviance: property theft, time theft, and on-the-job alcohol or drug use. Using struc-

tural equation modeling, the results generally offer support for the hypothesized model; however, there were key differences across the 3 types of deviant behaviors.

Chris A. Henle, University of North Carolina Charlotte  
Charlie L. Reeve, University of North Carolina Charlotte  
Virginia Pitts, Colorado State University

Submitter: Chris A. Henle, cahenle@email.uncc.edu

#### 84-11. A Qualitative Investigation of Escalating Aggression Within the Service Encounter

This qualitative study explored the employee-customer interaction in an effort to elaborate on Andersson and Pearson's (1999) model of incivility spirals. The findings provide insight for possible CWB spiraling effects, including incivility escalating into verbal aggression toward customers, anger expressed by both parties, and negative consequences for customers and organizations.

Emily M. Hunter, University of Houston  
Lisa M. Penney, University of Houston  
Aditi Raghuram, University of Houston  
Andrea Ugaz, University of Houston  
Ari A. Malka, University of Houston

Submitter: Emily M. Hunter, emhunter@uh.edu

#### 84-12. Translating Feedback Into Outcomes: The Role of Feedback Discounting

Feedback discounting was introduced as a potential mediator of the relationships between important predictors (interactional justice and feedback valence) and outcomes (task performance and feedback use). Those who perceived low interactional justice and received negative feedback discounted feedback more. Those likely to discount feedback were less likely to use feedback.

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

Submitter: Marisa Gianvito, mag31@uakron.edu

#### 84-13. Individual Differences in Decision Making: The Measurement of Decision Styles

There has been little attempt to assess if different decision style measures scales are capturing the same underlying constructs. Across 2 studies, the dimensionality and validity (convergent, discriminant) of decision style was investigated. Results found support for a 3-factor structure to decision style: avoidant, intuitive, and rational.

Susan Mohammed, Pennsylvania State University  
Audrey Lim, Pennsylvania State University  
Katherine Hamilton, Pennsylvania State University  
Yang Zhang, Pennsylvania State University  
Soo Kim, Pennsylvania State University

Submitter: Susan Mohammed, sxm40@psu.edu

#### 84-14. Positive Mood and Escalating Commitment: A Case of (Ir)rational Exuberance?

Participants invested in a marketing simulation and received feedback either high or low in equivocality. Half were given a chocolate bar to induce positive mood. Replicating previous research, participants receiving feedback high in equivocality escalated after failure feedback, and those in whom a positive mood was induced escalated the most.

Ellyn G. Brecher, The College of New Jersey  
Donald A. Hantula, Temple University  
Diana Bloomfield, Western Illinois University  
Karen L. Harris, Western Illinois University

Submitter: Donald A. Hantula, hantula@temple.edu

#### 84-15. Fair Is Fair? Procedural Justice and Knowledge of Employment Rights

Results indicate that perceived and actual knowledge of employment rights under the NLRA are far from veridical. Further, the relationship between procedural justice and substantive knowledge of employment rights is negative and seemingly driven by union membership.

Joanna L. Colosimo, CareFirst Blue Cross/Blue Shield  
Nora P. Reilly, Radford University  
Mike G. Aamodt, Radford University

Submitter: Nora P. Reilly, nreilly@radford.edu

#### 84-16. Rejection Decision Explanations in the Perspective of Fairness Theory

Providing explanations for a rejection selection decision was examined using fairness theory (Folger & Cropanzano, 2001). In a simulated selection context, we analyzed the mediating role of counterfactual judgments in the effects of a justification and an excuse on fairness perceptions for participants confronted with a rejection selection decision.

Florence Rolland, Universite de Nice-Sophia Antipolis  
Dirk D. Steiner, Universite de Nice-Sophia Antipolis

Submitter: Dirk D. Steiner, steiner@unice.fr

#### 84-17. FFM Pattern in Prediction of Antisocial Behavior in the Workplace

Antisocial behavior in organizations gives rise to large amounts of expenses. Except for the effect of separate FFM traits on ASB, we focus on the pattern of personality traits. Results suggest that the pattern add explained variance above separate traits that have practical implications for selection and utility.

Sofia Sjoberg, Assessio International  
Anders R. Sjoberg, Psykologieforlaget AB

Submitter: Sofia Sjoberg, s.sjoberg@psykologiforlaget.se

#### 84-18. Correlates of Bullying Victimization Using Self- and Peer Reports

Bullying research has focused on the perspective of the victim, thereby neglecting other perspectives. This study used data from 182 employees-coworker pairs to show

that individual differences and organizational attitudes were correlated with self-report data, but individual differences were not related to peer reports of bullying victimization.

Kimberly E. O'Brien, University of South Florida

Submitter: Kimberly E. O'Brien, ko9152@hotmail.com

#### 84-19. A Deontic Justice Framework for Understanding Self-Construal and Apology Processes

Research shows that apologies influence conflict outcomes. However, little work has examined the effectiveness of apologies across cultures, genders, and ethnicities. By utilizing a deontic justice framework, we propose a model wherein the congruence between a victim's self-construal and an apology's content determines the apology's effectiveness in eliciting forgiveness.

Ryan Fehr, University of Maryland  
Michele J. Gelfand, University of Maryland

Submitter: Ryan Fehr, rfehr@psyc.umd.edu

#### 84-20. Information Sharing and Schema Accuracy in Team Decision Making

We integrate findings from 2 studies that extend the literature on information sharing in teams. Results indicate that the repetition of other teammates' unique information significantly improves decision quality. Also, information sharing may lead to the development of team member schema accuracy, which was positively related to decision quality.

Shaun W. Davenport, University of Tennessee-Knoxville  
Joan R. Rentsch, University of Tennessee-Knoxville  
Erika E. Small, University of Tennessee-Knoxville  
Jacqueline Z. Bergman, Appalachian State University

Submitter: Shaun W. Davenport, swd@utk.edu

#### 84-21. Delivering Bad News: How One Form of Injustice Spawns Another

We examined instigating factors and mediating processes to understand when and why messengers may deliver bad news in an unfair manner. In support of our hypotheses, we found messengers' perceptions of procedural injustice were positively related to their informational injustice and levels of internal drama mediated this relationship.

James J. Lavelle, University of Texas, Arlington  
Robert G. Folger, University of Central Florida

Submitter: Robert G. Folger, rfolger@bus.ucf.edu

#### 84-22. Difficult Decisions to Employ Nontraditional Workforces: Testing Behavioral Reasoning Theory

Behavioral reasoning theory was used to examine managements' decisions to employ nontraditional workforces, such as youth or illegal alien workers. Results supported hypotheses with perceived control and reasons predicting intentions and intentions predicting behavior. Employment duration also predicted injury,

although employers with abundant reasons for employing workforces manifested less injury.

James D. Westaby, Columbia University  
Tahira M. Probst, Washington State University-Vancouver  
Barbara C. Lee, Marshfield Clinic Research Foundation

Submitter: James D. Westaby, westaby@columbia.edu

#### 84-23. Harming Those Who Serve: Direct and Indirect Customer Initiated Violence

We examined employee outcomes associated with direct and indirect exposure to customer violence. Type of exposure to physical customer violence was used to categorize employees into groups. Results indicated that fear of violence mediated the relationship between all forms of exposure, and affective commitment, and both mental and physical health.

Kimberly-Anne Dawe, Memorial University  
Kathryne E. Dupre, Memorial University  
Julian I. Barling, Queen's University

Submitter: Kathryne E. Dupre, kdupre@mun.ca

#### 84-24. Do What You See? Observer Reactions to Coworker Theft

This research examined observers' reactions to employee theft. Observers were less likely to label similar coworkers' behavior as theft and report them. They were more likely to imitate them when they witnessed ambiguous behaviors. The relation between similarity and reporting was mediated by labeling of theft and liking between coworkers.

James M. Schmidtke, Craig School of Business

Submitter: Anne Cummings, acumming@d.umn.edu

#### 84-25. The Influence of Individual Differences on TVA Criteria

This study examines the impact of individual differences on the utility of TVA criteria in discriminating truthful from fabricated statements. Results show that taking into account certain individual differences affects the ability of the TVA criteria to detect deception. This has implications for the application of TVA criteria.

Amanda D. Angie, University of Oklahoma  
Josh Davis, University of Oklahoma  
Matthew T. Allen, University of Oklahoma  
Ethan P. Waples, University of Oklahoma  
Mary Shane Connelly, University of Oklahoma

Submitter: Amanda D. Angie, aangie@psychology.ou.edu

#### 84-26. Do Rude Employees Deserve and Receive Less Interactional Justice?

In 2 laboratory experiments, we tested the hypotheses that employees who display less interactional justice toward leaders (i.e., employees who are generally rude vs. polite) would (Study 1) and should (Study 2) receive less interactional justice from leaders when being informed of negative outcomes. Results supported our hypotheses.

Camilla M. Holmval, Saint Mary's University  
Sonya Melnyk, Saint Mary's University  
Natasha N. Chestnut, Saint Mary's University

Submitter: Camilla M. Holmval, camilla.holmval@smu.ca

#### 84-27. Fairness and Unfairness: Can You Undo What Has Been Done?

This study explored fairness heuristic theory by testing whether fairness heuristics can be changed. The possible asymmetrical nature of justice was also explored. Results suggest fairness heuristics can be changed under certain conditions. However, fairness may not be as powerful as unfairness, particularly when people have previously been treated fairly.

Corrie E. Pogson, The University of Tulsa

Submitter: Corrie E. Pogson, corrie-pogson@utulsa.edu

#### 84-28. Ambiguity Aversion and Salary Recommendations

Differential predictions about decision making under ambiguity from the competence and evaluability hypotheses were investigated. Hypotheses were tested using a convenience sample of college students. The results did not support the competence hypothesis, but the evaluability hypothesis received partial support. Conditions under which each hypothesis might hold are discussed.

Michael A. Buck, Portland State University

Submitter: Michael A. Buck, mbuck55@yahoo.com

#### 84-29. When the Boss Says No! Leadership, Trust, and Explanation Acceptance

This study examined the influence of leadership style on employees' perceptions of managerial explanations for rejected requests. The results indicated that transformational leadership had a positive effect on employee perceptions of explanation adequacy, legitimacy, and sincerity. Further, trust mediated the relationship between transformational leadership and employees' explanation perceptions.

Brian C. Holtz, University of Calgary  
Crystal M. Harold, Indiana University-Purdue University Indianapolis

Submitter: Brian C. Holtz, bholtz@ucalgary.ca

#### 85. Practice Forum: Friday, 3:30-4:50 Broadway S (6th floor)

##### **Top-Rated Practice Forum: The Expanding Role of I-O Psychology in Employment Discrimination Cases**

This practice forum will review the expanding role of I-O psychology in employment discrimination cases. Presenters will address how and where I-O psychologists are involved, as well as details regarding their recent activities in testing, recruiting, and applying multiple regression analysis to detecting discrimination.

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



Tasha L. Eurich, Colorado State University, George C. Thornton, Colorado State University, *I-O Psychologists as Expert Witnesses in Employment Discrimination Litigation*

Lisa Grant Harpe, Peopleclick, *Recruitment and the Law*

David W. Arnold, Wonderlic, Inc., *Issues and Nonissues in Preemployment Testing*

Michael M. Harris, University of Missouri-St. Louis, *Using Multiple Regression Analysis in Employment Discrimination Cases*

Submitter: Michael M. Harris, mharris@umsl.edu

86. Symposium: Friday, 3:30–4:50  
Broadway N (6th floor)

### Advancing Research on Unproctored Internet Testing

This symposium presents empirical research to address practical issues in unproctored Internet testing. Concerns and implementation issues with score inflation in 2-step testing (unproctored screening–proctored selection), possible unproctored test score increases over time, equivalence across test administration modes, and creating of parallel forms for unproctored environments are addressed.

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Chair*  
Ben-Roy Do, University of Illinois at Urbana-Champaign, *Co-Chair*

Bradley J. Brummel, University of Illinois at Urbana-Champaign, *Co-Chair*

Christopher D. Nye, University of Illinois at Urbana-Champaign,  
Ben-Roy Do, University of Illinois at Urbana-Champaign,  
Fritz Drasgow, University of Illinois at Urbana-Champaign,  
Saul Fine, CareerHarmony, Inc., *Two-Step Testing in Employee Selection: Is Score Inflation a Problem?*

Ben-Roy Do, University of Illinois at Urbana-Champaign,  
Fritz Drasgow, University of Illinois at Urbana-Champaign,  
William Shepherd, Sky Bank, *Examining Unproctored Test Scores Over Time*

Kyle C. Huff, North Carolina State University, Joan Michael, North Carolina State University, *The Effects of Mode of Administration on Timed Cognitive Ability Tests*

Patrick L. Wadlington, Birkman International, Inc., Ian S. Little, Pearson Educational Measurement, Jill V. Turner, Pearson Educational Measurement, Scott A. Davies, Pearson, *Methodology for the Development and Validation of New Forms of the Hogan Personality Inventory (HPI) in an Unproctored Environment*

James C. Beaty, Previsor, *Discussant*

Submitter: Ben-Roy Do, benroydo@uiuc.edu

87. Community of Interest: Friday, 3:30–4:20  
Uris (6th floor)

### Work–Family Interface

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

88. Special Event: Friday, 3:30–4:20  
Plymouth (6th floor)

### SIOP Professional Contributions Award Address: How to Develop Organizational Effectiveness: Connecting the Dots of Experience, Research, and Theory

What is the root cause of my organization's problems and what I should do to change this organization? How should I-O psychologists respond to this inquiry by senior executives? Mike Beer will describe the practice principles and organization development theory that have emerged from his 40 years as a scholar and practitioner.

Gary P. Latham, University of Toronto, *Chair*  
Michael Beer, Harvard University, *Presenter*

89. Practice Forum: Friday, 3:30–4:50  
Majestic (6th floor)

### Developing Front-Line Leaders: Perspectives and Recommendations From Three Industries

Development of front-line managers often takes a back seat to exclusive key talent programs. Greater focus on the leaders that are the direct line to the majority of employees (who, in turn, are the direct line to the customer) is warranted. Perspectives and recommendations from 3 industries will be offered.

Jennifer Hutcheson, Dell, Inc., *Chair*

Jennifer Hutcheson, Dell, Inc., *Building Front-Line Leadership Capability at Dell Inc.*

Leslie W. Joyce, The Home Depot, *Invest Early or Pay Later—The Importance of Supervisor Development*

Brenda Kowske, Personnel Decisions International, Kshanika Anthony, Personnel Decisions International, *Front-Line Leader Competence: Definitions and Development Implications*

Submitter: Jennifer Hutcheson, jennifer\_hutcheson@dell.com

90. Symposium: Friday, 3:30–5:20  
Winter Garden (6th floor)

### Effects of Nonwork Experiences on Employees' Affect, Cognition, and Behavior

The current papers assess both negative and positive spillover from nonwork (evenings and weekends) to work. The papers adopt a dynamic self-regulation perspective incorporating resource depletion and replenishment; consequently, they use longitudinal and experience sampling data-collection methods. Effects of nonwork experiences on affect, cognition, and behavior at work are evaluated.

Reeshad S. Dalal, Purdue University, *Chair*

Charlotte Fritz, Bowling Green State University, *Co-Chair*

Charlotte Fritz, Bowling Green State University, Sabine Sonnentag, University of Konstanz, Paul E. Spector, University of South Florida, Jennifer McInroe, Bowling Green State University, *Relationships Between Weekend Experiences and Discrete Emotions at Work*

Sabine Sonnentag, University of Konstanz, Carmen Binnewies, University of Konstanz, Eva J. Mojza, University of Konstanz, *Recovery Experiences, Sleep Quality, and Affect*



Alia R. Mehta, Purdue University, Howard M. Weiss, Purdue University, *The Impact of Nonwork Activities on the Recovery and Replenishment of Psychological Resources: Extending Kaplan's Attention Restoration Theory*  
 Holly Lam, Valterra Corporation, Eric R. Welch, Purdue University, Howard M. Weiss, Purdue University, Reeshad S. Dalal, Purdue University, *An Investigation of the Interplay Between Affect, Episodic Performance, and Replenishment*  
 Timothy A. Judge, University of Florida, *Discussant*

Submitter: Reeshad S. Dalal, rsdalal@psych.purdue.edu

91. Academic-Practitioner Collaborative Forum:  
 Friday, 3:30–5:20  
 Soho (7th floor)

### Unanswered Questions in Competency Modeling and Job Analysis

The new editor of *Ergonomics* and 4 additional presenters (2 academic and 2 practitioner) will discuss their suggestions for the most important unanswered questions in competency modeling and job analysis. Each presenter will discuss up to 5 questions with an emphasis on appropriate methodology and potential sources of industry collaboration.

Mark A. Wilson, North Carolina State University, *Presenter*  
 Jonathan D. Levine, Workforce Dynamics, *Presenter*  
 Frederick P. Morgeson, Michigan State University, *Presenter*  
 David J. Thomsen, Economic Research Institute, *Presenter*  
 Robert J. Harvey, Virginia Tech, *Presenter*

Submitter: Mark A. Wilson, mark\_wilson@ncsu.edu

92. Practice Forum: Friday, 3:30–4:50  
 Duffy (7th floor)

### Top Talent: Optimizing the Value of the Most Optimal Staff

Engaging and retaining talent is a priority for any organization. This session draws on employee survey findings to show what is unique about the opinions and issues impacting engagement among top talent. Two case studies detail concrete steps organizations are taking to address the needs of their best and brightest.

Alyson Minkus, ISR, *Chair*  
 Patrick Kulesa, ISR, Alyson Minkus, ISR, Leslie A. Bethencourt, ISR, *Focused on the Future: Global Drivers of Engagement Among Top Talent*  
 Per Scott, RBC, *High-Performing Employees at RBC: A Source of Competitive Advantage*  
 Carla K. Shull, Molson Coors Brewing Company, Vonda Mills, Molson Coors Brewing Company, *Using Employee Engagement to Understand Retention of Top Talent*  
 Soni K. Basi, Shering-Plough, *Discussant*

Submitter: Leslie A. Bethencourt,  
 lesliebethencourt@hotmail.com

93. Interactive Posters: Friday, 3:30–4:20  
 Harlem (7th floor)

### Helping Behaviors in Organizations

Dan Kuang, Biddle Consulting Group, *Facilitator*

93-1. Workplace Helping: Interactive Effects of Personality and Positive Affect

We investigated interactions between personality (helpfulness and empathy) and positive affect in predicting workplace helping. Eighty workers responded to electronic surveys up to 5 times per day for 5 workdays. Momentary positive affect showed a positive relationship with helping but only for workers low in helpfulness.

James M. Conway, Central Connecticut State University  
 Steven G. Rogelberg, University of North Carolina Charlotte  
 Virginia Pitts, Colorado State University

Submitter: James M. Conway, conwayj@ccsu.edu

93-2. Do Tasks, Contextual and Counterproductive Performance Coexist as Second-Order Factors?

The specialized literature has identified 3 types of employee contributions: task, contextual, and counterproductive performance. This study tests the coexistence of these behaviors as second-order factors within a hierarchical model. Results support the independence of each behavioral factor and suggest the need to split task performance into more homogenous components.

Otmar E. Varela, Nicholls State University  
 Elvira Salgado, Universidad de los Andes

Submitter: Otmar E. Varela, otmar.varela@nicholls.edu

93-3. The Cognitive Underpinnings of Helping in the Workplace

We investigated the relationship between intrinsic motivation and organizational citizenship behaviors. We found that self-set goals to be helpful fully mediated the link between intrinsic motivation and citizenship behaviors. We also found an interaction between intrinsic and extrinsic motivation to predict helpfulness at work. Implications for managers are provided.

Pauline Schilpzand, University of Florida  
 Beth A. Livingston, University of Florida  
 Timothy A. Judge, University of Florida

Submitter: Pauline Schilpzand, paulilne.schilpzand@cba.ulf.edu

93-4. Mentoring and OCB: Those Who Have Been Helped Help Others

The relationship between being mentored and protégé's citizenship behavior was examined. Results indicated that relationship quality, informal mentoring, high levels of mentoring support, and absence of negative mentoring were associated with more citizenship behaviors directed at individuals. No relationships with OCBO were found. Mentor commitment moderated several relationships.

Ozgun Burcu Rodopman, University of South Florida  
 Tammy D. Allen, University of South Florida  
 Xian Xu, University of South Florida  
 Hazel-Anne M. Johnson, University of South Florida  
 Raymond Charles Ottinot, University of South Florida  
 Andrew Michael Biga, University of South Florida

Submitter: Tammy D. Allen, tallen@luna.cas.usf.edu

94. Symposium: Friday, 3:30–4:50

Marquis C (9th floor)

### **The Impact of Individual, Organizational & Survey Characteristics on Nonresponse**

Much research on nonresponse has focused on identifying profiles of nonrespondents. Fewer studies have investigated how individual, organizational, and survey characteristics impact nonresponse to one particular type of survey or survey item. This symposium is intended to stimulate discussion about models of nonresponse and validity of survey findings.

Dana M. Glenn, George Washington University, *Chair*  
Christiane Spitzmueller, University of Frankfurt/University of Houston, *Co-Chair*

Christiane Spitzmueller, University of Frankfurt/University of Houston, Iris Junglas, University of Houston, Raenada A. Wilson, University of Houston, Dana M. Glenn, George Washington University, Steven G. Rogelberg, University of North Carolina Charlotte, *Predicting Web-Based Survey Nonresponse Through Factors Influencing Technology Acceptance*

Kenneth Matos, George Washington University, Lynn R. Offermann, George Washington University, Adam B. Malamut, Marriott International, Inc., Nadeeka Jayatilake, George Washington University, *The Illusion of Anonymity: Selective Demographic Nonresponse*

Dana M. Glenn, George Washington University, Tyler D. Maxey, HumanR, Amber Beckes, George Mason University, *The Role of Survey Content in Item-Level Nonresponse*

Sidney F. Fisher, U.S. Office of Personnel Management, Tarl Kudrick, U.S. Office of Personnel Management, Heather M. Prather, U.S. Office of Personnel Management, *Climate to Voice, Gender, and Nonresponse on Survey Comment Items Background*

Steven G. Rogelberg, University of North Carolina Charlotte, *Discussant*

Submitter: Dana M. Glenn, dglenn@gwu.edu

95. Academic-Practitioner Collaborative Forum:  
Friday, 3:30–5:20

Marquis B (9th floor)

### **Breakthroughs in Talent Management: Applying a “Talentship” Decision Science**

The Talentship framework proposed by Boudreau and Ramstad (2004) is an exciting breakthrough in the theory underpinning talent management. In this forum we explore the technological and change management demands required to engage in “talentship” and 3 case studies of the identification of and interventions for pivotal talent.

Robert E. Lewis, Microsoft Corporation, *Chair*  
Robert E. Lewis, Microsoft Corporation, *Co-Chair*  
Rob Bernshteyn, SuccessFactors, *Meeting the Efficiency Demands of Talent Management Systems*

R. J. Heckman, Personnel Decisions International, *Breaking Through the Efficiency Barrier: Effectiveness and Impact*  
Jennise Henry, Personnel Decisions International, *Implementing Talentship at a National Insurance Company*

Robert E. Lewis, Microsoft Corporation, Scott Birkeland,

Personnel Decisions International, *Performance Management With Impact: Two Case Studies*

John W. Boudreau, University of Southern California, *Discussant*

Submitter: Robert E. Lewis, Bob.Lewis@microsoft.com

96. Practice Forum: Friday, 3:30–4:50

Cantor (9th floor)

### **Using Applied Research To Better Understand How Language Impacts Assessments**

Sound applied research findings should be informing assessment development and implementation in different languages. Practitioners will share their research results related to how assessments comprised of a variety of item types and measuring diverse constructs are functioning in different languages and populations. Recommendations based on these findings will be offered.

Autumn D. Krauss, Kronos-Unicru, Inc., *Chair*  
David E. Ostberg, Kronos-Unicru, Inc., Autumn D. Krauss, Kronos-Unicru, Inc., *A Discussion of English/Spanish Language Assessment Construct Equivalence and Validity*

Douglas E. Haaland, Development Dimensions International, Laurie Wasko, Development Dimensions International, Donald R. Scott, Development Dimensions International, Joel Philo, JCPenney, *English Language Proficiency and ESL: Impact on Test Perceptions, Performance, and Validity*

Charlene C. Gobeli, PSI, Shannon Bonner, Southern California Edison, Allison M. Geving, PSI, *Developing Spanish Knowledge Tests for State Licensure: Research Findings and Practical Recommendations*

Mary G. Tye, PreVisor, Thomas G. Snider-Lotz, PreVisor, Matthew V. Valenti, Starwood Hotels & Resorts Worldwide, Inc., *Feasibility of Assessing in Nonnative Languages to Predict Job Performance*

Submitter: Autumn D. Krauss, akrauss@unicru.com

97. Symposium: Friday, 3:30–5:20

Barrymore (9th floor)

### **Motivational Effects on Creativity: Rewards, Goal Setting, and Regulatory Focus**

Creativity is the development of novel, socially valued products. Organizational environments provide motivational influences that affect creativity, both intentionally and unintentionally. This symposium presents papers that discuss several motivational influences, such as rewards and regulatory focus, and the differential effects that they have on creativity.

Anne E. Herman, University of Nebraska-Omaha/Kenexa, *Chair*  
Roni Reiter-Palmon, University of Nebraska-Omaha, *Co-Chair*  
Robert Eisenberger, University of Delaware, Justin Aselage, University of Delaware, *Incremental Effects of Reward on Experienced Performance Pressure: Positive Outcomes for Intrinsic Interest and Creativity*

Anne E. Herman, University of Nebraska-Omaha/Kenexa, Roni Reiter-Palmon, University of Nebraska-Omaha, *Regulatory Focus and Expected Evaluation Influences on Creativity: Evidence for the Influence of Both State and Trait*

Nora Madjar, University of Connecticut, Ellen Greenberg, Sofia University, St. Kliment Ohridski, Zheng Chen, University of Connecticut, *Factors for Adaptive and Radical Creativity*

Christina E. Shalley, Georgia Institute of Technology, Yi Liu,  
Georgia Institute of Technology, *The Effects of Verbal  
and Monetary Rewards on Creativity*

Lucy L. Gilson, University of Connecticut, *Discussant*

Submitter: Anne E. Herman, aherman@mail.unomaha.edu

98. Special Event: Friday, 3:30–4:20  
Sun Roof (16th floor)

### Committee on Lesbian, Gay, Bisexual, and Transgender Issues Meeting

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

Eden B. King, George Mason University, *Host*

99. Practice Forum: Friday, 4:00–5:50  
Gramercy (7th floor)

### Business Impact for Employee Surveys: Closing the Loop

Some organizations do an outstanding job of follow up with employee surveys but at other companies follow-through is at best inconsistent and sporadic. What differentiates the 2 scenarios? We will examine this question and discuss creative, highly effective approaches for this stage of employee survey implementation.

Jerry Seibert, Metrus Group, Inc., *Chair*

Jerry Seibert, Metrus Group, Inc., *The Facilitator Factor:  
Does it Make a Difference Who Leads the Process?*

Effie McKeehan, Drees Homes, *Employee Survey Follow-  
Through at The Drees Company*

Guy Pedelini, McCann Healthcare Worldwide, *Survey  
Follow-Through in a Global Network*

Rene R. Bergermaier, Human Resources Consulting, *The Impact  
Factor: Beyond Running a Survey Feedback Process*

Patricia Dowden, Russian Federation, *Employee Surveys as  
Part of a Strategic Measurement Process: U.S. and  
Russian Cases*

Submitter: Jerry Seibert, jerry@jhseibert.com

100. Special Event: Friday, 4:00–4:50  
Empire (7th floor)

### Committee on Ethnic Minority Affairs (CEMA) Meeting

Derek R. Avery, Rutgers University, *Host*

101. Special Event: Friday, 4:00–4:50  
Chelsea (7th floor)

### International Affairs Meeting

Pauline Velez, San Francisco State University, *Host*

Tanya C. Delany, IBM, *Host*

102. Master Tutorial: Friday, 4:30–5:50  
Odets (4th floor)

**1.5 CE credits for attending! Register at the session.**

### I-O Psychology's New Frontier: Wage and Hour Litigation

I-Os are rarely involved as experts in wage and hour class action lawsuits. Two types of cases appear to be most relevant: (a) jobs misclassified as exempt from

overtime requirements and (b) missed meal/rest breaks, and work off the clock. Methodologies most relevant to these cases are outlined.

Cristina G. Banks, University of California, Berkeley, *Presenter*  
Fredric C. Leffler, Proskauer Rose LLP, *Presenter*

Submitter: Cristina G. Banks, banks@haas.berkeley.edu

103. Poster Session: Friday, 4:30–5:20  
Westside (5th floor)

### Personality

103-1. A Cross-Cultural Look at Personality, Culture, and  
Communication Apprehension

Communication apprehension (CA) describes individuals' comfort communicating outside their own culture. The interaction of CA with personality and culture was examined. Findings indicate that the influence of personality is greater than the influence of culture on CA. Openness to Experience and Extraversion exert a particularly significant influence on CA.

Cristina Rubino, University of Houston

Alex Milam, University of Houston

Christiane Spitzmueller, University of Frankfurt/University of  
Houston

Aditi Raghuram, University of Houston

Kathryn Keeton, University of Houston

Submitter: Alex Milam, alexcmilam@yahoo.com

103-2. Extraversion and Performance: Natural Rewards  
as a Self-Management Strategy

The results of this study support a model of Extraversion and performance that specifies one possible self-regulatory route to increased performance in achievement contexts through proactive attempts to increase the intrinsic reward potential of activities through use of natural rewards self-management strategies.

Felissa K. Lee, Marquette University

Daniel B. Turban, University of Missouri

Submitter: Felissa K. Lee, felissa.lee@mu.edu

103-3. Time-on-Task Mediates the Conscientiousness-  
Performance Relationship

The relationship between Conscientiousness, time-on-task, and academic performance was investigated. Weak relationships were found when simple summated Conscientiousness scores were analyzed. When factor scores partialling out common method bias were analyzed, Conscientiousness was found to predict performance, and time on task fully mediated the Conscientiousness–performance relationship.

Michael Biderman, University of Tennessee-Chattanooga

Jennifer Sebren, MS PEER Committee

Nhung T. Nguyen, Towson University

Submitter: Michael Biderman, Michael-Biderman@utc.edu



#### 103-4. Differential Item Functioning and Personality: Comparing Native and Nonnative Speakers

Increased diversity in the workplace has led to an increased need for assessments administered to cross-cultural samples. This study examined the measurement invariance of the 5-factor model of personality across native and nonnative English speaking workers in the United States. Results indicated that many scales did not exhibit invariance.

Reanna M. Poncheri, North Carolina State University/Surface, Ward, & Assoc.  
Adam W. Meade, North Carolina State University  
Eric A. Surface, SWA Consulting Inc.

Submitter: Reanna M. Poncheri, rmponche@ncsu.edu

#### 103-5. Core Self-Evaluations Moderating the Job Stress–Burnout Relationship

We investigated whether core self-evaluations, and the 4 individual traits that comprise the construct, moderated the relationship between job stress and burnout. Results indicated that although the overall construct failed to moderate the relationship, self-esteem and locus of control moderated the relationship between stress and 2 of 3 burnout factors.

Scott Boyd, Alliant International University  
Nurcan Ensari, Alliant International University  
Calvin C. Hoffman, Alliant International University  
Daniel A. Newman, Texas A&M University

Submitter: Scott Boyd, scottlboyd@yahoo.com

#### 103-6. Predicting Extreme Responding in Surveys

Personality measures of ambiguity intolerance and decisiveness were shown to be significantly related to extreme responding in surveys. Interactive effects with time spent on survey were also found to predict extreme responding.

Bobby D. Naemi, Rice University  
Daniel J. Beal, Rice University  
Stephanie C. Payne, Texas A&M University

Submitter: Bobby D Naemi, bnaemi@rice.edu

#### 103-7. The Development and Validation of the Machiavellian Personality Scale

Two studies were conducted to develop and validate a new measure of Machiavellianism, the Machiavellian Personality Scale (MPS). Results indicate a stable 4-factor structure that is predictive of self-reported stress, job satisfaction, and counterproductive work behaviors, and supervisor reported job performance. Implications for future research and practice are discussed.

Jason Dahling, University of Akron  
Brian G. Whitaker, University of Akron  
Paul E. Levy, University of Akron  
Samantha Le Chau, University of Akron

Submitter: Jason Dahling, jjd12@uakron.edu

#### 103-8. Do Organizations Have Personalities? Spontaneous Trait Inferences and Organizational Behaviors

The current paper reports the findings from a study examining how individuals infer organizational personality traits by providing evidence for a mechanism by which organizational personality trait inferences are made. The results suggest that implied personality traits are spontaneously inferred from exposure to organizational behaviors.

Stephen D. Risavy, University of Waterloo  
Douglas J. Brown, University of Waterloo  
Shawn Komar, University of Waterloo

Submitter: Stephen D. Risavy, srisavy@uwaterloo.ca

#### 103-9. Predicting Teleworker Success: Personality and Motivational Traits

This study explored personality and motivational traits related to teleworker performance and satisfaction. Results indicated that organization, prudence and need for autonomy correlated positively with telework performance and satisfaction, but sociability and need for affiliation correlated negatively with these telework outcomes. Implications for research and practice are discussed.

Laura A. Hambley, University of Calgary  
Thomas A. O'Neill, University of Western Ontario  
Nathan Greidanus, University of Calgary  
Rhiannon MacDonnell, University of Calgary  
Theresa J. B. Kline, University of Calgary

Submitter: Laura A. Hambley, laurah@pobox.com

#### 103-10. Do the Big Five Relate to Goal Orientation?

The relations between the Big 5 personality constructs and learning, proving, and avoiding goal orientation. Results indicated that Extraversion significantly related to learning goal and proving goal orientations and Neuroticism significantly related to avoiding goal orientation.

Jesse Erdheim, Bowling Green State University  
Mo Wang, Portland State University

Submitter: Jesse Erdheim, jerdhei@bgnet.bgsu.edu

#### 103-11. Implicit Theories of Personality and Change in Perception

We investigated in a real-life setting if entity theorists are less likely than incremental theorists to change their perception of a target person accordingly with the person's behavioral changes. While supporting our hypothesis, this study complements previous laboratory studies in implicit personality theory by addressing overlooked ecological validity concerns.

Kim-Pong Tam, The Chinese University of Hong Kong  
Tess Pak, The University of Hong Kong  
C. Harry Hui, University of Hong Kong  
Siu-On Kwan, City University of Hong Kong  
Mario Goh, Nanyang Technological University

Submitter: Siu-On Kwan, mgakwan@cityu.edu.hk



### 103-12. The Architecture of Personality in the Context of Work

This study tests Cervone's (2004) knowledge-and-appraisal (KAPA) model of personality in the work context. Some findings supported Cervone's model, but others were inconsistent with KAPA model predictions. Findings were discussed in relation to social-cognitive personality models and whether using idiographic methods to study personality in the work context is necessary.

Rebecca Hoffner, Virginia Tech  
Neil M. A. Hauenstein, Virginia Tech

Submitter: Rebecca Hoffner, hoffner@vt.edu

### 103-13. Dualistic Proactivity in a Team Setting: It's Not All Good

We developed and explored a dualistic conceptualization of enduring proactivity. We posited that team-oriented proactivity promotes various forms of personal effectiveness in a team setting, whereas egocentric proactivity does not. This general proposition is reflected in our theoretical model, which was supported with data from 672 personnel in teams.

Robert R. Hirschfeld, University of Georgia  
Jeremy B. Bernerth, Auburn University  
Christopher H. Thomas, Northern Illinois University

Submitter: Robert R. Hirschfeld, rhirschf@uga.edu

### 103-14. Self/Other Comparisons: Can They Make Better Raters?

Participants watched 6 short interview-like interactions, then rated the personality traits of the people being interviewed. We manipulated whether participants compared the interviewee to themselves and/or to others. Self/other comparisons helped, but engaging in both simultaneously sometimes hindered accuracy. The highest accuracy was achieved by comparing interviewees to others.

Rhys Lewis, University of Western Ontario  
Richard D. Goffin, University of Western Ontario  
James Olson, University of Western Ontario

Submitter: Richard D. Goffin, goffin@uwo.ca

### 103-15. Relating Personality and Time Management Behavior to Perceived Stress

A possible explanation for why people handle stress differently may involve individual differences in personality and time-management skills. In this study, the relationship between personality traits, time-management behavior, and self-perceived stress were investigated using 2 theoretical models. The proposed mediated model was empirically supported.

Sarah M. Haynes, Oklahoma State University  
James W. Grice, Oklahoma State University  
Thad Leffingwell, Oklahoma State University  
Douglas Edward Haynes, George Mason University

Submitter: Douglas Edward Haynes, dhaynes1@gmu.edu

### 103-16. Investigating the Distinctiveness of Individual and Collective Personality

The purpose of the current study was to investigate the distinctiveness of individual and collective personality. The results indicated that individual and collective personality were distinct, that there was reasonable convergent validity (e.g., aggregated individual Conscientiousness was associated with collective Conscientiousness), and that collective personality incrementally predicted team outcomes.

David A. Hofmann, University of North Carolina at Chapel Hill  
Kang Yang Trevor Yu, University of North Carolina at Chapel Hill

Sankalp Chaturvedi, National University of Singapore  
Daniel J. McAllister, National University of Singapore

Submitter: David A. Hofmann, dhofmann@unc.edu

### 103-17. RIASEC Environments as Meta-Analytic Conscientiousness-Performance Moderators: Congruence Versus Situational Strength

The moderating effects of Holland's RIASEC environments on the Conscientiousness-performance relationship were meta-analytically investigated to assess the extent to which they are consistent with "congruence" versus "situational strength" explanations. Results indicate that neither explanation, nor a recent juxtaposition of the 2 (trait activation theory), fully accounts for observed effects.

Rustin D. Meyer, Purdue University  
Reeshad S. Dalal, Purdue University  
Michael Baysinger, Purdue University  
Silvia Bonaccio, University of Ottawa

Submitter: Reeshad S. Dalal, rsdalal@psych.purdue.edu

### 103-18. Why Does Proactive Personality Predict Employee Attitudes and Behaviors?

This study hypothesized and supported a model in which proactive individuals were more likely to set self-concordant goals, attain their goals, and satisfy their basic psychological needs. Goal self-concordance and goal attainment also predicted psychological need satisfaction, which subsequently predicted job satisfaction, life satisfaction, in-role performance, and organizational citizenship behaviors.

Gary J. Greguras, Singapore Management University  
James M. Diefendorff, University of Akron

Submitter: Gary J. Greguras, garygreguras@smu.edu.sg

### 103-19. Meta-Analysis on the Relationship Between Big Five and Academic Success

The present meta-analysis investigates the impact of Big 5 personality factors on academic success. Results show that the influence depends on the success criterion. Although Neuroticism is related to academic satisfaction, Conscientiousness correlates with grades and likely with retention. Extraversion, Openness, and Agreeableness have no remarkable impact on academic success.

Sabrina Trapmann, University of Hohenheim  
 Benedikt Hell, University of Hohenheim  
 Jan-Oliver W. Hirn, University of Tuebingen  
 Heinz Schuler, University of Hohenheim

Submitter: Heinz Schuler, schuler@uni-hohenheim.de

#### 103-20. Individual Determinants of Thresholds for Collective Action: A Laboratory Simulation

Through the use of a laboratory simulation of collective action, we demonstrate that different constellations of individuals have different collective action structures and that personality plays a significant role in predicting the order in which an individual will participate in a collective act.

Emily S. Block, University of Illinois at Urbana-Champaign  
 Laura Erskine, University of Southern California

Submitter: Laura Erskine, lerskine@usc.edu

#### 103-21. Personality Testing Online (Unsupervised) and Paper and Pencil (Supervised)

The focus of this study was to determine equivalence of a personality test administered unsupervised on the Internet and supervised with paper and pencil in a real high-stakes setting. The results demonstrated similar psychometric properties and structural equivalence for the traditional supervised paper-and-pencil testing and Internet-based unsupervised testing.

Hennie J. Kriek, SHL/University of South Africa  
 Tina Joubert, SHL

Submitter: Hennie J. Kriek, hennie@shl.co.za

#### 103-22. Performance as a Function of Cognitive Ability, Conscientiousness, and Tenure

This study compared 2 opposing models suggesting job tenure can moderate the additive or multiplicative effects of ability and Conscientiousness on performance. Results support a 3-way interaction, where ability and Conscientiousness are noncompensatory when tenure is high, but compensatory when tenure is low. Implications for compensatory selection strategies are discussed.

Arwen E. Hunter, George Washington University  
 Nicholas R. Martin, Office of Personnel Management  
 Nicholas L. Vasilopoulos, George Washington University  
 Courtney L. Morewitz, George Washington University  
 Jennifer L. Harvel, George Washington University  
 Julia McElreath, Sodexho, Inc.

Submitter: Arwen E. Hunter, arwen@gwu.edu

#### 103-23. Personality and Values: A Meta-Analysis

Though personality and values are both expected to influence behavior, they are almost never studied simultaneously. As a result, we know little about how they are related. This meta-analysis combines the results of 11 studies; findings suggest that there are meaningful relationships between some personality factors and some values.

Laura Parks, University of Iowa

Submitter: Laura Parks, laura-parks@uiowa.edu

#### 103-24. Assessing Personality Characteristics Influencing Professional Integrity Via a Biodata Measure

This study evaluates the validity of a biodata measure developed to assess personality characteristics likely to influence ethical decision making in upper-level positions. This measure demonstrates a unique approach for assessing integrity in professional workplace settings for which many established integrity measures have limited applicability.

Alison L. Antes, University of Oklahoma  
 Stephen T. Murphy, University of Oklahoma  
 Jason H. Hill, University of Oklahoma  
 Ethan P. Waples, University of Oklahoma  
 Mary Shane Connelly, University of Oklahoma  
 Michael D. Mumford, University of Oklahoma  
 Ryan P. Brown, University of Oklahoma  
 Lynn D. Devenport, University of Oklahoma

Submitter: Alison L. Antes, aantes@psychology.ou.edu

#### 103-25. Combining Conscientiousness Scales: Can't Get Enough of The Trait, Baby

Recent research has shown that facets of Conscientiousness have incremental validity beyond a global measure of Conscientiousness. This meta-analysis extends this to investigate the incremental validity of combinations of Conscientiousness scales. Compounding Conscientiousness measures can create substantial increases in validity, even when there is redundancy in the traits measured.

Brian S. Connelly, University of Minnesota  
 Deniz S. Ones, University of Minnesota

Submitter: Brian S. Connelly, conne122@umn.edu

#### 103-26. Resiliency: Measurement Model and Antidote for Coping With Work Stress

A CFA measurement model of resiliency revealed a good fit with 6 dispositional traits (self-esteem, generalized self-efficacy, locus of control, optimism, emotional stability, and proactive behavior) as indicators of the latent construct. Resiliency was negatively related to work stress demonstrating the application of resiliency to organizations with stressful work environments.

Peter D. Timmerman, Kenexa  
 Wayne Harrison, University of Nebraska-Omaha

Submitter: Peter D. Timmerman, peter.timmerman@kenexa.com

#### 103-27. Assessment Center Dimensions: Individual Differences Correlates and Meta-Analytic Incremental Validity

This study provides the first investigation of the nomological net for the 7 primary AC dimensions identified by Arthur et al. (2003), using 2 managerial samples ( $N_s = 3,062$  and  $1,923$ ). We integrate primary and meta-analytic data to estimate incremental validity for overall scores, optimal, and unit-weighted AC dimension composites.

Stephan Dilchert, University of Minnesota  
 Deniz S. Ones, University of Minnesota  
 Robert E. Lewis, Microsoft Corporation

Submitter: Stephan Dilchert, dilc0002@umn.edu

### 103-28. Investigating the Relationship Between Attachment Style, Work Perceptions, and Work Outcomes

This study examined the contribution of employees' attachment style, perceptions of fairness, group cohesion, and manager's leadership style as well as the mediating role of these perceptions in the prediction of work engagement, emotional exhaustion and job satisfaction (i.e., work outcomes). The results indicate the relevance of attachment theory within work context.

Sigal Ronen, Bar-Ilan University, Israel  
Mario Mikulincer, Bar-Ilan University, Israel

Submitter: Sigal Ronen, ronensd@012.net.il

### 103-29. Gender and Ethnicity Differences on the AB5C: A DIF Analysis

This study evaluates the differential item functioning (DIF) of items from the Abridged Big 5 Circumplex (AB5C) of personality traits. DIF was found in 33 out of the 45 AB5C scales, across gender and ethnicity (Caucasian vs. African-American). More DIF was found by ethnic compared to gender groups.

Eliza W. Wicher, Wayne State University  
Jacqueline K. Mitchelson, Wayne State University  
James M. LeBreton, Purdue University  
S. Bartholomew Craig, North Carolina State University

Submitter: Eliza W. Wicher, ewicher@wayne.edu

### 103-30. Do Warnings of a Lie Scale Moderate the GMA-Personality Relationships?

This study examined the effects of test setting (honest vs. applicant), warning of a lie scale, and cognitive ability on Conscientiousness scores for single-stimulus and forced-choice personality tests. Results of a hierarchical regression analysis provide partial support for interactions between these variables for both SS and FC formats.

Helen E. Pine, George Washington University  
Nicholas L. Vasilopoulos, George Washington University

Submitter: Helen Pine, hpine@gwu.edu

### 104. Symposium: Friday, 4:30–5:50 Plymouth (6th floor)

#### **Time and Job Performance: New Levels, Constructs, and Methods**

Novel time trends in performance data and constructs are identified and explained. These trends include organization-level growth in sales and profitability, individual trajectories of citizenship behavior, the process of refocusing from one task domain to another, and the autoregressive effects of past performance on future performance.

Daniel A. Newman, Texas A&M University, *Chair*  
Robert E. Ployhart, University of South Carolina, Jeff A. Weekley, Kenexa, Jase Ramsey, Moore School of Business, *The Nature and Determinants of Retail Store Performance Over Time*  
Hock-Peng Sin, Michigan State University, Diong-Siew Maan,

#### Singapore Police Force, *Big Five Traits and Trajectories of Contextual Performance*

Maria Rotundo, University of Toronto, Paul R. Sackett, University of Minnesota, Janelle R. Enns, University of Lethbridge, Sara L. Mann, McMaster University, *Change in Job Performance: Reallocation of Effort Across Performance Dimensions*

Michael J. Zyphur, National University of Singapore, Sankalp Chaturvedi, National University of Singapore, Richard D. Arvey, National University of Singapore, *Performance is a Function of Previous Performance and Latent Trajectories*  
David Chan, Singapore Management University, *Discussant*

Submitter: Daniel A. Newman, d5n@tamu.edu

### 105. Reception: Friday, 4:30–5:30 Sun Roof (16th floor)

#### **Reception for Lesbian, Gay, Bisexual, and Transgender Committee and Allies**

Michelle (Mikki) Hebl, Rice University, *Host*  
Eden B. King, George Mason University, *Host*

### 106. Symposium: Friday, 5:00–5:50 Gilbert (4th floor)

#### **State-of-the-Art Uses for Regression Analysis in I-O Psychology**

I-O psychology has long been based on research that focuses on the relationships between continuous variables; therefore, advancements in regression analyses are especially important. This symposium includes research that presents recent developments in regression, new uses of regression analyses, and a new type of regression analysis for considering complex hypotheses.

Mark Alan Smith, American Institutes for Research, *Chair*  
Liuqin Yang, University of South Florida, Mark Alan Smith, American Institutes for Research, Edward L. Levine, University of South Florida, Dan Ispas, University of South Florida, Michael E. Rossi, University of South Florida, *P-E Fit or P + E: Second Order Versus Linear Terms in PRA: A Meta-Analysis*

Dan J. Putka, HumRRO, Gordon Waugh, HumRRO, *Gaining Insight Into Situational Judgment Test Functioning Via Spline Regression*

Johannes Ullrich, J.W. Goethe University, Jeremy F. Dawson, Aston University, *Diagonal Contrasts in Moderated Multiple Regression*

Submitter: Mark Alan Smith, msmith@air.org

### 107. Symposium: Friday, 5:00–5:50 Wilder (4th floor)

#### **Overqualification: The High Side of Poor Person–Job Fit**

Overqualification is a commonly experienced phenomenon among workers, yet it has received little attention in the I-O literature to date. The 3 papers in this symposium examine some of the key questions revolving around this construct, including selection practices toward overqualified applicants, and implications of overqualification for performance and turnover.



Douglas C. Maynard, SUNY-New Paltz, *Chair*  
 Saul Fine, CareerHarmony, Inc., Baruch Nevo, University of Haifa, *Overqualification Studied as Nonlinear Components in Upper-Tail Ability Scores*  
 Patricia G. Martinez, University of Texas at San Antonio, Mukta S. Kulkarni, University of Texas at San Antonio, Mark L. Lengnick-Hall, University of Texas at San Antonio, *Overqualification: Liability or Asset for Interview Selection?*  
 Douglas C. Maynard, SUNY-New Paltz, Erica L. Simon, SUNY-New Paltz, *Perceived Overqualification and Voluntary Turnover*

Submitter: Douglas C. Maynard, maynardd@newpaltz.edu

108. Panel Discussion: Friday, 5:00–5:50  
 Hart (4th floor)

### Comparing Career Paths in Industrial and Organizational Psychology

Panelists working in 3 primary I-O career paths (academia, internal consulting, and external consulting) will describe their current jobs. They will share their perspectives on the differences across these career paths, the training and education that facilitate entry, and issues to be considered when applying for jobs in these areas.

Yvette Quintela, Virginia Tech, *Chair*  
 Kelley J. Krokos, American Institutes for Research, *Co-Chair*  
 Paul M. Muchinsky, University of North Carolina-Greensboro, *Panelist*  
 Lylcia A. Carter, Metropolitan Police Department, *Panelist*  
 Kelley J. Krokos, American Institutes for Research, *Panelist*

Submitter: Kelley J. Krokos, kkrokos@air.org

109. Special Event: Friday, 5:00–5:50  
 Brecht (4th floor)

### Distinguished Teaching Contribution Award: Teaching Is a Process of Lifelong Learning

Maintaining and even improving teaching effectiveness is an ongoing process. The biggest obstacle to quality teaching is achieving a balance among the many competing demands so common in all workplaces. Some issues and recommendations surrounding teaching effectiveness in the training of I-O psychologists will be discussed.

Paul E. Levy, University of Akron, *Chair*  
 Roseanne Foti, Virginia Tech, *Presenter*

110. Practice Forum: Friday, 5:00–5:50  
 Duffy (7th floor)

### Succession Management in Action: Realities From the Trenches

Talent and succession management are taking center stage as organizations increasingly struggle with a depleting talent pool. This forum will bring internal and external practitioners together to share their insights and lessons learned from current succession programs while also discussing common trends and best practices for succession planning.

Fung (John) M. Chan, Successfactors, *Chair*

Jay H. Steffensmeier, Zachry Construction Corporation, *Co-Chair*  
 Liana Knudsen, Dell Computer, John R. Leonard, Valero Energy Corporation, *Succession Management in a Fast-Growth Company*  
 Park Roelse, CorVirtus, Nicole Hobson, CITGO, *Succession Management at CITGO Petroleum Corporation*  
 Jay H. Steffensmeier, Zachry Construction Corporation, *Succession Management Outside the Executive Suite: Practical Uses and Lessons From the Field*  
 Fung (John) M. Chan, Successfactors, *The Role of Technology in the Evolution of Succession Management: Trends and Best Practices from the Field*

Submitter: Fung (John) M. Chan, jchan@successfactors.com

111. Symposium: Friday, 5:00–5:50  
 Cantor (9th floor)

### Psychological Contributions to Extreme Event Disaster Prediction and Recovery Management

This symposium highlights the contribution that I-O psychologists can make in determining and evaluating the best ways of using information and communications technology (ICT), simulation exercises, and other forms of training in preparing for extreme event decision making and disaster recovery management.

Barbara Griffin, University of Sydney, *Chair*  
 Beryl L. Hesketh, University of Western Sydney, *Co-Chair*  
 Michael J. Burke, Tulane University, *Preparing the Public Health Workforce for Terrorist-Related and Natural Disasters*  
 Andrew Neal, University of Queensland, Beryl L. Hesketh, University of Western Sydney, Scott Bolland, University of Queensland, Barbara Griffin, University of Sydney, *Training for Effective Human Computer Inter-action and Decision Making in Extreme Event Situations*  
 Kevin R. Murphy, Pennsylvania State University, *Evaluating Simulations Used in Emergency Response Training*

Submitter: Beryl L. Hesketh, b.hesketh@uws.edu.au

112. Community of Interest: Friday, 5:00–5:50  
 Uris (6th floor)

### Executive Assessment: The Role of Assessment “Tools” in EA

P. Richard Jeanneret, Valtera, *Facilitator*  
 Robert F. Silzer, Human Resource Assessment & Development, *Facilitator*

113. Symposium: Friday, 5:00–5:50  
 Majestic (6th floor)

### Challenges and New Directions in the Employee–Organization Relationship

Considerable research has focused on the employee–organization relationship (EOR). Most of these studies have examined the EOR based on social exchange theory. This symposium is intended to stimulate discussion and new ways of examining the EOR, including application of theories in occupational health psychology, values, social identity, and justice.

Jackie Coyle-Shapiro, London School of Economics, *Chair*



Lynn M. Shore, San Diego State University, *Co-Chair*  
 Jerald Greenberg, The Ohio State University, *Ideally,*  
*Managing I-Deals Requires Fairness for Coworkers, Too*

Lois E. Tetrick, George Mason University, *Informing the*  
*Occupational Health Literature Using Social Exchange*  
*Theory*

Lynn M. Shore, San Diego State University, Jackie Coyle-Shapiro, London School of Economics, *The Manager as Agent in the Employee-Organization Relationship: The Influence of Managerial Interests*

Lyman W. Porter, University of California-Irvine, *Discussant*

Submitter: Lynn M. Shore, lshore@mail.sdsu.edu

114. Reception: Friday, 5:00–6:00  
 Empire (7th floor)

### **Committee on Ethnic Minority Affairs (CEMA) Reception**

Derek R. Avery, Rutgers University, *Host*

115. Reception: Friday, 5:00–6:00  
 Chelsea (7th floor)

### **International Affairs Reception**

Pauline Velez, San Francisco State University, *Host*  
 Tanya C. Delany, IBM, *Host*

116. Interactive Posters: Friday, 5:00–5:50  
 Harlem (7th floor)

### **Innovation & Creativity**

Markus Baer, Washington University St. Louis, *Facilitator*

116-1. Predicting Individual and Creative Performance  
 From Contextual Factors

This study examined perceived factors in the work environment in relation to creativity. Creative self-efficacy and role conflict predicted self-reported ratings of creative performance, whereas psychological safety and communication were predictors of administrators' ratings of creative performance. The inconsistent results between criterion measures have important implications for research in creativity.

Kyla Vandree, San Jose State University  
 Nancy Da Silva, San Jose State University  
 Howard T. Tokunaga, San Jose State University  
 Megumi Hosoda, San Jose State University

Submitter: Nancy Da Silva, ndasilva@email.sjsu.edu

116-2. A Meta-Analytic Examination of Employee Creativity

Meta-analytic examination summarized the individual, group, and organizational antecedents of employee creativity. Findings supported predictions of the componential and interactionist models. Where large variability exists across studies publication status, self-report measures of creativity, job requirements for creativity, and cultural characteristics of the country where data was collected were significant moderators.

Paul Eder, University of Delaware  
 John E. Sawyer, University of Delaware

Submitter: John E. Sawyer, sawyerj@lerner.udel.edu

116-3. Leader Behavior, Creativity, and the Creative Self-Concept

Using a creativity self-concept framework in a sample of nonprofit employees, creativity-specific leadership behaviors predicted subordinate creativity, creative role identity, and creative self-efficacy after 1 year. These effects were fully mediated by subordinates' perceived appraisal of the extent to which the leader viewed them as creative at work.

Steven M. Farmer, Wichita State University  
 Pamela Tierney, Portland State University

Submitter: Gergana Markova, gergana.markova@wichita.edu

116-4. You Must Be Creative! Performance Feedback, Intrinsic Motivation and Creativity

Drawing on cognitive evaluation theory and its subsequent effect on creativity, the interactive effect of self-determination and perceived competence on intrinsic motivation was examined over 4 time periods. Feedback interacted with task perceived difficulty, but hypothesized effects of feedback on creativity were mostly supported.

Justin Benzer, Texas A&M University  
 Mindy E. Bergman, Texas A&M University

Submitter: Justin Benzer, jkbenzer@tamu.edu

117. Symposium: Friday, 5:00–5:50  
 Marquis C (9th floor)

### **Worker-Oriented Job Analysis Tools: Development and Validation**

In this symposium, authors review 3 different worker-based job analysis tools that target 3 distinct personal characteristics: competencies, values, and personality. Special attention is paid to unique issues surrounding worker-based job analysis; methods for the development and validation of these tools are discussed.

Michael G. Anderson, Hogan Assessment Systems, *Chair*  
 Caroline C. Cochran, Personnel Decisions Research Institutes  
 John P. Muros, University of Minnesota, Sarah S. Fallaw,  
 PreVisor, *Identifying Core Competencies: What Does the Literature Have to Say?*

Fabian Elizondo, Hogan Assessment Systems, *The Development of a Motives-Values-Preferences-Based Job Analysis Instrument*

Kevin D. Meyer, University of Tulsa, *Exploring the Utility of Three Approaches to Validating a Job Analysis Tool*  
 Robert P. Tett, University of Tulsa, *Discussant*

Submitter: Michael G. Anderson, andymga@hotmail.com

118. Evening Reception: Friday, 6:00–8:00  
 Broadway (6th floor)

### **Top Posters—Evening Reception (Top Posters from 6:00 to 6:50)**

### 118-1: The Effects of Behavioral Intentions and Opportunity to Fake

This study addresses the question: Do individuals who have faked in the past or self-report faking actually increase their scores when responding to a personality measure? We found that differences do exist between an individual's attitude towards faking and their actual behavior and that opportunity to fake moderated this relationship.

Joshua A. Isaacson, Florida Institute of Technology  
Richard L. Frei, Community College of Philadelphia  
Joshua S. Quist, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Joshua A. Isaacson, jisaacson@fit.edu

### 118-2: Sexual-Orientation Policies, Attitudes, and Firm Size: An Exploratory Study

#### Best LGBT Paper Award

An exploratory investigation found that although proportionately more gays and lesbians (GL) are employed in large organizations, small organizations provide superior environments for GL workers. Smaller firms with HR policies are more likely to have policies advantageous to GL workers, and GL attitudes are more positive in small firms.

Nancy E. Day, University of Missouri-Kansas City  
Patricia Greene, Babson College

Submitter: Nancy E. Day, dayn@umkc.edu

### 118-3: Gender Differences in Job Challenge: A Matter of Task Allocation

In 2 studies we explored gender differences in job challenge and factors that may underlie these differences. Results suggest that gender differences in job challenge exist, although men and women are equally attracted to challenging experiences. Supervisors' task allocation decisions seem gender biased, however, and may underlie the gender disparity in job challenge.

Irene E. de Pater, University of Amsterdam  
Annelies E. M. Van Vianen, University of Amsterdam  
Myriam N. Bechtoldt, University of Amsterdam

Submitter: Irene E. de Pater, i.e.depater@uva.nl

### 118-4: Cognitive Ability and EI as Predictors of Organizational Leadership Performance

#### John C. Flanagan Award for Outstanding Student Contribution to the SIOP Conference

This meta-analysis examines the degree to which cognitive ability and emotional intelligence (EI) differentially predict leader performance across organizational levels. Results support the hypothesis that organizational level is an important moderator of these relationships.

Katherine Ely, George Mason University  
Jordan M. Robbins, George Mason University  
Megan Noel Shaw, George Washington University

Submitter: Katherine Ely, kely@gmu.edu

### 118-5: Leader Self-Definition and Leader Self-Serving Behavior

We investigated factors rendering leaders more or less self-serving in decision making. We hypothesized that leaders who self-define more strongly as leaders are influenced more by other leaders' behaviors and effective leadership beliefs when allocating resources than leaders who self-define less strongly as leaders. Results of 2 experimental studies confirmed our expectations.

Diana Rus, Erasmus University Rotterdam  
Daan van Knippenberg, RSM Erasmus University

Submitter: Diana Rus, drus@rsm.nl

### 118-6: Cross-Cultural Generalizability of the Three-Component Model of Commitment

We used meta-analysis to examine the cross-cultural generalizability of Meyer and Allen's 3-component model of organizational commitment. Specifically, we examined the extent to which the magnitude of commitment relations varied across cultures with respect to the GLOBE Project culture dimensions. Results supported the model but suggested slight cultural moderation.

David J. Stanley, University of Guelph  
John P. Meyer, University of Western Ontario  
Timothy A. Jackson, University of Western Ontario  
Elyse Maltin, University of Western Ontario  
Kate McInnis, University of Western Ontario  
Yaprak Kumsar, University of Western Ontario  
Leah Sheppard, University of Western Ontario

Submitter: David J Stanley, dstanley@uoguelph.ca

### 118-7: Cognitive Biodata Inventory: Evaluating Cognitive Ability in an Unproctored Environment

Assessing applicants' cognitive ability in an unproctored environment presents unique challenges for practitioners. This paper reviews numerous studies involving hundreds of thousands of applicants, which describe the development, validation, and adverse impact potential of the Cognitive Biodata Inventory (CBI). Results support the use of the CBI in an unproctored environment.

Michael S. Fetzer, PreVisor  
Jolene M. Meyer, PreVisor  
Jay Janovics, PreVisor  
Eyal Grauer, PreVisor/Bowling Green State University

Submitter: Michael S. Fetzer, mfetzer@previsor.com

### 118-8: Unsafe Behaviors: An Empirically Developed Scale and Its Personality Correlates

A trait-based scale to assess safety-oriented tendencies was developed on the basis of item-criterion correlations. The sample consisted of 633 undergraduates who completed a personality inventory and a hazardous-behaviours questionnaire. The scale is suitable for applied use and draws on traits related to the Big 5. Future directions are discussed.

Zehra Pirani LeRoy, University of British Columbia  
Ralph Hakstian, University of British Columbia

Submitter: Zehra Pirani LeRoy, zehra@psych.ubc.ca

#### 118-9: A Meta-Analytic Examination of Team Development Interventions

Several meta-analytic integrations were conducted to examine the relationships between team development interventions and team functioning. Specifically, both an omnibus test (based on 29 studies and 59 separate hypothesis tests) and subgroup analyses were conducted. The results suggested moderate, positive relationships exist between these interventions and outcomes.

Cameron Klein, University of Central Florida  
Kevin C. Stagl, University of Central Florida  
Eduardo Salas, University of Central Florida  
C. Shawn Burke, University of Central Florida  
Deborah DiazGranados, University of Central Florida  
Gerald F. Goodwin, U.S. Army Research Institute  
Stanley M. Halpin, U.S. Army Research Institute

Submitter: Cameron Klein, cameronklein@hotmail.com

#### 118-10: How Do Team Leaders Choose Team Members? Two Exploratory Studies

Social network analyses on 21 film directors' casting decisions (303 films, 5,345 personnel) and 23 star soccer players' "fantasy" selections suggest that team leaders' member selection decisions are not deliberate and strategic but rather influenced by prior association with the potential team member and by task structure and interdependence.

Jonathan Pinto, University of Pittsburgh

Submitter: Jonathan Pinto, jpinto@katz.pitt.edu

#### 118-11: An Integrated Model of the Service-Profit Chain

This study examined how service climate is related to profitability through examining customer satisfaction and customer loyalty as mediators. Testing this model in a sample of 1,500 automotive service stores, we found support for this model. In addition, we found that managerial support was positively related to service climate.

Annette Towler, Illinois Institute of Technology  
Daniel V. Lezotte, APT, Inc.

Submitter: Annette Towler, towler@iit.edu

#### 118-12: Capitalizing on One's Advantages: Role of Core Self-Evaluations

This study examines whether young adults' core self-evaluations (CSE) influence incomes at midcareer and enhance the benefits of high family SES and academic achievement. We find that CSE is a stronger predictor of income than family SES and academic achievement and that CSE strengthens the benefits derived from early advantages.

Charlice Hurst, University of Florida  
Timothy A. Judge, University of Florida

Submitter: Charlice Hurst, charlice.hurst@cba.ufl.edu

#### 118-13: The Role of Referent Indicators in Tests of Measurement Invariance

Confirmatory factor analytic tests of measurement invariance require a referent indicator (RI) for model identifica-

tion. This RI is assumed to be perfectly invariant across groups. Using simulated data, results indicate that inappropriate RI selection may be mildly problematic for scale-level invariance tests and highly problematic for item-level tests.

Emily C. Johnson, North Carolina State University  
Adam W. Meade, North Carolina State University

Submitter: Emily C. Johnson, ecjohnso@ncsu.edu

#### 118-14: The Relationship Between Boundary-Employee and Customer Attitudes: A Longitudinal Examination

This study utilized a 3-wave cross-lagged panel design to investigate the direction of the relationship between boundary-employee and customer attitudes. Findings revealed that both employee attitudes at Time 1 are related to customer attitudes at Time 3, and vice versa, suggesting reciprocal links between employee and customer attitudes.

Mahesh V. Subramony, University of Wisconsin, Oshkosh

Submitter: Mahesh V. Subramony, subramon@uwosh.edu

#### 118-15: Transformational Leadership and Means Efficacy at Work

We investigated whether means efficacy moderated the relationship between transformational leadership and supervisory-rated performance. Results revealed transformational leadership and means efficacy interacted to positively predict supervisory-rated performance. Means efficacy was also positively related to transformational leadership and supervisor-rated performance. Implications for research and practice are discussed.

Fred Walumbwa, Arizona State University  
Bruce J. Avolio, University of Nebraska  
Weichun Zhu, Harvard University

Submitter: Weichun Zhu, weichun\_zhu@ksg.harvard.edu

#### 118-16: Motives and Outcomes of Goal-Based Person-Organization Fit

The present study tested a model relating the self-concordance model to goal-based person-organization fit, goal attainment, and job satisfaction. Utilizing a longitudinal design, data were collected from administrative employees ( $N = 130$ ). Overall, the results show that the motives underlying goal pursuit are important to judgments of P-O fit and job satisfaction.

Todd Darnold, University of Iowa  
Amy L. Kristof-Brown, University of Iowa  
Timothy A. Judge, University of Florida

Submitter: Todd Darnold, todd-darnold@uiowa.edu

#### 118-17: Social Skills and Interview Performance: Mediating Role of Nonverbal Behavior

We examined the extent to which nonverbal behavior is a valid cue of social skills in the hiring interview. In 2 studies we found that nonverbal behavior mediated the relationship between self-reported social skills and interview performance, which may explain why nonverbal behavior in the interview predicts future job performance.

Stefanie K. Johnson, University of Colorado-Denver  
 Maria Arboleda, University at Albany-SUNY  
 Michelle Compito, University of Albany-SUNY  
 Ronald E. Riggio, Claremont McKenna College  
 Robert L. Dipboye, University of Central Florida  
 Bronston T. Mayes, California State University-Fullerton

Submitter: Stefanie K. Johnson, stefanie.johnson@cudenver.edu

#### 118-18: An Exploration of Leadership Style and Perceived Stress

Transactional and transformational leadership styles were manipulated to examine their impact on subordinate responses to a stressor. Transformational leadership was associated with reduced threat appraisals indirectly by increasing social support and efficacy beliefs and by reducing negative affect. The implications for transformational leadership are discussed.

Joseph B. Lyons, Air Force Research Laboratory  
 Tamera R. Schneider, Wright State University

Submitter: Joseph B. Lyons, joseph.lyons@wpafb.af.mil

#### 118-19: Differentiating in the Upper Tail: Selecting Among High-Scoring Applicants

Questions remain regarding the extent to which tests of cognitive ability maintain linear relationships with criteria of interest throughout the entire range of scores. The current study uses a large educational database to investigate the linearity of the ability–performance distribution within the upper end of the distribution.

Justin Arneson, University of Minnesota  
 Shonna D. Waters, University of Minnesota  
 Paul R. Sackett, University of Minnesota

Submitter: Justin Arneson, arne0063@umn.edu

#### 118-20: Lying Down on the Job: Applicant Faking and Dependability

The current study examined the relationship between applicant faking and the counterproductive work behavior of lateness. Data were collected in a within-subjects design so faking could be directly assessed. Results suggested that although applicant faking was not significantly related to subsequent lateness, it did attenuate criterion-related validity substantially.

Shawn M. Burkevich, Florida Institute of Technology  
 Margaret Jenkins, Seminole Community College  
 Richard L. Griffith, Florida Institute of Technology

Submitter: Richard L. Griffith, griffith@fit.edu

#### 118-21: Recruiting Through the Stages: Which Recruiting Practices Predict When?

We used multiple regression on meta-analytically derived coefficients to examine relative strengths and incremental variance accounted for by 5 recruiting predictors (job, organizational, and recruiter characteristics; perceived fit; and justice perceptions) on 5 indices of applicant attraction (job/organizational attraction, job

pursuit intentions, acceptance intentions, job choice decisions, and recommendation intentions).

Krista L. Uggerslev, I. H. Asper School of Business  
 Neil E. Fassina, Rotman School of Management

Submitter: Krista L. Uggerslev, uggersle@cc.umanitoba.ca

#### 118-22: Effects of Commitment and Communication Media on Trust and Motivation

We examined whether detrimental effects of computer-mediated communication on trust, motivation, and performance during distributed teamwork can be prevented by partner's explicit (verbal) commitment to group goals. Results supported this assumption. Non-face-to-face communication reduced trust and related motivation and performance only when no commitment was expressed explicitly by collaboration partners.

Marion Wittchen, University of Wuerzburg  
 Guido Hertel, University of Wuerzburg

Submitter: Marion Wittchen,  
 wittchen@psychologie.uni-wuerzburg.de

#### 118-23: Organizational Change Recipients' Beliefs Scale: Development of an Assessment Instrument

We summarize the results of research to develop a psychometrically sound self-report questionnaire to be used during organizational change efforts. Our data collection in 4 separate studies included 500 full-time employees from various organizational levels. We offer a 24-item assessment tool useful at any stage of the change process.

Achilles A. Armenakis, Auburn University  
 Jeremy B. Bernerth, Auburn University  
 Jennifer Pitts, Auburn University  
 Harvell Jackson Walker, Auburn University

Submitter: Jeremy B. Bernerth, bernejb@auburn.edu

#### 118-24: Goal Regulation Across Time: The Effects of Feedback and Affect

### 2006 SIOP S. Rains Wallace Dissertation Research Award Poster

Two studies examined goal regulation with 6 samples of individuals who participated in a series of 8-trial task performance experiments. Multilevel analyses revealed that participants adjusted their goals, across trials, according to the performance feedback they received. In each sample, affective states mediated substantial proportions of the intraindividual feedback–goals relationship.

Remus Ilies, Michigan State University

Submitter: Remus Ilies, ilies@msu.edu





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119. Symposium: Saturday, 8:00–9:50  
Gilbert (4th floor)

### New Developments in Social Support Research

Research often yields conflicting findings regarding social support and occupational stress. Sometimes support does not alleviate stress or even has aversive effects. This symposium examines different facets of social support, including “negative” support, in a variety of occupational settings. Implications for practice and ideas for research and theory are examined.

Terry A. Beehr, Central Michigan University, *Chair*  
Misty M. Bennett, Central Michigan University, *Co-Chair*  
Kathi N. Miner-Rubino, Western Kentucky University,  
Christopher C. Brady, Western Kentucky University,  
*Experiencing Incivility at Work: The Buffering Effects of Social Support*

Jennifer L. Burnfield, HumRRO, Steve M. Jex, Bowling  
Green State University, Naomi G. Swanson, NIOSH,  
*Short- and Long-Term Effects of Supervisor Support on Subordinate Health*

David Rusbasan, University of Connecticut, Vicki J. Magley,  
University of Connecticut, *Help Boss, I'm Stressed!*  
*Measuring Types of Perceived Supervisor Support and How They Relate to Subordinates' Workplace Stress*

Terry A. Beehr, Central Michigan University, Misty M. Bennett, Central Michigan University, Nathan A. Bowling,  
Wright State University, *Occupational Stress and Failures of Social Support: When Helping Hurts*

Michele Baranczyk, Colorado State University, Peter Y. Chen,  
Colorado State University, *Work–Family Conflict and Social Support Among Construction Workers*

Paul D. Bliese, U.S. Army Medical Research–Europe,  
*Discussant*

Submitter: Misty M. Bennett, tribb1mm@cmich.edu

120. Symposium: Saturday, 8:00–9:50  
Odets (4th floor)

### Myriad Faces of Multicultural Experience: Effects on Creativity and Performance

Although empirical evidence documents positive effects of multicultural experience on creativity and performance, mechanisms that explain those effects remain unclear. This symposium reports 5 studies that provide evidence on the myriad psychological mechanisms of multicultural experience using a wide variety of lab and field settings, empirical tools, and theoretical conceptualizations.

Soon Ang, Nanyang Technological University, *Chair*  
Miriam Erez, Technion, *Co-Chair*

Angela K. Y. Leung, University of Illinois at Urbana-Champaign, Chi-Yue Chiu, University of Illinois at Urbana-Champaign, *Multicultural Experiences and Creativity: The Broadening of Creative Expansion Potential Through Multicultural Experiences*

Lee Leshem, Technion-Israel Institute of Technology, Miriam Erez, Technion-Israel Institute of Technology, Anat Rafaeli, Technion-Israel Institute of Technology, Thomas Rockstuhl, Nanyang Technological University, *Multicultural Experiences and Situational Strength: Effects on Team Performance, Emotional Exhaustion, and Team Processes*

K. Yee Ng, Nanyang Technological University, Christine Koh, Nanyang Technological University, *Multicultural Experience, Cultural Adaptation, and Performance: The Mediating Role of Cultural Intelligence*

Mary K. Hoffman, Michigan State University, Ellen E. Kossek, Michigan State University, Marian N. Ruderman, Center for Creative Leadership, John W. Fleenor, Center for Creative Leadership, *Congruence and Dissonance in National and Organization Cultures: Linkages to Multicultural Performance and Career Derailment Experiences of Transnational and Local National Leaders*

Linn Van Dyne, Michigan State University, Soon Ang, Nanyang Technological University, Jean B. Leslie, *Multicultural Experiences: Effects on Global Leader Competencies and Performance*

Michael W. Morris, Columbia University, *Discussant*

Submitter: Soon Ang, asang@ntu.edu.sg

121. Panel Discussion: Saturday, 8:00–9:50  
Wilder (4th floor)

### Safety Climate: One Construct Fits All?

Despite the increasing proliferation of safety climate (culture) studies, research remains fragmented. Measures and methods vary so greatly that replication seldom occurs and broad theory development, difficult. This panel assembles theorists and practitioners from various industries to consider whether a unified construct of safety climate can be understood across organizations.

Terry L. von Thaden, University of Illinois at Urbana-Champaign, *Chair*

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, *Co-Chair*

Rhona H. Flin, University of Aberdeen, *Panelist*

Mark Griffin, University of Sheffield, *Panelist*

Andrew Neal, University of Queensland–Australia, *Panelist*

Douglas A. Wiegmann, Mayo Clinic, *Panelist*

Dov M. Zohar, Technion-Israel Institute of Technology/Inst for Work & Health, *Panelist*

Submitter: Terry L. von Thaden, vonthade@uiuc.edu

122. Theoretical Advancement: Saturday, 8:00–9:50  
Hart (4th floor)

### Identifying Determinants of Age-Related Change: Looking Beyond Chronological Age

Age has often been used as a proxy variable for various factors that are assumed to influence work-related outcomes. This session will provide conceptual and empirical evidence that aging research can benefit from identifying the true drivers of individual behavioral changes previously associated with chronological age.

James L. Farr, Pennsylvania State University, *Chair*

Alexander R. Schwall, Pennsylvania State University, *Co-Chair*

Boris B. Baltes, Wayne State University, Malissa A. Clark, Wayne State University, Lindsey M. Kotrba, Denison Consulting, *Aging and Work–Family Challenges*

Alexander R. Schwall, Pennsylvania State University, *When Aging Individuals Look Ahead: The Effects of Time Remaining in Life and Time Remaining Until Retirement on Self-Regulation and Motivation*



Margaret E. Beier, Rice University, Madeline Campbell, Rice University, *Ability and Motivation in Training: A Theoretical Approach to Understanding the Relation Between Learning and Aging*

Harvey L. Sterns, University of Akron, Yoshie Nakai, University of Akron, Boin Chang, University of Akron, *The Evolving Life-Span Developmental Approach Within Industrial-Organizational Psychology*

Jerry W. Hedge, Organizational Solutions Group, *Discussant*

Submitter: Alexander R. Schwall, ars214@psu.edu

123. Practice Forum: Saturday, 8:00–9:50  
O'Neill (4th floor)

### **The Generalizability of Personality Assessment Techniques 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 validation of personality constructs (work styles) in non-Western cultures are addressed. Practical issues, such as the role of response distortion and the stability of measured personality, will also be explored.

Richard D. Arvey, National University of Singapore, *Chair*  
Ronald C. Page, Human Resource Consultants, *Optimizing the Generalizability of the Work Behavior Inventory Across Cultures*

Ying (Lena) Wang, China Europe International Business School, William H. Mobley, China Europe International Business School, *Construct and Predictive Validation of Personality Measures in China: Is China Different?*

Kaiguang (Carl) Liang, C&D Management Consulting, Xin (Sheena) Yang, C&D Management Consulting, *Challenges in Implementing Personality Assessment in Chinese Firms*

Thomas L. Payne, Human Resource Consultants, South East Asia, *Issues in the Validation of Personality Assessment in Thailand*

Aletta Odendaal, University of South Africa, Deon de Bruin, Johannesburg University, Thomas L. Payne, Human Resource Consultants, South East Asia, *Cross-Cultural Differences in Social Desirability Scores in South Africa*

Submitter: Ronald C. Page, ronald.page@hrconsultants.com

124. Symposium: Saturday, 8:00–9:50  
Ziegfeld (4th floor)

### **Leadership for Critical Response Organizations**

Critical response organizations (CRO) such as military, police, fire and other organizations that protect the social order demand effective, engaged authentic leaders to function and survive. This symposium presents recent research that advances the knowledge of CRO leadership including crisis leadership, courage, efficacy, competence, character, trust, and authentic leadership development.

Sean T. Hannah, United States Military Academy, *Chair*  
Patrick J. Sweeney, United States Military Academy, *Co-Chair*  
Michelle Zbylut, U.S. Army Research Institute, Rebecca J.

Reichard, Kravis Leadership Institute, *Leadership During Crisis: A Multilevel Look Across Levels of Crisis and Time*

Pauline Schilpzand, University of Florida, Terence R.

Mitchell, University of Washington, Timothy A. Judge,

University of Florida, Amir Erez, University of Florida, *Courage in the Military and Business Organizations: Contrast and Comparisons*

Sean T. Hannah, United States Military Academy, Bruce J. Avolio, University of Nebraska, *Developing Confident Leaders for Critical, Response Organizations: An Agentic Leadership Efficacy Intervention*

Patrick J. Sweeney, United States Military Academy, *Leader Attributes That Influence the Development of Trust in Military Organizations*

Fred Walumbwa, Arizona State University, Bruce J. Avolio, University of Nebraska, William Gardner, University of Nebraska-Lincoln, Tara Wernsing, University of Nebraska-Lincoln, Suzanne J. Peterson, Arizona State University, *Development and Analysis of a Multidimensional Theory-Based Measure of Authentic Leadership*

Submitter: Sean T. Hannah, sean.hannah@usma.edu

125. Symposium: Saturday, 8:00–9:50  
Brecht (4th floor)

### **Job-Seeking as a Self-Regulatory Process: Trainable Predictors of Job-Search Intensity**

Five studies, conducted in 4 nations use longitudinal, experimental, and cross-sectional approaches for addressing the self-regulatory processes underlying job search. Variables of particular interest are training (4 studies), job-search clarity (2 studies) and different goals and strategies underlying job search (3 studies), as well as outcomes of self-regulated job search (4 studies).

Edwin A. J. Van Hooft, Erasmus University Rotterdam, *Chair*  
Ute-Christine Klehe, University of Amsterdam, *Co-Chair*

Craig D. Crossley, University of Nebraska, Gretchen Vogelgesang, University of Nebraska, Michelle Fleig-Palmer, University of Nebraska, *Job Search Strategies and Employment Goals and Outcomes*

Ute-Christine Klehe, University of Amsterdam, Jelena Zikic, University of Toronto, Annelies E. M. Van Vianen, University of Amsterdam, Siok-Lian Sih, University of Amsterdam, *Should I Stay or Should I Go? Predicting Job Search During Times of Job Insecurity*

Cornelia Niessen, University of Konstanz, Nina Heinrichs, Technical University of Braunschweig, Sandra Dorr, Technical University of Braunschweig, *Age-Related Changes in Job Search and Retraining During Unemployment*

Jelena Zikic, University of Toronto, Alan M. Saks, University of Toronto, *What Can Job Seekers Do to Improve Their Job Search Clarity and Job Search Self-Efficacy?*

Edwin A. J. Van Hooft, Erasmus University Rotterdam, Gera Noordzij, Erasmus University Rotterdam, *Effects of Goal Orientation on Job Seeking and Reemployment: An Intervention Study Among Unemployed Individuals*

Connie R. Wanberg, University of Minnesota, *Discussant*

Submitter: Edwin A. J. Van Hooft, vanhooft@fsw.eur.nl

126. Poster Session: Saturday, 8:00–8:50  
Westside (5th floor)

### **Motivation & Innovation**



### 126-1. Individual Antecedents of the Psychological Contract During the Preemployment Stage

This paper addresses the relationship between individual antecedents (optimism, career strategy, individual career management, and work importance) and graduates' pre-employment beliefs about their psychological contract with their future employer. The results of a survey largely confirm our hypotheses. The implications of our findings for psychological contract formation are discussed.

Ans De Vos, Vlerick Leuven Gent Management School  
Annelies Meganck, Vlerick Leuven Gent Management School  
Dirk Buyens, Ghent University

Submitter: Dirk Buyens, dirk.buyens@vlerick.be

### 126-2. Intuition and Creative Problem Solving: An Investigation of Influences

The purpose of this study was to understand the relationship between intuition and creative thought. We developed a measure of individual differences in intuition as applied to a specific domain to study this relationship. The conclusion was that individuals that are highly intuitive people produced more creative problem solutions.

Dawn L. Eubanks, University of Oklahoma  
Stephen T. Murphy, University of Oklahoma  
Michael D. Mumford, University of Oklahoma

Submitter: Dawn L. Eubanks, deubanks@psychology.ou.edu

### 126-3. Goals, Performance and Time: Applying Goal Setting to Flow Theory

This study examined the effects of goal condition on performance and time estimation, a component of flow theory. In an experimental setting, participants in the specific difficult goal condition outperformed those in the no-goal condition and estimated the time to be earlier than it was in reality.

Anna L. Sackett, University at Albany, SUNY  
Linda R. Shanock, University at Albany, SUNY  
Paul Schmidt, University at Albany, SUNY

Submitter: Anna L. Sackett, annasackett@yahoo.com

### 126-4. Self-Determined Motivation and Organizational Citizenship Behaviors: A Multilevel Model

A multilevel field study was conducted to examine how self-determined motivation and perceptions of work climate related to organizational citizenship behaviors (OCB) performed by staff-level nurses in 6 different hospitals. Results supported positive relationships between autonomous motivation and OCB. Implications of these results on theory and practice are discussed.

Nathan Schneeberger, Wonderlic, Inc  
Kevin J. Williams, University at Albany-SUNY

Submitter: Nathan Schneeberger, ns9529@albany.edu

### 126-5. Contextual Boundary Conditions to Brainwriting for Idea Generation Within Organizations

Although people generally enjoy brainstorming, they collectively generate more and better ideas when brainwriting (i.e. sharing written ideas in a time- and sequence-structured format). This conceptual paper outlines theoretically derived potential contextual boundary conditions to findings from "brainwriting" laboratory research generalizing to effectively address real-world organizational challenges.

Peter A. Heslin, Southern Methodist University

Submitter: Peter A. Heslin, heslin@cox.smu.edu

### 126-6. The Effects of Four-Factor Goal Orientation on Goal-Setting Processes

This study integrated 4-factor goal-orientation theory with goal-setting theory. Three hundred thirty-five business students indicated their goal orientations, self-efficacy, and self-set goal for the semester. Results from the LISREL mediational model indicated that after controlling for ability, the 4 goal-orientation variables differentially influenced self-efficacy, self-set goals, and performance.

David J. Radosevich, Montclair State University  
Mark Allyn, Montclair State University  
Seokhwa Yun, Seoul National University  
J. Craig Wallace, Oklahoma State University

Submitter: David J. Radosevich, david.radosevich@montclair.edu

### 126-7. Job Insecurity and Employee Satisfaction, OCBs, Deviance, and Negative Emotions

This research examines the effects of job insecurity on 3 organizational outcomes: job satisfaction, organizational citizenship and deviant behaviors, and negative emotions (anxiety, anger, and burnout). The findings show that job insecurity is negatively related to satisfaction and job insecurity has both direct and indirect effects on the outcomes investigated.

William D. Reisel, St. John's University  
Tahira M. Probst, Washington State University, Vancouver  
Swee-Lim Chia, La Salle University  
Cesar M. Maloles, III, California State University, East Bay

Submitter: Tahira M. Probst, probst@vancouver.wsu.edu

### 126-8. Explaining Early Retirement Intentions From Work and Nonwork Factors

This study investigated the early retirement intentions of 346 older Dutch employees by extending the theory of planned behavior with contextual conditions. Employees' attitudes, the spouse's subjective norm, perceived control, and anticipated work quality were significant predictors of the intention to retire before the official retirement age, that is, 65 years.

Karen Van Dam, Tilburg University  
Janine D. M. van der Vorst, Human Capital Group  
Beatrice I. J. M. van der Heijden, Maastricht School of Management

Submitter: Karen Van Dam, K.vanDam@uvt.nl

### 126-9. Associations Among Polychronicity, Goal Orientation, and Error Orientation

Two samples of participants completed questionnaires measuring polychronicity, goal orientation, and error orientation ( $n = 302$ ;  $n = 105$ ). As hypothesized, polychronicity was related to learning goal orientation and performance-avoid goal orientation. In addition, goal orientation mediated the relationship between polychronicity and error orientation. Discussion emphasizes construct development and interrelationships.

Kraig L. Schell, Angelo State University  
Jeffrey M. Conte, San Diego State University

Submitter: Kraig L. Schell, [kraig.schell@angelo.edu](mailto:kraig.schell@angelo.edu)

### 126-10. Does Goal Orientation Imply a Perspective on Time?

Participants in 2 samples completed questionnaires measuring goal orientation and time urgency ( $n = 61$ ;  $n = 44$ ). Results showed that learning goal orientation correlated strongly with the time urgency dimensions of Competitiveness and General Hurry in both samples. The incorporation of time perceptions into goal orientation theory is discussed.

Kraig L. Schell, Angelo State University  
Julie Ann Maggard, Angelo State University  
Jeffrey M. Conte, San Diego State University

Submitter: Kraig L. Schell, [kraig.schell@angelo.edu](mailto:kraig.schell@angelo.edu)

### 126-11. Employee Learning Behavior and Creativity: A Social Identity Approach

This research uses a social identity analysis to predict employee creativity. It is hypothesized that team identification enhances employee's creativity, mediated by individual learning behavior. Secondly, we proposed that leader's inspirational communication and prototypicality moderate the relationship between identification and learning behavior. Data based on 114 employee-supervisor ratings supported predictions.

Giles Hirst, Monash University  
Rolf Van Dick, Johann Wolfgang Goethe University Frankfurt  
Daan van Knippenberg, Erasmus University Rotterdam

Submitter: Giles Hirst, [giles.hirst@med.monash.edu.au](mailto:giles.hirst@med.monash.edu.au)

### 126-12. An Examination of Goal-Orientation Patterns and Task-Specific Self-Efficacy

The present study examined the impact of goal orientation on self-efficacy using a pattern approach to studying individual differences. The results indicated that certain goal-orientation patterns were associated with higher levels of self-efficacy and that past examinations of the independent effects of the goal-orientation dimensions may be misleading.

John J. Donovan, Rider University  
Patrice L. Esson, Virginia Tech  
Rachel Backert, Virginia Tech

Submitter: John J. Donovan, [jdonovan@rider.edu](mailto:jdonovan@rider.edu)

### 126-13. Evidence for Differences Among Performance Goal Types

Grant and Dweck's (2003) distinction between ability versus normative performance goals was empirically tested in a longitudinal sample of college students. Both factor analysis and differential relationships of ability and normative goals with coping strategies and motivational processes suggested this distinction may be important for organizational scholars.

Stephanie Lynn Shively, University of Akron  
Rosalie J. Hall, University of Akron

Submitter: Stephanie Lynn Shively, [sls68@uakron.edu](mailto:sls68@uakron.edu)

### 126-14. Are Goal-Orientation Comparisons Appropriate Between American and Korean Groups?

This study tested for measurement invariance of Vandewalle's (1997) goal-orientation instrument across Korean and American workers using multigroup confirmatory factor analysis. Across groups, learning and proving orientations were invariant, but avoiding goal orientation was partially noninvariant. Implications for goal orientation and comparisons between Korean and American respondents are discussed.

Aaron Michael Watson, North Carolina State University  
Adam W. Meade, North Carolina State University  
Eric A. Surface, SWA Consulting Inc.  
Don Vandewalle, Southern Methodist University

Submitter: Aaron Michael Watson, [amwatson@ncsu.edu](mailto:amwatson@ncsu.edu)

### 126-15. Subcultures Tell the Story: Perceptions of Innovation-Capacity Culture

We administered the Innovation-Capacity Culture Survey to 3 global companies and investigated differences in perceptions of culture across companies and functional units. We found that scores differed by company and by functional unit and suggest that functional units represent important organizational subcultures. Implications for researchers and managers are discussed.

April R. Cantwell, North Carolina State University  
Torrey R. Mullen, North Carolina State University  
Lynda Aiman-Smith, North Carolina State University

Submitter: Torrey R. Mullen, [trmullen@nc.rr.com](mailto:trmullen@nc.rr.com)

### 126-16. Empowerment and Employee Creativity: A Multidimensional Approach

Drawing from empowerment and creativity theories, this study incorporates 2 conceptualizations of empowerment to explain how to encourage employee creativity. Using a survey data from a large IT company, we found that both psychological and job structural empowerment positively influence creativity through creative process engagement and/or intrinsic motivation.

Xiaomeng Zhang, University of Maryland, College Park  
Kathryn M. Bartol, University of Maryland, College Park

Submitter: Xiaomeng Zhang, [xiaomeng\\_zhang@rhsmith.umd.edu](mailto:xiaomeng_zhang@rhsmith.umd.edu)

### 126-17. Self-Regulatory Depletion and Adaptation Across Tasks

Previous research has produced conflicting findings regarding whether self-regulatory behavior improves or deteriorates over time. This study demonstrated that the level of opportunity to adapt to task demands may determine which effect is observed and explored mediating mechanisms. Results are consistent with both depletion and adaptation views of self-regulatory behavior.

Patrick D. Converse, Florida Institute of Technology  
Richard P. DeShon, Michigan State University

Submitter: Patrick D. Converse, pconvers@fit.edu

### 126-18. Exploring Mediating Mechanisms in Self-Regulatory Behavior Across Tasks

Recent research suggests that self-regulatory behavior deteriorates over time as a result of resource depletion. This study examined differential hemispheric activation as an alternative mediating mechanism. Results indicated avoidance-oriented self-regulation produced greater relative right hemispheric activity, suggesting differential activation may account for some changes in self-regulation over time.

Erin M. Schlacks, Florida Institute of Technology  
Patrick D. Converse, Florida Institute of Technology  
Tomer Gotlib, Florida Institute of Technology  
Joshua S. Quist, Florida Institute of Technology  
Matthew Merbedone, Florida Institute of Technology

Submitter: Patrick D. Converse, pconvers@fit.edu

### 126-19. Work Avoidance and Goal Orientations in Work and Academic Domains

Correlates of goal orientations and work avoidance (desire to minimize effort) were investigated in work and academic domains revealing similar patterns. Work-avoidant individuals perceived their work as meaningless and uninteresting and their needs (e.g., competence) as not being met. Work avoidance was also negatively associated with citizenship behaviors.

Carolyn M. Jagacinski, Purdue University  
Shamala Kumar, Purdue University  
Holly Lam, Valtera Corporation  
Donald E. Lustenberger, Purdue University

Submitter: Carolyn M. Jagacinski, jag@psych.purdue.edu

### 126-20. Relationships Between Organizational Justice and Different Motivational Orientations

We examined relations between organizational justice and work motivation. Using self-determination theory, we found that procedural, interpersonal, and informational justice were positively related to autonomous motivation. Distributive justice was positively related to autonomous motivation only when procedural justice was high. Autonomous motivation mediated the effect of justice on job satisfaction.

Marylene Gagne, Concordia University  
Magda Donia, Concordia University  
Nicole Berube, Concordia University

Submitter: Marylene Gagne, mgagne@jmsb.concordia.ca

### 126-21. Cultural Differences in Feedback Inquiry

Research on feedback inquiry may be based on assumptions that are not universally valid. This study examined cultural differences in feedback inquiry using an experimental policy-capturing design. Findings demonstrated cross-cultural differences in the importance of contextual and individual variables in predicting feedback inquiry. Implications of the research are discussed.

Heather MacDonald, University of Waterloo  
Douglas J. Brown, University of Waterloo  
Lorne M. Sulsky, Wilfrid Laurier University

Submitter: Heather MacDonald, hmacdona@watarts.uwaterloo.ca

### 126-22. Ingroup Identification as a Mediator between LMX and Job Satisfaction

The present study hypothesized and tested the mediating role of ingroup identification between LMX and employees' job satisfaction. Data from undergraduate students who are employed or have past working experience were collected. Results supported the predicted mediating effect of ingroup identification. Implications and limitations were discussed.

Run (Lily) Ren, Texas A&M University

Submitter: Run (Lily) Ren, Lren@mays.tamu.edu

### 126-23. The Effects of Multiple Learning and Outcome Goals on Performance

The effects multiple goals on the performance of an unfamiliar task were investigated. A single focus on either assigned outcome or learning goals was best for performance. Performance was high when either personal outcome or learning goals were difficult. Strategies mediated the effects of outcome goals and self-efficacy on performance.

Aline Masuda, IESE Business School of Barcelona

Submitter: Aline Masuda, AMasuda@iese.edu

### 126-24. Creativity: The Influence of Social Intelligence, Openness, and Performance Pressure

This laboratory study explored the influence of social intelligence, Openness to Experience, and performance pressure on the creativity of solutions generated to a leadership problem. Results revealed a direct, positive influence of social intelligence in addition to significant interactions between social intelligence and pressure and between Openness and pressure.

Jody J. Illies, Saint Cloud State University  
April Basarich, Saint Cloud State University  
Marcy Young Illies, University of Nebraska-Omaha  
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Jody J. Illies, jjillies@stcloudstate.edu

### 126-25. Characteristics of Self-Efficacy Interventions Within Work-Related Contexts: A Meta-Analysis

To determine the magnitude of self-efficacy intervention effects within work-related contexts we conducted a meta-analysis of 119 studies ( $N = 9,559$ ; 708 effect sizes). Results indicated a medium overall corrected population effect size ( $d = .49$ ), although moderator effect estimates varied based on type of criterion, organization, study setting, and intervention methods.

D. Brian McNatt, Old Dominion University  
Stacy Campbell, University of Georgia  
Robert R. Hirschfeld, University of Georgia

Submitter: D. Brian McNatt, dmcnatt@odu.edu

### 126-26. The Effects of Feedback and Stress on Workplace Outcomes

We examined relationships in a model integrating feedback, social support, and stress effects on performance and attitudes. Results revealed that feedback sign and social support influence perceived feedback accuracy and helpfulness, stress, and job satisfaction. This study serves as a guide for combining related concepts into integrated models.

Paul R. Heintz, Edison College  
Debra Steele-Johnson, Wright State University

Submitter: Paul R. Heintz, heintz@edisonohio.edu

### 126-27. Personality and Values as Predictors of Motivated Behavior

This paper considers the individual difference constructs of personality and values as they relate to motivational processes. It proposes that personality and values have differential impacts on different motivational processes, such that values are more relevant to goal content, and personality is more relevant to goal striving (effort and persistence).

Laura Parks, University of Iowa

Submitter: Laura Parks, laura-parks@uiowa.edu

### 126-28. An Examination of Some Temporal Implications of Goal Setting

This study examined the effects of goal setting over time. The effects of multiple failures or multiple successes were examined for subjects in difficult goal, moderate goal, and do-your-best goal conditions on task performance, affect, and satisfaction. Over time, goal failures resulted in substantial declines in performance, affect, and satisfaction.

Sara R. Cooper, University of Minnesota  
Charles L. Hulin, University of Illinois  
Nathan R. Kuncel, University of Minnesota

Submitter: Sara R. Cooper, coope283@umn.edu

### 127. Practice Forum: Saturday, 8:00–9:50 Broadway S (6th floor)

#### Top-Rated Practice Forum: Doing Competencies Well

Four practitioners from different organizations and industries will present their perspectives on doing competencies well. Analysis and practical guidance around competency research; case examples of very different, yet solid, approaches; and broad perspective from consultants are included.

Alexis A. Fink, Microsoft Corporation, *Chair*  
Linda S. Carr, Sun Microsystems, *Competencies: A 10-Year Perspective*

Alexis A. Fink, Microsoft Corporation, *Competency Modeling @ Microsoft*

Geneva M. Phillips, Boeing Company, Ronald B Odman, Boeing Company, *A Comprehensive Competency Approach: Life After Job Analysis*

Brian J. Ruggeberg, Aon Consulting, *A Consultant's Perspective on Doing Competencies Well: Methods, Models, Lessons*

Michael A. Campion, Purdue University, *Discussant*

Submitter: Alexis A. Fink, alexis.fink@microsoft.com

### 128. Symposium: Saturday, 8:00–9:50 Broadway N (6th floor)

#### Predicting Leadership: The Good, the Bad, the Different, the Unnecessary

This symposium explores cutting-edge topics in leadership research. Specific questions include (a) which leadership behaviors matter the most? (b) how does personality relate to leadership behaviors and outcomes? and (c) what is the co-occurrence of wrongdoing among senior leaders? The empirical work has implications for leadership theory and the practice.

John P. Campbell, University of Minnesota, *Chair*  
Michael J. Benson, U.S. Air Force, *Co-Chair*  
Ronald F. Piccolo, University of Central Florida, Joyce E.

Bono, University of Minnesota, Timothy A. Judge, University of Florida, Emily E. Duehr, Personnel Decisions Research Institutes, John P. Muros, University of Minnesota, *Which Leader Behaviors Matter Most? Comparing Dimensions of the LBDQ and MLQ*

Emily E. Duehr, Personnel Decisions Research Institutes, Joyce E. Bono, University of Minnesota, *Personality and Transformational Leadership: Differential Prediction for Male and Female Leaders*

Michael J. Benson, U. S. Air Force, John P. Campbell, University of Minnesota, *Derailing and Dark Side Personality: Incremental Prediction of Leadership (In)Effectiveness*

Hannah J. Foldes, Personnel Decisions International, Deniz S. Ones, University of Minnesota, *Wrongdoing Among Senior Leaders: Critical Incidents and Witnessed Co-Occurrence*

Gordon J. Curphy, Self-employed, *Discussant*

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

Submitter: Michael J. Benson, benson.mj@gmail.com



129. Community of Interest: Saturday, 8:00–8:50  
 Uris (6th floor)

### Entry-Level Selection

John D. Arnold, Polaris Assessment Systems, *Facilitator*  
 Kirk L. Rogg, Aon Consulting, *Facilitator*  
 Thomas D. Heetderks, Yum Brands, *Facilitator*

130. Symposium: Saturday, 8:00–9:50  
 Plymouth (6th floor)

### Swimming in Global Waters: Integrating Culture Into Interpersonal Performance

This symposium presents research focused on incorporating culture into understanding of interpersonal performance, beginning with 2 theoretical models integrating culture into interpersonal skill performance. In addition, the role of global identification in acculturation processes is discussed, and the lessons learned from an effort developing social skills training for cross-cultural performers are reviewed.

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*  
 Whitney E. Botsford, George Mason University, Michelle M. Wisecarver, U.S. Army Research Institute, *Knowledge and Skills: Building Blocks for Effective Interpersonal Performance*

Joan R. Rentsch, University of Tennessee, Allison Gundersen, Case Western Reserve University, Allison Abbe, U.S. Army Research Institute, Lisa M.V. Gulick, George Mason University, *Multicultural Perspective-Taking Competencies*  
 Jeffrey L. Herman, George Mason University, Lois E. Tetrick, George Mason University, *Cultural Identity and International Assignments: An Empirical Look at Global Identity, Expatriate Acculturation and Repatriate Adjustment*

Tara D. Carpenter, Federal Management Partners, *Application of Theory in the Development of a Social Skill Training Program for Soldiers Working in Other Cultures: Challenges, Successes, and Lessons Learned*

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

Submitter: Gerald F. Goodwin, jay.goodwin@hqda.army.mil

131. Practice Forum: Saturday, 8:00–9:50  
 Majestic (6th floor)

### Keeping Good Employees: Approaches for Reducing Turnover and Increasing Retention

Organizations lose billions every year in turnover-related expenses. Surprisingly, there is a dearth of research examining best practices concerning turnover and retention. This forum presents best practice examples concerning how I-O psychologists can better use turnover data to drive other human resource functions, retain critical employees, and reduce turnover.

Jared D. Lock, Hogan Assessment Systems, *Chair*  
 Jared D. Lock, Hogan Assessment Systems, *Predicting Talent and Turnover: Selecting For Retention and Performance*  
 Michael Hepperlen, MDA Leadership Consulting, John Zehr, MDA Leadership Consulting, Sharon Sackett, University of Minnesota, *Leveraging Employee Turnover Analysis for Leadership Training and Development*

Courtney L. Holladay, University of Texas, MD Anderson Cancer Center, Corey Helm, University of Texas, MD Anderson Cancer Center, Frank Tortorella, University of Texas, MD Anderson Cancer Center, *Using Employee Feedback Processes to Drive Pay-for-Performance Initiatives*  
 Amy Clampett, SHL, *Identifying High Potentials and Minimizing Key Player Turnover*

John R. Leonard, Valero Energy Corporation, Liana Knudsen, Dell Computer, *Preparing for the Perfect Storm: Successfully Approaching Impending Turnover*

Submitter: Jared D. Lock, jlock@HoganAssessments.com

132. Panel Discussion: Saturday, 8:00–9:50  
 Winter Garden (6th floor)

### Talking With Clients: What to Say, When to Shut Up

Good science makes good practice, but convincing clients can be a challenge. This panel will focus on practitioner strategies for communicating complex, often sensitive, information to a variety of client audiences. Communication types will include encouraging best practices, balancing influence with objectivity, communicating bad news, and what not to say.

Stephanie R. Klein, PreVisor, *Chair*  
 Paul D. DeKoekkoek, Sprint, *Panelist*  
 Rick R. Jacobs, Pennsylvania State University, *Panelist*  
 Ulf Chris Kubisiak, Personnel Decisions Research Institutes, *Panelist*

Ken Lahti, PreVisor, *Panelist*  
 Amy McKee, Self-Employed, *Panelist*

Submitter: Stephanie R. Klein, sklein@previsor.com

133. Symposium: Saturday, 8:00–9:50  
 Soho (7th floor)

### When Smiles Are Required: Understanding Display Rules and Emotional Labor

Employees are often encouraged, by organizational training and incentive systems, to adhere to display rules that require them to regulate the emotions that they express to others. The research presented in this symposium seeks to contribute to the understanding of the role display rules have in the emotional labor process.

Patricia Barger, Bowling Green State University, *Chair*  
 Jennifer Z. Gillespie, Bowling Green State University, *Co-Chair*  
 Andrea Silke Holub, University of Heidelberg, Deborah E. Rupp, University of Illinois at Urbana-Champaign, Alicia A. Grandey, Pennsylvania State University, *Justice and Emotional Labor: Implications for Customer Service, Fairness Theory, and the Multifoci Perspective*  
 Patricia Barger, Bowling Green State University, Jennifer Z. Gillespie, Bowling Green State University, *Towards Explaining Emotional Labor: The Role of Emotional Discrepancies*

Erin M. Richard, Florida Institute of Technology, James M. Diefendorff, University of Akron, *Breaking the Rules: Examining Predictors of Display Rule Deviance*  
 John P. Trougakos, University of Toronto, Christine Jackson, Purdue University, *An Examination of Situational and Dispositional Antecedents of Surface Acting: Implications for Affective Delivery and Task Performance*

Markus Groth, Australian Graduate School of Management,  
Steven Frenkel, Australian Graduate School of  
Management, *Forced to Smile: The Effects of Emotional  
Labor of Call Center Employees on Performance and  
Absenteeism*

Daniel J. Beal, Rice University, *Discussant*

Submitter: Patricia Barger, pbarger@bgnet.bgsu.edu

134. Symposium: Saturday, 8:00–9:50  
Gramercy (7th floor)

### **Social Support, Leadership, and Work–Family Outcomes**

The papers in this symposium advance our understanding of formal work–family practices and informal support in supervisory and peer relationships in predicting various work attitudes as well as reducing work–family stress. Discussion will focus on linking the science and practice of leadership, social support, and work–life balance in organizations.

Jeanette N. Cleveland, Pennsylvania State University, *Chair*  
Michelle M. Harrison, Pennsylvania State University, *Co-Chair*  
April Jones, Pennsylvania State University, *Co-Chair*  
Michelle M. Harrison, Pennsylvania State University, April  
Jones, Pennsylvania State University, Jeanette N.  
Cleveland, Pennsylvania State University, John O'Neill,  
Pennsylvania State University, *Viewing the Work–Family  
Interface Through a Leadership Perspective*

Nicole Neff, Pennsylvania State University, Luke Brooks-  
Shesler, U.S. Office of Personnel Management, Julie Brill,  
U.S. Office of Personnel Management, Lois E. Tetrick,  
George Mason University, *Satisfaction With Work and  
Family Policies: The Role of Supervisory Support*

Alma McCarthy, National University of Ireland-Galway,  
Jeanette N. Cleveland, Pennsylvania State University,  
April Jones, Pennsylvania State University, *An  
Investigation of the Role of Coworker Support in  
Managing Work and Family*

Ellen E. Kossek, Michigan State University, Shaun Pichler,  
Michigan State University, Leslie B. Hammer, Portland  
State University, Todd Bodner, Portland State University,  
*Contextualizing Workplace Supports for Family: An  
Integrative Meta-Analysis of Direct and Moderating  
Linkages to Work–Family Conflict*

Marian N. Ruderman, Center for Creative Leadership, *Discussant*

Submitter: Michelle M. Harrison, mmh218@psu.edu

135. Symposium: Saturday, 8:00–9:50  
Empire (7th floor)

### **Living Up to Expectations: Gender Stereotyping and Work**

This symposium presents empirical studies that examine the effects of gender stereotyping on work-related outcomes for women. Gender stereotyping of leadership abilities, the managerial role, jobs, and business school programs are explored. Research results and their implications for organizations and women in the workplace will be discussed.

Debra S. Gattton, Tiffin University, *Chair*

Jay M. Dorio, University of South Florida, Walter C. Borman,  
Personnel Decisions Research Institutes, Barbara A.  
Fritzsche, University of Central Florida, *Gender-Role  
Stereotypes, Racial Stereotypes, and the Sex-Typing of  
Jobs: The Influence on Performance Evaluations/360-  
Degree Feedback*

Victoria Robson, Virginia Tech, Roseanne J. Foti, Virginia  
Tech, *Leadership Emergence: Do Males Always  
Dominate?*

Debra S. Gattton, Tiffin University, Cathy L. Z. DuBois, Kent  
State University, Robert H. Faley, Kent State University,  
*Revisiting Gender Stereotyping of Occupations and the  
Corporate Culture: Has a Decade Made a Difference?*

Wendy S. Harman, Truman State University, Tara Ceranic,  
University of Washington, *Socializing Masculinity in  
Business School*

Margaret S. Stockdale, Southern Illinois University-  
Carbondale, *Discussant*

Submitter: Debra S. Gattton, dgattton@tiffin.edu

136. Symposium: Saturday, 8:00–9:50  
Chelsea (7th floor)

### **Work Group Diversity: Sophisticated Conceptualizations, Task-Relevant Characteristics, and Multilevel Perspectives**

The papers in this symposium advance the work group diversity literature by proposing and testing more sophisticated conceptualizations of the positive versus negative effects of diversity (including mediators and moderators), identifying and studying diversity in task-relevant characteristics, and addressing the nature and effects of diversity at different levels of analysis.

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

Daan van Knippenberg, Erasmus University Rotterdam, *Co-Chair*

Jana L. Raver, Queen's University, Daan van Knippenberg,  
Erasmus University Rotterdam, *Openness to Diversity  
and the Informational Benefits of Gender Diversity*

Daan van Knippenberg, Erasmus University Rotterdam,  
Jeremy F. Dawson, Aston University, Michael A. West,  
Aston University, *Diversity Faultlines, Team Reflexivity,  
and Team Innovation*

Susan Mohammed, Pennsylvania State University, Lori A.  
Ferzandi, Pennsylvania State University, Michelle M.  
Harrison, Pennsylvania State University, Jodi Himelright,  
Pennsylvania State University, *Diversity in Action-State  
Orientation: Effects on Team Process and Performance*

Prasad Balkundi, SUNY at Buffalo, David A. Harrison,  
Pennsylvania State University, Frankie Weinberg,  
University of Georgia, *Multiple Diversity Threads in the  
Texture of Team Functioning: Material Roles of  
Knowledge and Network Structures*

Andrew P. Knight, University of Pennsylvania, Katherine J.  
Klein, University of Pennsylvania, Mathis Schulte,  
Columbia University, *Decomposing the Black Box of  
Diversity: A Multilevel Variance Partitioning Approach*

Yves R. F. Guillaume, Aston University, Felix C. Brodbeck,  
Aston University, *The Interactive Effect of Gender  
Dissimilarity and Time on Individual Group Member  
Performance*

Submitter: Jana L. Raver, jraver@business.queensu.ca

137. Panel Discussion: Saturday, 8:00–9:20  
Duffy (7th floor)

### High-Stakes Interviews: Techniques for Maximizing Recall and Minimizing Deception

I-O psychologists traditionally utilize interviewing techniques for organizational assessments and employee selection and promotion. This panel examines whether and how “traditional” interviewing techniques translate to high-stakes arenas such as national security, criminal investigations, and clinical settings. Topics include accurate recall, lying, deception, emotionality, interviewing, intervening, and interviewer reactions.

Joyce Silberstang, Adelphi University, *Chair*  
Kevin Colwell, Valdosta State University, *Panelist*  
Thomas Diamante, Risk Consulting, *Panelist*  
Ilene F. Gast, U.S. Customs and Border Protection, *Panelist*  
Manuel London, SUNY-Stony Brook, *Panelist*  
K. C. Rondello, Adelphi University, *Panelist*  
Jennifer Wisdom, Oregon Health & Science University, *Panelist*

Submitter: Joyce Silberstang, silberstang@adelphi.edu

138. Interactive Posters: Saturday, 8:00–8:50  
Harlem (7th floor)

### Engagement

Patrick Kulesa, ISR, *Facilitator*

138-1. The Effect of Transformational Leadership on Follower Work Engagement

This study examined whether follower characteristics moderated the relationship between transformational leadership and follower work engagement. Hierarchical linear modeling (HLM) results showed that leader-rated follower characteristics moderated the positive effect of transformational leadership on follower work engagement. Implications for theory, research, and practice are discussed.

Weichun Zhu, Harvard University  
Bruce J. Avolio, University of Nebraska  
Fred Walumbwa, Arizona State University

Submitter: Weichun Zhu, weichun\_zhu@ksg.harvard.edu

138-2. Effect of Boredom on Underemployment, Employee Engagement, and Job Performance

The current study examined the effect of trait boredom (boredom proneness) on subjective underemployment, employee engagement, and job performance. Consistent with expectations, boredom-prone workers perceived themselves to be underemployed, exhibited less workplace engagement, and received lower performance ratings from supervisors. Study implications, limitations, and directions for future research are discussed.

John D. Watt, University of Central Arkansas

Submitter: John D. Watt, johnwatt@uca.edu

138-3. An Empirical Investigation of the Stability of Employee Engagement

Organizational engagement is a new concept related to a large literature on job attitudes. The goal of this paper was to advance the literature on engagement. We investigated longitudinal hypotheses regarding the stability of employee engagement across a 3-year period with mixed support.

Jennifer D. Kaufman, Dell, Inc.  
Alan D. Mead, PAQ Services, Inc.  
Tom Rauzi, Dell, Inc.  
John O. DeVille, Dell, Inc.

Submitter: Alan D. Mead, amead@alanmead.org

138-4. Engaging the Aging Workforce: How Age Affects Employee Engagement

Many organizations seem poorly positioned to engage their aging workforces. We examined the interplay between age, workgroup age composition, and age-related attitudes on engagement. Older employees were less engaged, and the effects of age similarity on the engagement of older workers depended on their satisfaction with their fellow older colleagues.

Derek R. Avery, Rutgers University  
Patrick F. McKay, University of Wisconsin-Milwaukee  
David C. Wilson, University of Delaware

Submitter: Derek R. Avery, davery@camden.rutgers.edu

139. Symposium: Saturday, 8:00–9:50  
Marquis C (9th floor)

### Employee Engagement: Where Are We and Where Are We Going?

Employee engagement is emerging as an important construct for helping researchers and practitioners understand business-related outcomes (e.g., productivity, commitment, and greater effort). The symposium will identify best practices for measuring and researching engagement and providing further information about the outcomes and antecedents of work engagement.

Holly S. Payne, Development Dimensions International, *Chair*  
Lisa Baranik, University of Georgia, *Co-Chair*

Ronald G. Downey, Kansas State University, Andrew J. Wefald, Kansas State University, Dianne E. Whitney, Kansas State University, *Does the UWES Scale Measure Engagement?*

Clive Fullagar, Kansas State University, *“Flow” in Engagement: Discovering the State Component*

Joseph A. Jones, Development Dimensions International, Paul R. Bernthal, Development Dimensions International, *Tying the Corporate Knot: Examining the Relationship Between Leader and Follower Engagement*

Thomas W. Britt, Clemson University, *Job Engagement as a Buffer and Magnifier of the Relationship Between Organizational Stressors and Outcomes*

Ofira Shrager, Tel Aviv University, Arie Shirom, University of Tel Aviv, *Characteristics and Job Satisfaction as Predictors of Work-Related Vigor*

Debra L. Nelson, Oklahoma State University, *Discussant*

Submitter: Holly S. Payne, Holly.Payne@ddiworld.com



140. Panel Discussion: Saturday, 8:00–9:50  
Marquis B (9th floor)

### Alternative Validation Strategies: Developing New and Leveraging Existing Validation Evidence

The most recent volume in SIOP's Professional Practice Series is scheduled for publication to be available for this SIOP conference. This submission proposes a panel discussion among the chapter authors, with each bringing particular expertise regarding their chapters and broad expertise to the entire topic of developing validation evidence.

S. Morton McPhail, Valtera Corporation, *Chair*  
Wade M. Gibson, W. M. Gibson & Associates, Inc., *Panelist*  
Calvin C. Hoffman, Alliant International University, *Panelist*  
Joyce C. Hogan, Hogan Assessment Systems, *Panelist*  
Jeff W. Johnson, Personnel Decisions Research Institutes, *Panelist*  
Timothy E. Landon, University of Michigan-Dearborn, *Panelist*  
Frank J. Landy, Landy Litigation Support Group, *Panelist*  
Michael A. McDaniel, Virginia Commonwealth University, *Panelist*  
Lorin M. Mueller, American Institutes for Research, *Panelist*  
Damian J. Stelly, Valtera Corporation, *Panelist*  
Nancy T. Tippins, Valtera, *Panelist*

Submitter: S. Morton McPhail, mmcphail@valtera.com

141. Symposium: Saturday, 8:00–9:50  
Cantor (9th floor)

### The Assessment Center Validity Paradox: Alternative Analytic and Design Methodologies

Despite their continued popularity, there is still much debate about what assessment centers actually measure. The examination of assessment center construct validity has stimulated multiple streams of research activity. This symposium brings together presenters who incorporate alternative AC designs and construct validation approaches to evaluate the construct validity of ACs.

Brian J. Hoffman, University of Georgia, *Chair*  
Charles E. Lance, University of Georgia, *Co-Chair*  
Carl J. Thoresen, Cornerstone Management Resource Systems, Inc., Charles E. Lance, University of Georgia, Joseph D. Thoresen, Cornerstone Management Resource Systems, *Exercises, Not Dimensions, Are the Currency of Assessment Centers*

Duncan Jackson, Massey University, *Task-Specific Assessment Centers: Evidence of Predictive Validity and Fairness*  
Charles E. Lance, University of Georgia, Mark R. Foster, University of Georgia, Sabrina Marie Drollinger, University of Georgia, Kelly Sorensen, University of Georgia, William A. Gentry, Center for Creative Leadership, Yvette M. Nemeth, University of Georgia, *A Comparison of Task-Based Versus Dimension-Based Scoring Procedures in an Operational Assessment Center (AC)*

Brian J. Hoffman, University of Georgia, Adam W. Meade, North Carolina State University, *Invariance Tests as Assessment Center Construct Validity Evidence*

John P. Meriac, University of Tennessee, Brian J. Hoffman, University of Georgia, Matthew Fleisher, University of Tennessee, David J. Woehr, University of Tennessee, *Expanding the Nomological Surrounding AC Dimensions: A Meta-Analysis*

Jeffrey D. Kudisch, University of Maryland, *Discussant*

Submitter: Brian J. Hoffman, hoffmanb@uga.edu

142. Practice Forum: Saturday, 8:00–9:50  
Barrymore (9th floor)

### Organizational Culture at a Crossroads: Facilitating M&As Using Culture Assessment

When 2 organizations come together, whether through a merger or acquisition, their cultures inevitably meet at a crossroads. This practice forum offers 5 unique perspectives from practitioners who have recent experience conducting organizational cultural assessments. They will share real-life case studies describing their approach and methodology, sharing results, and lessons learned.

Eric D. Elder, Bank of America, *Chair*  
Craig D. Haas, Hogan Assessment Systems, *Managing and Measuring an Organization's Culture Change: A Case Study*

Stephen Kincaid, ghSMART & Co., *Assessing Cultures in a Postmerger Environment: The Good, the Bad, and the Ugly*

Lou Sanchez, Bank of America, Eric D. Elder, Bank of America, *Culture Assessment in the Context of a Major Acquisition*

Hank Tufts, RHR International, *Cultural Assessment as Part of an Organizational Merging Process*

David B. Wagner, Mercer Delta Consulting, LLC, *Cultural Assessment: An Integral Part of an Acquisition Integration Strategy*

Submitter: Eric D. Elder, eric.elder@bankofamerica.com

143. Roundtable: Saturday, 8:00–8:50  
Sun Roof (16th floor)

### Legal Issues in the Use of Cut Scores: Recent Developments

The use of cut scores in employment decision making may have legal consequences that employers should consider when implementing selection programs. This session will provide an opportunity to discuss recent court cases and their legal and practical implications, answered and unanswered questions, and prudent strategies for the use of cut scores.

John A. Weiner, PSI, *Host*  
Keith M. Pyburn, Fisher & Phillips, LLP, *Co-Host*  
James C. Sharf, Employment Risk Advisors, Inc., *Co-Host*

Submitter: John A. Weiner, jweiner@psionline.com

144. Poster Session: Saturday, 9:00–9:50  
Westside (5th floor)

### Leadership, Coaching, Leadership Development

144-1. Understanding Connectionism in Leader Representations: Beyond Implicit Leadership Theory

This study explored the theory of connectionism as it relates to leadership representations. A dynamic leader selection task assessed the extent to which cognitive representations of leaders fluctuated with cognitive



engagement and processing. The results suggest that leadership representations are not static, but dynamic, and subject to contextual influences.

Robert Everett Knee, Virginia Tech  
Roseanne J. Foti, Virginia Tech

Submitter: Robert Everett Knee, reknee@vt.edu

#### 144-2. Can Personality Predict Leader Self-Awareness Operationalized as a Difference Score?

We examined whether personality could explain variation in self-awareness operationalized as a difference score. In contrast with previous research, results indicated that personality could not account for difference score variations. Potential explanations including qualitative differences between leadership and general management behaviors and the construct validity of difference scores are discussed.

Nigel Guenole, Centre for High Performance Development  
Tony Cockerill, Centre for High Performance Development  
Oleksandr Chernyshenko, University of Canterbury

Submitter: Stephen Stark, sstark@cas.usf.edu

#### 144-3. Fast Cycle Team Leadership: Exploring Structure, Antecedents, and Outcomes

This research examines the leadership of fast cycle project teams. Results illustrated that both vertical and shared team leadership were important factors in fast cycle team success in addition to the antecedents of ability, resources, and support. Further, vertical and shared team leadership interacted to predict individuals' satisfaction and learning.

Jonathan C. Ziegert, Drexel University  
V. K. Narayanan, Drexel University  
Frank Douglas, MIT Sloan School of Management

Submitter: Jonathan C. Ziegert, ziegert@drexel.edu

#### 144-4. Extending Leader-Member Exchange Theory to a Dual Leadership Context

We tested LMX theory in a dual leadership context and surveyed 212 employees, 20 assistant managers, and 20 store managers in Turkey. Store manager LMX predicted work attitudes but the effects of assistant manager LMX depended on leader-leader exchange (LLX). LLX also determined the convergence between performance ratings.

Berrin Erdogan, Portland State University  
Talya N. Bauer, Portland State University

Submitter: Talya N. Bauer, TalyaB@Sba.pdx.edu

#### 144-5. Leading FOR the Team: Situational Determinants of Team-Oriented Leader Behavior

We argue that situational factors influence leader team-oriented behavior. We present an experimental study showing that team-prototypical leaders (i.e., leaders who perceive themselves as an embodiment of the group identity) show team-oriented behaviors, whereas

nonprototypical leaders show only team-oriented behaviors when they are accountable.

Steffen R. Giessner, Erasmus University Rotterdam

Submitter: Steffen R. Giessner, sgiessner@rsm.nl

#### 144-6. Does Transformational Leadership Reduce Employee Absence From Work?

Transformational leadership impacts upon employees at work, but does it also encourage them to show up for work? A survey of 232 UK government employees found that transformational leadership was only marginally associated with subordinate absence. However, the contingent reward element of transactional leadership showed a stronger relationship.

Nadine Mellor, Health and Safety Laboratory  
John Arnold, Loughborough University  
Kristin Hollingdale, Health and Safety Laboratory

Submitter: John Arnold, j.m.arnold@lboro.ac.uk

#### 144-7. Using Emotional Intelligence to Identify High Potential: A Metacompetency Perspective

The current study investigates the link between emotional intelligence (as a proxy for learning metacompetency), self-reported job performance, career commitment, and high-potential status. Results indicate that the appraisal of learning agility may well provide added value in high-potential identification processes above and beyond traditional performance and potentiality appraisals.

Dries Nicky, Vrije Universiteit Brussel  
Roland Pepermans, Vrije Universiteit Brussel  
Ina Van Holsbeeck, Vrije Universiteit Brussel

Submitter: Frederik Anseel, Frederik.Anseel@ugent.be

#### 144-8. Beyond Transformational and Transactional: Benefits of Having a Connective Leader

This study examined how connective leadership (Lipman-Blumen, 1992, 1996) affects the well-being and withdrawal of subordinates and the role of gender in connective leadership. Analyses indicated that connective leadership predicts positive job outcomes after controlling for transactional and transformational leadership and that gender also plays a role in these processes.

Sarah A. Long, Western Kentucky University  
Kathi N. Miner-Rubino, Western Kentucky University  
Melisa A. Appleby, Western Kentucky University

Submitter: Kathi N. Miner-Rubino, kathi.miner-rubino@wku.edu

#### 144-9. Leader Emotion and Team Performance: The Role of Epistemic Motivation

We investigated the effects of leader emotions on team performance as a function of followers' epistemic motivation. Teams with high epistemic motivation performed better with an angry leader (mediated by performance appraisals), and teams with low epistemic motivation performed better with a happy leader (mediated by impression of the leader).

Gerben A. Van Kleef, University of Amsterdam  
 Astrid C. Homan, Leiden University  
 Bianca Beersma, University of Amsterdam  
 Daan van Knippenberg, Erasmus University Rotterdam  
 Barbara van Knippenberg, Free University Amsterdam  
 Frederic Damen, Erasmus University Rotterdam

Submitter: Daan van Knippenberg, dvanknippenberg@rsm.nl

#### 144-10. Effects of Goal-Based Planning on Leadership and Group Process

We investigated effects of goal-structure training on leadership planning and group process as groups worked to solve a problem. Results indicated that training influenced breadth and depth of leaders' plans but did not impact group processes as predicted. Implications for the complexity of leader planning and group dynamics are presented.

Philip T. Walmsley, Missouri State University  
 Thomas D. Kane, Missouri State University  
 Jared Russo, Missouri State University

Submitter: Philip T. Walmsley, Walmsley1@MissouriState.edu

#### 144-11. Direct, Indirect, and Moderating Effects of LMX on Emotional Exhaustion

Data from 395 employees reporting to various unit leaders in a geriatric hospital revealed (a) job demands and leader-member exchange (LMX) sometimes directly influenced emotional exhaustion; (b) job demands sometimes partially mediated LMX-emotional exhaustion; and, (c) LMX moderated the relationship between job demands and emotional exhaustion.

Victor Y. Haines, University of Montreal  
 Simon Taggar, Wilfrid Laurier University

Submitter: Simon Taggar, staggar@wlu.ca

#### 144-12. Subordinates' Self- and Typical Leader Perceptions Moderate Leader Categorization Effects

We show ( $N = 297$ ) that the better leaders match their subordinates' cognitive ideal leader prototypes, the more open are these subordinates to leadership. Subordinates' evaluations of themselves as potential leaders and of typical leaders moderate this effect. Leader categorization effects are consistently found to be stronger under high moderator conditions.

Niels van Quaquebeke, RespectResearchGroup  
 Daan van Knippenberg, Erasmus University Rotterdam

Submitter: Niels van Quaquebeke,  
 quaquebeke@respectresearchgroup.org

#### 144-13. Personality and Leader Emergence in a Transformational Context

This study examined the relationship between Big 5 personality variables and transformational leadership when the work environment presents opportunities for change and creativity. The same conditions that contribute to a need for transformational leadership also

increased followers' receptivity to transformational leadership and therefore contributed to their emergence.

Amy Hayes, Russell Reynolds Associates  
 Roseanne J. Foti, Virginia Tech

Submitter: Roseanne J. Foti, rfoti@vt.edu

#### 144-14. Comparing Perceived Transformational Leadership and Perceived Public Speaking Ability

Possible overlap between perceptions of transformational leadership and perceptions of public speaking ability raises questions of construct discrimination. The current study tests both as predictors of task performance as well as mastery goal orientation as a moderator. Results suggest some similarity in functionality of the 2 constructs.

Nicholas P. Salter, Bowling Green State University  
 Jennifer Z. Gillespie, Bowling Green State University

Submitter: Nicholas P. Salter, nsalter@bgsu.edu

#### 144-15. Leadership Research Methodology: The State of the Science

We review leadership research methodology employed in the past decade in 5 premier journals. We content analyze methodological practices including measurement methods and analytic tools to explore the state of the science of studying leadership, with careful consideration of the types of inferences these methods afford leadership scholars.

Leslie A. DeChurch, Florida International University  
 Chak Fu Lam, Middlebury College

Submitter: Leslie A. DeChurch, dechurch@fiu.edu

#### 144-16. The Role of Implicit Leadership Theories in Leadership Perception

In the current study, participants received a good, poor, or no performance cue regarding a leader. Implicit leadership theories (ILTs) were measured either before or after participants viewed a target performance. Results provided evidence that ILTs partially mediate the effects of performance cues on rating of leader behavior and performance.

Scott M. Reithel, APT, Inc.  
 Sebastiano A. Fisicaro, Wayne State University  
 Aaron Cook, Wayne State University

Submitter: Scott M. Reithel, sreithel@appliedpsych.com

#### 144-17. Self-Monitoring, Authentic Leadership, and Perceptions of Leadership: A Longitudinal Study

Self-monitoring and authentic leadership were examined as predictors of change in perceptions of leadership over time. Hierarchical linear modeling showed variability across subjects in change in perceptions over time but neither leader self-monitoring nor authentic leadership predicted the variability. Subjects' overestimation of their roles as leaders increased over time.

Brian W. Tate, Pennsylvania State University

Submitter: Brian W. Tate, bwt120@psu.edu

#### 144-18. Attractiveness, Gender, Industry, and Individual Differences in Ascribing Leadership Potential

This study investigated the physical attractiveness bias in leadership settings by observing interactions of attractiveness, gender, industry, and individual differences. Results indicate that attractive male candidates are ascribed more leadership potential across male- and female-typed industries, but attractive female candidates are rated as having lower leadership potential in female-typed industries.

Suzette Caleo, New York University

Nathan J. Hiller, Florida International University

Submitter: Nathan J. Hiller, hillern@fiu.edu

#### 144-19. Does Identification Mediate the Relationship Between Transformational Leadership and Commitment?

This research investigated the interrelationships among transformational leadership (TFL), identification, and affective commitment (AC), and tested whether identification mediates the relationship of TFL to AC at 3 different foci (e.g., dyad, work-group, and organization foci). Strong support was found for the 3 mediation models tested.

Timothy A. Jackson, University of Western Ontario

John P. Meyer, University of Western Ontario

Submitter: John P. Meyer, meyer@uwo.ca

#### 144-20. The Influence of Leadership Style on Performance Appraisal Judgment Policies

This study used social judgment analysis to examine evidence for leadership style as an explanation for individual differences in performance appraisal judgment policies. Multilevel analysis demonstrated that several aspects of leadership style predict relative weights of task, contextual, and counterproductive components of performance components in assessments of overall work performance.

Matthew W. Ferguson, University of Connecticut

Janet L. Barnes-Farrell, University of Connecticut

Submitter: Matthew W. Ferguson,  
matthewwferguson@gmail.com

#### 144-21. Leader Enhancement: Outgroup Leader Actions Affect Liking for Ingroup Leaders

Two studies found evidence for leader enhancement effects: Information about out-group leaders' negative actions increase in-group leader favorability ratings. People held more favorable attitudes toward in-group leaders when learning of negative actions of out-group leaders (Study 1;  $N = 39$ ). National identification moderates this effect (Study 2;  $N = 79$ ).

Todd L. Pittinsky, Harvard University

Brian Welle, Harvard University

Submitter: Todd L. Pittinsky, todd\_pittinsky@harvard.edu

#### 144-22. Effective Leadership During Public Health and Safety Crises: An Investigation

We systematically identified and interviewed individuals with extensive experience leading effectively during public and health safety crises ( $N = 50$ ). Through semi-structured interviews, data were collected on actions, emotions, and cognitions exhibited by effective leaders during major stages of crisis. From these data, frameworks for crisis leadership effectiveness and a crisis leader efficacy scale (C-LEAD) emerged.

Todd L. Pittinsky, Harvard University

Connie Noonan Hadley, Harvard University

Submitter: Todd L. Pittinsky, todd\_pittinsky@harvard.edu

#### 144-23. The Effects of ILT Accuracy on LMX and Work Outcomes

Using a sample of 189 leader-member dyads, we examined the empirical relationships among ILT, LMX, and work outcomes. Results indicated that member accuracy on leader ILTs was positively related to both leader and member LMX, which consequently was positively related to member organizational commitment, organizational citizenship behavior, and in-role performance.

Lisa Delise, University of Tennessee

C. Allen Gorman, University of Tennessee

Joan R. Rentsch, University of Tennessee

Erika E. Small, University of Tennessee

Jacqueline Z. Bergman, Appalachian State University

Michael C. Rush, University of Tennessee

Submitter: Lisa Delise, ldalise@utk.edu

#### 144-24. Douglas McGregor's Theory X/Y: Development of a Construct Valid Measure

McGregor's influential theorizing has never been tested due to the absence of a construct valid measure. The pattern of correlations between our X/Y measure and conceptually identical, closely related, distally related, and unrelated measures ( $r_s = .66, .55, .28$ , and  $.03$ , respectively) provides evidence of convergent, substantive, and discriminant validity.

Richard E. Kopelman, Baruch College, CUNY

Anne L. Davis, U.S. Army

David J. Protas, Adelphi University

Submitter: Richard E. Kopelman,  
richard\_kopelman@baruch.cuny.edu

#### 144-25. Leadership Emergence in Face-to-Face and Virtual Groups: Contingency Model Application

Seventeen face-to-face 3-person groups versus 12 computer-mediated groups participated in a problem-solving task. Results showed that face-to-face groups experienced a more positive group atmosphere than the computer-mediated ones. Also, relationship-oriented individuals emerged as leaders in face-to-face conditions significantly more often than task-focused ones.

Orit Groag-Blavvise, Illinois Institute of Technology  
 Melinda Scheuer, Illinois Institute of Technology  
 Roya Ayman, Illinois Institute of Technology  
 Amelia Hrabak, Illinois Institute of Technology  
 Sylvia G. Roch, University at Albany, SUNY

Submitter: Orit Groag-Blavvise, oritgroag@hotmail.com

#### 144-26. What Do Leaders Recall About Their Multisource Feedback?

We examined 145 leaders' recall of their multisource feedback (MSF) 9 months after receiving it. Recall was modestly related to actual feedback. Leaders recalled more strengths than weaknesses and recalled feedback from supervisors and subordinates better than from peers. Recall of MSF was unrelated to subsequent improvement in MSF.

James W. Smither, La Salle University  
 Joan F. Brett, Arizona State University-West  
 Leanne E. Atwater, Arizona State University-West

Submitter: Leanne E. Atwater, leanne.atwater@asu.edu

#### 144-27. LMX and Performance: An Investigation on the Causal Order

This study examines the causal order between LMX and subordinate performance. Data were obtained from new employees and their supervisors. Results from regression analyses showed that Time 1 LMX predicted job performance and organizational citizenship behavior at Time 2. The effects from performance and OCB to LMX were not significant.

Hock-Peng Sin, Michigan State University  
 Robert Davison, Michigan State University  
 Siew-Maan Diong, Singapore Police Force

Submitter: Hock-Peng Sin, hpsin@bus.msu.edu

#### 144-28. The Influence of Leadership and Team Dynamics on Team Innovation

Combining ethnography and deductive methods, this research investigated how leadership influences internal and external team dynamics, which, in turn, influence innovation. Results showed that leadership influenced team networking, which was the dominant influence on team innovation. Leadership also influenced team shared leadership, team potency, and citizenship, which influenced team innovation.

Xiaomeng Zhang, University of Maryland, College Park  
 Craig L. Pearce, Claremont Graduate University  
 Henry P. Sims, University of Maryland  
 Seokhwa Yun, Seoul National University

Submitter: Xiaomeng Zhang,  
 Xiaomeng\_Zhang@rhsmith.umd.edu

#### 144-29. Leader Emotive Awareness, Display Rules, Burnout and Work-Family Conflict

The relationship between individual differences in emotional awareness and individual well-being at work is

examined in a sample of business leaders. Results support the notion that well-being is heavily influenced by emotive awareness in this emotionally demanding job.

Kyle Walden Wilberding, Southwest Missouri State University  
 Robert G. Jones, Missouri State University  
 Michelle E. Visio, Southwest Missouri State University  
 Heather Marie King, Southwest Missouri State University

Submitter: Robert G. Jones, RobertJones@missouristate.edu

#### 145. Community of Interest: Saturday, 9:00-9:50 Uris (6th floor)

##### Conditional Reasoning

Lawrence R. James, Georgia Tech, *Facilitator*  
 James M. LeBreton, Purdue University, *Facilitator*

#### 146. Interactive Posters: Saturday, 9:00-9:50 Harlem (7th floor)

##### Abuse & Incivility

Theresa Glomb, University of Minnesota, *Facilitator*

#### 146-1. Abuse, Political Skill, and Individual Outcomes: A Social Exchange Perspective

A conceptual model is developed in which abusive supervision is predicted to interact with political skill to influence turnover intentions, organizational commitment, and perceptions of both organizational support and ethical leadership. Results indicated support for each of the direct relationships but provided only partial support for the predicted moderation effects.

Paul Harvey, Florida State University  
 Kenneth J. Harris, Indiana University Southeast  
 Ranida B Harris, Indiana University Southeast  
 Sean P. Lux, University of South Florida-Center for Entrepreneurship

Submitter: Paul Harvey, nph02@fsu.edu

#### 146-2. The Nursing Incivility Scale: Development of an Occupation-Specific Incivility Measure

This paper describes the development and initial validation of a nursing-specific measure of workplace incivility, the Nursing Incivility Scale (NIS). This tool is designed to help in efforts to reduce incivility through workplace interventions.

Ashley M. Guidroz, Bowling Green State University  
 Jennifer L. Burnfield, HumRRO  
 Olga L. Clark, University of Hartford  
 Heather Schwetschenau, Bowling Green State University  
 Steve M. Jex, Bowling Green State University

Submitter: Ashley M. Guidroz, aguidro@bgsu.edu

#### 146-3. Workplace Incivility and the Low-Status Target

This study examined whether employees in low-status social groups (i.e., women, people of color, and sexual minorities) experience more incivility in the workplace compared to their high-status counterparts. Data from 4 dif-



ferent samples of working adults revealed that women and sexual minorities are more likely to be targets of incivility.

Gayle M. Oatley, Western Kentucky University  
Sonia L. Windhorst, Western Kentucky University  
Kathi N. Miner-Rubino, Western Kentucky University  
Lilia M. Cortina, University of Michigan

Submitter: Kathi N. Miner-Rubino, kathi.miner-rubino@wku.edu

#### 146-4. Developing Front-Line Leaders as the Key to a Robust Leadership

This study links 4 supervisors' traits (Agreeableness, Conscientiousness, Extraversion, and core self-evaluations) to abusive supervision reported by subordinates. Our findings suggest that Conscientiousness, Extraversion, and core self-evaluations are meaningful predictors of abusive supervision. These findings add to previous research on abusive supervision by identifying meaningful supervisor-related antecedents.

Changya Hu, National Taiwan University of Science & Technology  
Tsung-Yu Wu, Soochow University  
Jui-Hua Lai, National Taiwan University of Science & Technology

Submitter: Changya Hu, cyhu@ba.ntust.edu.tw

#### 147. Roundtable: Saturday, 9:00–9:50 Sun Roof (16th floor)

##### **Knowledge Management: How Organizations Manage Their Knowledge and Overcome Barriers**

Knowledge management is an increasingly useful tool to help increase organizational effectiveness. However, there are many barriers to the successful implementation of knowledge management. This discussion will focus these issues, with discussants sharing their experiences with knowledge management at NASA-KSC.

Julie A. Warren, NASA-KSC/Florida Institute of Technology, *Host*  
Marinus van Driel, Florida Institute of Technology, *Co-Host*

Submitter: Julie A. Warren, jwarren@fit.edu

#### 148. Panel Discussion: Saturday, 10:30–12:20 Gilbert (4th floor)

##### **I-O Psychology: It's Not Just a Job, It's an Adventure**

I-O psychologists play a key role in the missions of the Departments of Defense, Justice, and Homeland Security. This session presents an introduction to the unique opportunities available in these organizations providing an overview the work they do, the specialized training they receive, and the challenges and opportunities they encounter.

Amy Dawgert Grubb, Federal Bureau of Investigation, *Chair*  
Chris Foster, United States Navy, *Co-Chair*  
Amy Dawgert Grubb, Federal Bureau of Investigation, *Panelist*  
Aaron U. Bolin, U.S. Navy Human Performance Center, *Panelist*

Michelle Zbylut, U.S. Army Research Institute, *Panelist*  
Patrick J. Curtin, U.S. Customs and Border Protection, *Panelist*  
Submitter: Chris Foster, thomas.foster@navy.mil

#### 149. Symposium: Saturday, 10:30–12:20 Odets (4th floor)

##### **A Perfect and Just Weight, a Perfect and Just Measure**

The purpose of this symposium, as always, is to provide a forum for our best methodological researchers to describe their most recent efforts. In this, the 12th installment, our presenters will address issues relating to person–environment fit, evaluation of fit for latent variable models, scale coarseness, ill-structured measurement designs, and relative importance of predictors.

Jose M. Cortina, George Mason University, *Chair*  
Jeffrey R. Edwards, University of North Carolina, *The Accumulation of Knowledge in Person–Environment Fit Research*

Tiffany Bludau, George Mason University, Jeffrey L. Herman, George Mason University, Larry J. Williams, Virginia Commonwealth University, Jose M. Cortina, George Mason University, *Fit Indices for Evaluating Latent Variable Models: A Review of Measurement, Structural, and Other Components*

Herman Aguinis, University of Colorado, Denver, Charles A. Pierce, University of Memphis, *Correcting Correlation Coefficients Attenuated From Using Coarse Scales*  
Dan J. Putka, HumRRO, Rodney A. McCloy, HumRRO, Huy Le, University of Central Florida, *An Overlooked Problem With Standard Practices for Analyzing Ratings Data From Ill-Structured Measurement Designs*

Scott Tonidandel, Davidson College, James M. LeBreton, Purdue University, Jeff W. Johnson, Personnel Decisions Research Institutes, *Determining the Statistical Significance of Relative Weights*

Lawrence R. James, Georgia Tech, *Discussant*

Submitter: Jose M. Cortina, jcortina@gmu.edu

#### 150. Practice Forum: Saturday, 10:30–11:50 Wilder (4th floor)

##### **Unleashing Innovation: The Role of Organizations' Human Capital**

The factors differentiating innovative work environments are explored through global employee survey findings and case examples from 2 multinationals. A framework is presented and supported that encompasses both local-level supports for creativity and organization-level structures for executing new ideas. Implications for improving any company's adaptability are discussed.

Leslie A. Bethencourt, Northern Illinois University, *Chair*  
Patrick Kulesa, ISR, *It Takes Two: Incubation and Execution Unlock Organizational Innovation*

Ricardo A. Aparicio, General Mills, *Distinct Paths to Superior Innovation at General Mills*

Lesley Brown, ISR, Graeme Ditchburn, ISR, Andrea Briggs, ISR, *Leaders Set the Stage: Innovation at a Large Retailer*  
Dan Rubin, ISR, *Discussant*

Submitter: Leslie A. Bethencourt, lesliebethencourt@hotmail.com

151. Symposium: Saturday, 10:30–11:50  
Hart (4th floor)

### Self-Based Individual Differences in Organizations: Implications for Employee Behaviors

The papers in this session center around the mediating and moderating effects of self-based individual differences on employee attitudes and behaviors. We address issues such as self-based attributes as predictors of organizational commitment, the buffering role of positive self-evaluations, and the negative consequences of arrogance on employee performance.

Russell E. Johnson, University of South Florida, *Chair*  
Chu-Hsiang Chang, Roosevelt University, *Co-Chair*

Russell E. Johnson, University of South Florida, Chu-Hsiang Chang, Roosevelt University, *Integrating Organizational Commitment with Self-Concept and Regulatory Focus: A Four-Factor Model*

Kristie Lynn Campana, University of Minnesota, Joyce E. Bono, University of Minnesota, *Negative Work Events, Mood, and Motivation: The Role of Core Self Evaluations*

Stanley B. Silverman, University of Akron, Aarti Shyamsunder, Kronos Talent Management Division, Russell E. Johnson, University of South Florida, *Arrogance: A Formula for Failure*

Lance Ferris, University of Waterloo, Douglas J. Brown, University of Waterloo, Daniel Heller, Tel Aviv University, *Antecedents of Organization-Based Self-Esteem and its Regulatory Consequences*

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

Submitter: Chu-Hsiang Chang, changc1@rcn.com

152. Symposium: Saturday, 10:30–12:20  
O'Neill (4th floor)

### Cross-Cultural Perspectives on Mentoring Research

Increased workplace diversity makes it important to take a cross-cultural perspective on organizational phenomenon. Because culture impacts relational patterns and exchanges, it may influence mentoring relationships. Research has largely failed to explore such an influence on organizational mentoring. This symposium provides the first integrated perspective on cross-cultural issues in mentoring.

Lillian T. Eby, University of Georgia, *Chair*

Sarah C. Evans, University of Georgia, *Co-Chair*

Ozgun Burcu Rodopman, University of South Florida, Xian

Xu, University of South Florida, Tammy D. Allen,

University of South Florida, Hazel-Anne M. Johnson,

University of South Florida, *National Culture as the*

*Context: New Propositions for Workplace Mentoring*

Nikos Bozionelos, University of Durham, *A Comparative Study on Mentoring in Four European Countries*

Terri A. Scandura, University of Miami, Ethlyn A. Williams, Florida Atlantic University, *Mentoring and Perceptions of Politics: U.S. and the Middle East*

Yan Shen, Boston University, Douglas T. Hall, Boston University, Aimin Yan, Boston University, *Cross-Cultural Mentoring Between Expatriates and Their Local Colleagues: How Is it Different?*

Aarti Ramaswami, Indiana University, *Developmental Relationships in India: A Qualitative, Exploratory Study*

Submitter: Sarah C. Evans, scevans@uga.edu

153. Symposium: Saturday, 10:30–11:50  
Ziegfeld (4th floor)

### Enhancing the Effectiveness of Executive Coaching Through Research With Clients

The prevalence of executive coaching has grown tremendously and is expected to increase. Despite its popularity, there has been little effort to integrate findings to inform the practice of coaching. The purpose of this session is to share current research, specifically from clients, to enhance the practice of executive coaching.

Joyce E. A. Russell, University of Maryland, *Chair*

Hilary J. Gettman, University of Maryland, *A Framework for Studying the Effectiveness of Executive Coaching*

Mark L. Poteet, Organizational Research & Solutions, Inc.

Jeffrey D. Kudisch, University of Maryland, *The Voice of the Coachee: What Makes for an Effective Coaching Relationship?*

Mary W Bush, The Foundation of Coaching, *Client Views of Effectiveness in Executive Coaching*

Cynthia Kay Stevens, University of Maryland, *Understanding Executives' Self-Concepts as a Basis for Effective Coaching*

Submitter: Joyce E. A. Russell, jrussell@rhsmith.umd.edu

154. Education Forum: Saturday, 10:30–11:50  
Brecht (4th floor)

### Building the Consulting Function in an I-O Master's Program

Special challenges exist for developing consulting operations within master's I-O programs due to the level of students' skill development and programs' short duration. Participants will describe 1 established and 1 new center for consulting. Faculty and a former student will discuss advantages for students, faculty, universities, and local communities.

Rosemary Hays-Thomas, University of West Florida, *Chair*

Richard G. Moffett III, Middle Tennessee State University, *Using a University-Based Consulting Center to Train Master's-Level Students: Educational Benefits and Execution Challenges*

Sherry Schneider, University of West Florida, Christine K. Cavanaugh, University of West Florida, *Building Mutually Beneficial Consulting Relationships With an I-O Master's Program*

Brittany Bjorklund, Baptist Leadership Institute, *The Intern in a Master's Program Consultancy: Bridging the Gap Between Academia and Practice*

Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

155. Poster Session: Saturday, 10:30–11:20  
Westside (5th floor)

### Job Attitudes

### 155-1. A Multisource Model of Perceived Organizational Support and Performance

This study provides a multisource examination of perceived organizational support (POS), including measures of supervisor support (PSS), coworker support (PCS), and direct report support (DRS). The additive value of counterproductive work behaviors (CWB) to a POS-performance outcome model that includes both task and extra-role (OCB) performance is also examined.

Sarah K. Nielsen, Germanna Community College  
Tjai M. Nielsen, George Washington University  
Eric Sundstrom, University of Tennessee

Submitter: Sarah K. Nielsen, snielsen@gcc.vccs.edu

### 155-2. Effects of Social Skill and Organizational Support on Interpersonal Deviance

We investigated the joint effects of perceived organizational support (POS) and social skill on interpersonal deviance. Both POS and social skill had main effects on interpersonal deviance. However, their joint effects were interactive rather than additive. POS was negatively related to interpersonal deviance only among workers low in social skill.

L. A. Witt, University of Houston  
Emily David, University of Houston  
John W. Wilson, Office of Personnel Management  
Wayne A. Hochwarter, Florida State University

Submitter: L. A. Witt, witt@uh.edu

### 155-3. A Dispositional Approach to Job Insecurity and Job Well-Being

This study extends previous research into job insecurity and employee well-being by examining the causal mechanisms by which dispositional affect may impact this relationship. Covariance structure analysis ( $N = 295$ ) supported a direct mediation model where positive and negative affectivity predict job well-being both directly and indirectly through job insecurity.

Patrick Brennan O'Neill, Curtin University of Technology  
Submitter: Patrick Brennan O'Neill, patrick13@rogers.com

### 155-4. Sanctifying Work: Affects on Satisfaction, Commitment, and Intent to Leave

Sanctification involves perceiving objects or events as having spiritual significance or as being extraordinary and worthy of respect. Recent studies demonstrate positive outcomes associated with sanctification. We extend this research by demonstrating that sanctifying one's work positively affects job satisfaction and organizational commitment and results in less intention to leave.

Alan G. Walker, East Carolina University  
Megan N. Jones, East Carolina University  
Shahnaz Aziz, East Carolina University  
Karl Wuensch, East Carolina University

Submitter: Alan G. Walker, walkera@ecu.edu

### 155-5. Relationship Between Core Self-Evaluations and Affective Commitment

This study sought to determine the relationship between the relatively recent and increasingly important construct of core self-evaluations (CSE) and affective commitment (AC). Results indicated that a positive relationship exists between CSE and AC; however, the relationship was fully mediated by job satisfaction and perceived job characteristics.

Joshua Kittinger, East Carolina University

Submitter: Joshua Kittinger, joshkitt@gmail.com

### 155-6. Organizational Values and Employee Attachment: Moderating Role of Employee Identity

We investigated the moderating effects of employee identity on the relationship between organizations' values and employee attachment. Results indicated employee self-concept plays an important moderating role. This is important given prior assertions that individual difference variables have little relevance for organizational commitment. Implications and directions for future research are discussed.

Karl Swartzendruber, University of Akron  
Erin Jackson, University of South Florida  
Russell E. Johnson, University of South Florida

Submitter: Erin Jackson, erinmjackson@gmail.com

### 155-7. Interactions Among Organizational Commitment Types: Synergistic or Competitive?

This study explored possible interactions between the different types of organizational commitment. We found significant interactions between affective and continuance commitment for predicting OCBs and turnover intentions. Similar interactive effects were also observed between normative and continuance commitment. In every case but 1, the pattern of effects was identical.

Meng Taing, University of South Florida  
Kyle Groff, University of South Florida  
Russell E. Johnson, University of South Florida

Submitter: Russell E. Johnson, rjohnson@cas.usf.edu

### 155-8. The Relative Importance of Voluntary Stock Investment on Ownership Outcomes

We examined the relative effects of formal ownership compared to ownership privileges on the development of ownership attitudes and behaviors in a sample of professional employees. Supporting ownership theory, perceptions of information and control had a much stronger impact on ownership outcomes than did investment in company stock.

Benjamin B. Dunford, Purdue University  
Deidra J. Schleicher, Purdue University  
Liang Zhu, Purdue University

Submitter: Benjamin B. Dunford, bdunford@purdue.edu



### 155-9. Do Employee Attitudes Matter to Task Performance? A Meta-Analysis

This study is a meta-analysis on the relationship between employee attitudes and task performance. The results suggest that employee attitudes have a significant, though modest, influence on task performance (corrected correlation = .20). Further, theoretical groupings of employee attitudes, source of performance rating, and affective valence moderated the relationship.

Thomas Ng, University of Georgia  
 Marcus M. Butts, University of Georgia  
 Robert J. Vandenberg, University of Georgia

Submitter: Marcus M. Butts, mmbutts@uga.edu

### 155-10. Comparing Trust in Humans and Machines: Development of a Measure

Researchers are interested in comparing trust in humans with trust in machines. However, no scale exists for which there is evidence of invariance (cross-group equivalency). Establishment of invariance is essential for unambiguous interpretations of mean differences in scale scores. We present a measure of trust that is invariant across groups.

Stephanie M. Merritt, Michigan State University  
 Ruchi Sinha, Michigan State University  
 Paul Curran, Michigan State University  
 Daniel R. Ilgen, Michigan State University

Submitter: Stephanie M. Merritt, merritt44@msu.edu

### 155-11. Organizations as Good Citizens: Citizenship Behavior, Supervisor and Organizational Support

We developed a measure of citizenship behaviors from the organization (CBO) using a sample of full-time correctional employees. Using a separate sample of correctional employees, we examined the distinctiveness of CBO from perceived supervisor and organizational support (POS). We also found perceived supervisor support and CBO significantly related to POS.

Linda R. Shanock, University at Albany, SUNY  
 Maria Arboleda, University at Albany-SUNY  
 Jamie S. Donsbach, Group for Organizational Effectiveness

Submitter: Linda R. Shanock, shanockl@yahoo.com

### 155-12. More Support, Less Cynicism, Please!

This study examines support within the workplace as a possible defense against organizational cynicism. The effects of supervisor support and organizational support are examined. Perceived organizational support is investigated as the mediator of the relationship between perceived supportive supervisor interactions and organizational cynicism. Study implications are discussed.

Matrecia L. James, Jacksonville University

Submitter: Matrecia L. James, mjames2@ju.edu

### 155-13. Antecedents of Voluntary Company Stock Investment: Who Invests and Why?

We examined three classes of antecedents (demographic, rational, and affective) of voluntary company stock investment. We found that both rational (stock performance outlook) and affective (perceived employee obligations) antecedents were related to voluntary company stock investment and demonstrated incremental validity beyond traditionally studied demographic characteristics.

Liang Zhu, Purdue University  
 Benjamin B. Dunford, Purdue University  
 Deidra J. Schleicher, Purdue University

Submitter: Deidra J. Schleicher, deidra@purdue.edu

### 155-14. The Impact of Winning and Losing at Home on Self-Esteem

In an experiment involving a dyadic negotiation, we examine how winning or losing in one's own territory versus another's territory impacts self-esteem. We found winning in one's own territory more strongly impacted self-esteem than winning in another's territory; however, the impact of failure was the same in both territories.

Graham Brown, Singapore Management University  
 Sandra Robinson, University of British Columbia

Submitter: Sandra Robinson, robinson@sauder.ubc.ca

### 155-15. Longitudinal Examination of Environmental and Dispositional Antecedents of Job Satisfaction

Previous research identifies environmental and dispositional factors as potential causes of job satisfaction. Most of this research, however, employs cross-sectional designs. The current study examines potential causes of job satisfaction using a 2-wave longitudinal design (13-month time lag). Results indicate that dispositional and environmental factors are potentially causes of satisfaction.

Greg Hammond, Wright State University  
 Nathan A. Bowling, Wright State University  
 Terry A. Beehr, Central Michigan University  
 Connie P. Watson, Delta College

Submitter: Nathan A. Bowling, nathan.bowling@wright.edu

### 155-16. On the Importance of Balancing Support for Multiple Organizational Stakeholders

Limited empirical research has investigated ways to identify (im)balance in support for stakeholder groups. Results of this study show that support for 2 distinct groups led to positive outcomes for teachers ( $N = 297$ ; higher job-specific positive affect and commitment, and lower negative affect), and imbalance led to increases in negative affect.

Christopher R. Warren, California State University, Long Beach

Submitter: Christopher R. Warren, cwarren2@csulb.edu



### 155-17. Final Four Fever: Relationships With Organizational Support and Commitment

In comparing 2 competing mediated models involving employees' reaction to their university's basketball team participating in the Final 4 (Final 4 Fever: FFF), greater support was found for FFF as an antecedent of affective commitment, partially mediated by perceived organizational support, rather than as an outcome of affective commitment.

Louis C. Buffardi, George Mason University  
Johnathan Nelson, George Mason University  
Laura Wheeler Poms, George Mason University  
Richard Hermida, George Mason University

Submitter: Louis C. Buffardi, buffardi@gmu.edu

### 155-18. Commitment to Supervisors and Organizations and Turnover

We examined the moderating effect of commitment to supervisors on the organizational commitment–turnover relationship. Using 3 independent samples of employees, we found that commitment to supervisors was negatively related to intended and actual turnover only when organizational commitment was low. Implications for turnover research are discussed.

Christian Vandenberghe, HEC Montreal  
Kathleen Bentein, University of Quebec at Montreal

Submitter: Christian Vandenberghe,  
christian.vandenberghe@hec.ca

### 155-19. Measurement Invariance of the Job Satisfaction Survey Across Work Contexts

The purpose of this study was to test for measurement invariance of the Job Satisfaction Survey (JSS) across law enforcement job contexts. Respondents included 1,198 patrol officers and 312 administrative officers. Fourteen of the 32 items displayed differential item functioning. Implications for using the JSS in organizational settings are discussed.

Aaron Michael Watson, North Carolina State University  
Lori Foster Thompson, North Carolina State University  
Adam W. Meade, North Carolina State University

Submitter: Aaron Michael Watson, amwatson@ncsu.edu

### 155-20. Predicting Commitment Profile Membership From Perceived Organizational Support and Autonomy

We tested whether perceived organizational support and job autonomy predicted the likelihood of belonging to groups characterized by different combinations of affective, normative, and continuance commitment. Data provided by 266 physicians were analyzed using multinomial logit analysis. The results provided support for our predictions. Theoretical and practical implications were discussed.

Ian R. Gellatly, University of Alberta  
Karen Hunter, University of Alberta

Andrew A. Luchak, University of Alberta  
John P. Meyer, University of Western Ontario

Submitter: Ian R. Gellatly, ian.gellatly@ualberta.ca

### 155-21. The Influence of Individual Differences on Organizational Safety Attitudes

In an effort to determine what contributes to stronger employee attitudes toward safety, we investigated the relationships between a wide array of individual differences and safety attitudes. Results showed that Agreeableness, Conscientiousness, prevention regulatory focus, and fatalism related significantly to all 6 safety attitudes examined.

Carolyn J. Stuft, Texas A&M University  
Jaime B. Henning, Texas A & M University  
Stephanie C. Payne, Texas A&M University  
Mindy E. Bergman, Texas A&M University  
Nir Keren, Iowa State University  
Sam Mannan, Texas A&M University

Submitter: Carolyn J. Stuft, carolyn.stuft@gmail.com

### 155-22. Attributional Influences on Leadership Perceptions and Organizational Commitment

This study investigates the influence of attribution styles on organizational commitment and how this relationship may be mediated by perceptions of leader ethicality and abuse. Results indicate that self-enhancing attribution styles negatively influenced affective commitment, identification commitment and exchange commitment, and that perceptions of ethical leadership partially mediated these relationships.

Paul Harvey, Florida State University  
Marie T. Dasborough, Oklahoma State University  
Ranida B. Harris, Indiana University Southeast

Submitter: Paul Harvey, np02@fsu.edu

### 155-23. Examining Implicit and Explicit Attitudes Towards Female Managers

This study developed an implicit measure of attitudes toward female managers. We found that the implicit measure was related to several explicit attitude measures. We also found that men and women reported positive explicit attitudes, but men's implicit attitudes were negative. Social desirability could not account for this reversal.

Brittany Boyd, Baruch College  
Charles A. Scherbaum, Baruch College, CUNY

Submitter: Brittany Boyd, brittanyboyd@yahoo.com

### 155-24. The Three-Component Model of Organizational Commitment in Romania

This study investigates the 3-component model of organizational commitment in Romania. In terms of factor structure, and relationships between commitment, satisfaction and turnover intentions, we found similar results to North American samples. The relationship between job satisfaction and turnover intentions was partially mediated by affective and normative commitment.

Dan Ispas, University of South Florida  
Michael E. Rossi, University of South Florida

Submitter: Michael E Rossi, michael.e.rossi@excite.com

#### 155-25. The Attitudes of Voluntary and Involuntary Part-Time Employees

A comparison of full-time and part-time employees revealed that part-time employees reported higher levels of job satisfaction and perceived interactional justice than full-time employees. Further analyses with part-time employees showed that those who preferred to be part time (voluntary) reported more favorable attitudes than those who preferred to be full time (involuntary).

Kristin L. Cullen, Auburn University  
Bryan D. Edwards, Auburn University  
Scott Mondore, Maersk, Inc  
J. Craig Wallace, Oklahoma State University

Submitter: Kristin L. Cullen, cullek@auburn.edu

#### 155-26. CSE and Job Satisfaction: The Mediating Role of Organizational Justice

In this paper, justice was examined as a mediator of the relationship between core self-evaluations (CSE) and job satisfaction using a longitudinal 3-wave study. Results show that justice mediated the relations between some CSEs and job satisfaction. Locus of control and Neuroticism influenced justice perceptions, which influenced job satisfaction.

Meagan M. Tunstall, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Meagan M. Tunstall, mmt00b@cs.com

#### 155-27. Employee Earliness: Attitudinal and Dispositional Predictors

Although the importance of employee lateness has long been recognized, the significance of employee earliness has generally been overlooked. Data from 209 employed adults indicated that earliness and lateness represent 2 distinct dimensions of behavior. Furthermore, organizational commitment, job involvement, and Conscientiousness yielded modest but significant positive relationships with earliness.

Nathan A. Bowling, Wright State University  
Terry A. Beehr, Central Michigan University

Submitter: Nathan A. Bowling, nathan.bowling@wright.edu

#### 155-28. Demographic Differences in Job Attitudes: Regional Culture as a Moderator

Data from 1,669 participants representing all 50 U.S. states were used to examine geographic region as a moderator of the relationships between employee demographics (i.e., race and gender) and job attitudes. Results indicated that demographic differences in job attitudes were small and did not vary across geographic regions.

Nathan A. Bowling, Wright State University

Submitter: Nathan A. Bowling, nathan.bowling@wright.edu

#### 155-29. A Meta-Analysis of Job Satisfaction, LOC, and Type-A Personality

A meta-analysis of studies reporting relationships of job satisfaction with LOC and Type A is described. Results indicate a dispositional effect of facets of LOC and Type A on job satisfaction. The notion that facet measures of dispositions are more appropriate when examining organizational variables than global measures is supported.

Haitham A. Khoury, University of South Florida  
Valentina Bruk-Lee, University of South Florida  
Ashley Nixon, University of South Florida  
Angeline Ping Shin Goh, University of South Florida  
Paul E. Spector, University of South Florida

Submitter: Haitham A. Khoury, hkhoury@mail.usf.edu

#### 155-30. Examining the Impact of Off-The-Job Interactions on Job Attitudes

We investigated how off-the-job social interactions may impact the job attitudes of employees. Specifically, in a sample of 309 part-time employees across a variety of organizations, we examined the nature of the relationships between leader-member exchange quality (LMX), off-the-job interactions (OJI), organizational citizenship behaviors (OCB's), and affective and cognitive-based satisfaction.

Daren S. Protolipac, St. Cloud State University  
Rupsmi Rajkhowa, St. Cloud State University  
Adam Fetterman, St. Cloud State University  
Morgan Stambaugh, St. Cloud State University  
Matthew Priebe, St. Cloud State University  
Josh Vraa, St. Cloud State University

Submitter: Daren S. Protolipac, dsprotolipac@stcloudstate.edu

#### 156. Practice Forum: Saturday, 10:30–11:50 Broadway S (6th floor)

##### **Top-Rated Practice Forum: Advanced Approaches to Basic Qualifications: Methods and Implications for Organizations**

Basic qualifications (BQs) are widespread in personnel selection and have gained increased focus from practitioners with the OFCCP's definition of Internet applicants. This forum examines new approaches to setting qualifications, and challenges and outcomes of creating and implementing BQs with examples from the federal government and *Fortune* 500 companies.

Sarah S. Fallaw, PreVisor, *Chair*  
Carolyn L. Facticeau, Facticeau and Associates, LLC  
Laura Clements, United Parcel Service, Katherine A. Jackson, Center for Business, Auburn University-Montgomery, *Managing OFCCP Internet Applicant Guidelines in High-Volume Hiring Situations: A Discussion of Challenges and a Content Validity Approach to Establishing Basic Qualifications*

Evan F. Sinar, Development Dimensions International,  
Douglas H. Reynolds, Development Dimensions  
International, Corinne D. Mason, Development  
Dimensions International, *A New Approach to Developing  
Online Basic Qualifications Measures*

Ryan Shaemus O'Leary, Personnel Decisions Research Institutes,  
Elaine D. Pulakos, Personnel Decisions Research Institutes,  
Alfred J. Illingworth, Personnel Decisions Research Institutes,  
Larissa Linton, Personnel Decisions Research Institutes, Rose  
A. Mueller-Hanson, Personnel Decisions Research Institutes,  
*Development of Content-Valid Competency-Based  
Minimum Qualifications at a Large Federal Agency*

Andrew L. Solomonson, PreVisor, Pamela Congemi, PreVisor,  
Kimberly A. Wrenn, PreVisor, *Effects of Implementing  
Minimum Qualifications on Adverse Impact and Related  
Outcomes*

Philip Bobko, Gettysburg College, *Discussant*

Submitter: Sarah S. Fallaw, sfallaw@previsor.com

157. Practice Forum: Saturday, 10:30–12:20  
Broadway N (6th floor)

### **Evolving Corporate Culture: Microsoft's Culture Change**

Four practitioners from Microsoft Corporation will discuss their work to change Microsoft's culture. This work is being approached proactively, to prepare for the changing business and competitive needs of the company. Two discussants will provide their perspective on this work and culture change more broadly.

Kathleen Suckow Zimberg, Microsoft Corporation, *Chair*  
Alexis A. Fink, Microsoft Corporation, *Organizationally  
Relevant Culture Research*

Lindsay Bousman, Microsoft Corporation, Lisa Sandora,  
Microsoft Corporation, *Future of Culture Change:  
Moving the Needle Through Selection and Assessment*

Kathleen Suckow Zimberg, Microsoft Corporation, *Seizing  
the Opportunity: Culture Change With New Employees*

Paul Gomez, Microsoft Corporation, *Implementation of a  
Redesigned Performance Appraisal System*

John Hunthausen, Microsoft Corporation, *Discussant*

Scott M. Brooks, Kenexa, *Discussant*

Submitter: Kathleen Suckow Zimberg, katez@microsoft.com

158. Symposium: Saturday, 10:30–12:20  
Plymouth (6th floor)

### **Recent Experimental Research on Positive Forms of Leadership**

This symposium focuses on the outcomes of 5 cutting-edge experimental studies focusing on positive forms of leadership and leadership development. Topics include leader transparency, leader efficacy, moral decision making, leader self-development, and swift trust. Taken together, we cover recent theory development and also empirical tests of positive forms of leadership.

Todd L. Pittinsky, Harvard University, *Chair*  
Larry Hughes, University of Nebraska at Kearney, *Transparency,  
Translucence or Opacity? An Experimental Study of the  
Impact of a Leader's Relationship Transparency and Style  
of Humor Delivery on Follower Creative Performance*

Sean T. Hannah, United States Military Academy,  
*Developmental Readiness: A Construct to Accelerate  
Leader Development*

Weichun Zhu, Harvard University, *Authentic Leadership and  
Follower Moral Decision-Making Intention: Role of  
Follower Moral Identity*

Rebecca J. Reichard, Kravis Leadership Institute, *Leader Self-  
Development Intervention Study: The Impact of Self-  
Discrepancy and Feedback*

Paul Lester, United States Military Academy, *Swift Trust:  
Examining the Development and Acceleration of Follower  
Trust in Leaders in a Temporary Group Context*

Susan E. Murphy, Claremont McKenna College, *Discussant*

Submitter: Rebecca J. Reichard, rreichard@cmc.edu

159. Symposium: Saturday, 10:30–11:50  
Majestic (6th floor)

### **Effects of Work Demands on Employee Health and Well-Being**

Employee health and well-being are important topics in applied psychological research. This symposium brings together researchers who utilize experience sampling methods to examine both within- and between-individual effects of work demands, experiences, and stressors on employees' health and well-being.

Remus Ilies, Michigan State University, *Chair*  
Nikos Dimotakis, Michigan State University, *Co-Chair*  
Sabine Sonnentag, University of Konstanz, Carmen  
Binnewies, University of Konstanz, *Emotional  
Dissonance as a Stressor in Human Service Work:  
Findings from Day-Level Analyses*

Erin Fluegge Woolf, University of Florida, Beth A.  
Livingston, University of Florida, Timothy A. Judge,  
University of Florida, *Working With the Dead: The  
Emotional Labor of Funeral Home Employees*

Remus Ilies, Michigan State University, Nikos Dimotakis,  
Michigan State University, *Psychological and Physiological  
Responses to Work Demands: The Role of Coping*

Joyce E. Bono, University of Minnesota, Kristie Lynn  
Campana, University of Minnesota, *Linking Negative  
Work Events and Employee Health: Does Social Support  
Matter?*

Sheldon Zedeck, University of California-Berkeley, *Discussant*

Submitter: Remus Ilies, ilies@msu.edu

160. Panel Discussion: Saturday, 10:30–12:20  
Winter Garden (6th floor)

### **Individual Assessment Today: What Works, and What Doesn't Work!**

A distinguished panel of assessment experts addresses concerns and successes in using individual assessment in organizations. Panelists will answer questions regarding the success and failure of assessment, how to introduce it and use it, how to design it, and how do we know it works.

Ilianna H. Kwaske, Individual Practitioner, *Chair*  
P. Richard Jeanneret, Valtera, *Panelist*  
Mike Piotrowski, The Hartford, *Panelist*  
Erich P. Prien, Performance Management Press, *Panelist*



Robert F. Silzer, Human Resource Assessment & Development, *Panelist*

Submitter: Ilianna H. Kwaske, [ihk@kwaske.com](mailto:ihk@kwaske.com)

161. Symposium: Saturday, 10:30–11:50  
Soho (7th floor)

### **New Standards for Retaliation Claims: What I-O Practitioners Should Know**

The Supreme Court articulated new standards for Title VII retaliation claims in *Burlington Northern v. White* (June 22, 2006). As a result, employers will face greater challenges in defending against retaliation claims. This symposium evaluates the *White* ruling, discusses several of these challenges, and proposes proactive solutions.

Arthur Gutman, Florida Institute of Technology, *Chair*

Donald L. Zink, Personnel Management Decisions, Eric M. Dunleavy, American Institutes for Research, Stan Malos, San Jose State University, Arthur Gutman, Florida Institute of Technology, *The Scope and Implications of the Supreme Court's Ruling in BNSF v. White*

Eric M. Dunleavy, American Institutes for Research, *Defining "Adverse" Action: Will BNSF v. White Make a Difference?*

Stan Malos, San Jose State University, *Retaliation as Bootstrapping: Tactics for Hedging Problematic Discrimination Claims and How to Avoid Them*

Arthur Gutman, Florida Institute of Technology, *BNSF v. White: Implications for Traditional Hostile Environment Harassment Complaints*

Wayne F. Cascio, University of Colorado, *Discussant*

Submitter: Arthur Gutman, [artgut@aol.com](mailto:artgut@aol.com)

162. Symposium: Saturday, 10:30–12:20  
Gramercy (7th floor)

### **Assessing the Impact of Multisource Feedback on Individual/Organizational Performance**

This symposium will examine the influence of leadership dimensions on key organizational outcomes through the use of multisource feedback ratings. Specifically through the analysis of manager demographics, organizational climate, coaching, and performance measures, the papers will identify relevant links between the multisource feedback results and objective organizational performance.

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

Marina P. Field, Teachers College, Columbia University, Kristin R. Konie, The Home Depot, W. Warner Burke, Teachers College, Columbia University, *Linking Leader Sex and Behavior to Performance*

Matthew S. Kleinman, Teachers College, Columbia University, Don C. Allen, Institute for Personality and Ability Testing, W. Warner Burke, Teachers College, Columbia University, *Multidimensional Self-Awareness and Organizational Performance*

Monica Schultz, Kansas State University, Amanda S. Jay, Hay Group, Cheryl L. Comer, Kansas State University, *360-Feedback: A Research Tool to Understand Leader Behavior and Its Effects*

LaToya D. Ingram, Teachers College Columbia University, Chris L. Lovato, The Home Depot, W. Warner Burke, Teachers College, Columbia University, *Multisource Feedback: How Does the Coaching Relationship Influence the Coach?*

William Pasmore, Mercer Delta Consulting, LLC, *Discussant*

Submitter: Marina P. Field, [Marina.Field@gmail.com](mailto:Marina.Field@gmail.com)

163. Symposium: Saturday, 10:30–11:50  
Empire (7th floor)

### **Recent Findings in Disability Employment: Employer Attitudes and Discrimination Claims**

People with disabilities still face discrimination in the workplace, often due to employer fears about high accommodation costs and potential lawsuits. Researchers will present recent findings on employer attitudes, accommodation costs, discrimination claims, and strategies to improve the employment rate of people with disabilities.

Nathan D. Ainspan, The CNA Corporation, *Chair*

Beth M. Bienvenu, USDOL Office of Disability Employment Policy, *Making the Business Case for Hiring People With Disabilities: Recent Data on Hiring and Accommodating People With Disabilities in the Workplace*

Susanne M. Bruyere, Cornell University, Antonio Ruiz-Quintanilla, Employment & Disability Institute, Cornell University, Andrew J. Houtenville, Employment & Disability Institute, Cornell University, *Disability and Diversity: A Comparative Study on Workplace Employment Discrimination Claims*

Megan K. Leasher, HR Chally Group, Corey E. Miller, Wright State University, Charles N. Thompson, Wright State University, Suzanne L. Dean, Wright State University, *Who, What, and Why? An Analysis of Disability Discrimination Claims and How They Differ From Other Claim Bases of Employment Discrimination*

Dianna L. Stone, University of Texas, San Antonio, Kevin J. Williams, University at Albany-SUNY, Kimberly Lukaszewski, SUNY-New Paltz, *The Effects of a Community-Based Intervention on Employers' Beliefs and Intentions to Hire People With Disabilities*

Nathan D. Ainspan, The CNA Corporation, *Discussant*

Submitter: Nathan D. Ainspan, [ainspan@cna.org](mailto:ainspan@cna.org)

164. Master Tutorial: Saturday, 10:30–11:50  
Chelsea (7th floor)

**1.5 CE credits for attending! Register at the session.**

### **Towards More Dynamic Research in I-O Psychology**

The aim of this tutorial is to better incorporate time in the design of research studies. After contrasting timeless and time-based research, 4 topics are addressed: dynamic conceptualization of phenomena, use of a strategic framework for generating temporal research questions, making temporal research designs (including sampling, measurement), and temporal analysis.

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

Submitter: Milton Hakel, [mhakel@bgsu.edu](mailto:mhakel@bgsu.edu)



165. Theoretical Advancement: Saturday, 10:30–11:50  
Duffy (7th floor)

### Unifying Theories of Motivation

A new integrated theory of motivation is presented that unifies a range of theories of human nature under a single mathematical model, including goal setting, personality, and hyperbolic discounting. This integration of theories will be extended by considering the systems paradigm and how it will advance the field of motivation.

Piers Steel, University of Calgary, *Presenter*  
Jeffrey B. Vancouver, Ohio University, *Presenter*  
Robert G. Lord, University of Akron, *Presenter*

Submitter: Piers Steel, Piers.Steel@Haskayne.UCalgary.ca

166. Interactive Posters: Saturday, 10:30–11:20  
Harlem (7th floor)

### Global Leadership & Assessment

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

166-1. Understanding Leadership Competencies in China: A Benchmarking Study

This research investigates the structure, importance, and proficiency levels of leadership competencies in China. A sample of 755 Chinese leaders and 43 human resource professionals provided ratings of leadership competencies. Results show how cultural values affects the structure and prioritization of leadership competencies.

Paul R. Bernthal, Development Dimensions International  
Ronnie Tan, Development Dimensions International  
Richard S. Wellins, Development Dimensions International

Submitter: Paul R. Bernthal, Paul.Bernthal@ddiworld.com

166-2. Empathy as a Global Leadership Competency: An Empirical Analysis

This research examines how the cultural background of a manager moderates the relationship between direct report ratings of empathy and boss ratings of performance. We found culture to be a significant moderator of the relationship between empathy and performance for 7 of the 9 GLOBE dimensions.

Golnaz Sadri, California State University-Fullerton  
Todd J. Weber, Center for Creative Leadership  
William A. Gentry, Center for Creative Leadership

Submitter: William A. Gentry, gentryb@leaders.ccl.org

166-3. CPI 260™ Validity: Comparing Leaders in Three Countries

This study was conducted to examine the factor structure of the CPI 260 assessment in 3 different countries. The similarities between the factors in U.S., Canadian, and Australian samples were examined by means of the coefficient of congruence. These results lend support for factorial validity of the CPI 260 assessment.

Nancy Schaubhut, CPP, Inc.

Richard C. Thompson, CPP, Inc.  
Michael L. Morris, CPP, Inc.  
Jenny Merriam, CPP, Inc.

Submitter: Nancy Schaubhut, nas@cpp.com

166-4. Understanding Project GLOBE: Exploratory Scale Reconstruction at an Individual Level

The GLOBE project's practices scales were found to measure values, using the Schwartz Values Survey as an index of validity. New value scales were developed that, for 7 of 9 constructs, adequately assessed the theoretical constructs developed by GLOBE.

William K. Gabrenya, Florida Institute of Technology  
Marinus van Driel, Florida Institute of Technology  
Stacey Fehir, Florida Institute of Technology

Submitter: Stacey Fehir, Fehirs@aol.com

167. Academic-Practitioner Collaborative Forum:  
Saturday, 10:30–11:50  
Marquis C (9th floor)

### Financial and Managerial Determinants of Engagement: Research and Case Studies

Within-year and time-lagged analyses revealed that managerial practices and organizational processes more strongly impacted employee engagement than financial performance. Past research and advanced analysis techniques are discussed along with best practices and tactical considerations. A second case study is presented highlighting the development process of academic-practitioner collaborative linkage projects.

Charles A. Scherbaum, Baruch College, CUNY, *Chair*  
Justin G. Black, Baruch College, CUNY, *Co-Chair*  
Charles A. Scherbaum, Baruch College, CUNY, Justin G. Black, Baruch College, CUNY, *Financial and Managerial Determinants of Employee Engagement*  
Craig S. Ramsay, Intuit Inc., *Using Linkage Analysis to Inform Decision Making at Intuit, Inc.*

Joyce Chan, The McGraw-Hill Companies, Justin G. Black, Baruch College, CUNY, *Conducting Linkage Research: Academic-Practitioner Collaboration and Tactical Considerations*

Ralf S. Kloeckner, Accenture, Douglas A. Klein, Sirota Survey Intelligence, Angela Grotto, Baruch College, CUNY/ Sirota Survey Intelligence, *Developing an Academic-Practitioner Linkage Project*

Submitter: Justin G. Black, justin.black@gmail.com

168. Symposium: Saturday, 10:30–11:50  
Marquis B (9th floor)

### Cut-Score Development as an Extension of the Validation Process

Cut-score development and test validation are often considered separate processes despite their interdependence in implementing selection systems. This symposium addresses cut scores as an extension of the validation process, exploring psychometric and practical issues in using validity evidence to set cut scores and assessing the validity of cut scores.

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, **Chair**

Joshua A. Isaacson, Florida Institute of Technology, **Co-Chair**

Phillip M. Mangos, NAVAIR Orlando Training Systems Division, Joshua A. Isaacson, Florida Institute of Technology, Richard D. Arnold, Human Performance Architects, ***Psychometric Issues in the Use of Validity Evidence to Support Cut-Score Decisions***

Lorin M. Mueller, American Institutes for Research, Alexander Alonso, American Institutes for Research, Andrea Amodio, American Institutes for Research, ***Contrasting Groups and Related Methods as a Solution to the Forward/Reverse Regression Problem in Setting Cut Scores***

Brent D. Holland, TeleTech Holdings, Inc., Christina R. Van Landuyt, Washington Mutual Bank, ***Evaluating Noncompensatory Cutoffs in Personality-Based Selection***

Henry L. Phillips, Chief of Naval Air Training, Tatana M. Olson, United States Navy, ***Practical Considerations Relevant to the Determination of Cut Scores for the U.S. Navy Aviation Selection Test Battery (ASTB)***

Submitter: Phillip M. Mangos, phillip.mangos@navy.mil

169. Practice Forum: Saturday, 10:30–11:50  
Cantor (9th floor)

### Using Competency Models to Attract, Retain, and Develop Talent

Competencies can be used to attract, retain, and develop the talent necessary to drive performance within an organization. Practitioners from 4 organizations with competency-based career development programs will discuss the development, integration and impact of these initiatives, as well as share their insights, best practices, and lessons learned.

Erica L. Hartman, APT, Inc., **Chair**

Cara C. Bauer, Novo Nordisk, Inc., Stephen A. Dwight, Novo Nordisk, ***Developing an Integrated Competency-Based Career Path to Support the Growth and Development of a Sales Organization***

Lisa Sandora, Microsoft Corporation, ***Career Models at Microsoft***

Michelle N. Blair, The Kellogg Company, ***Integrating Competencies Into Career Progression & Career Development***

Suzan L. McDaniel, Bristol-Myers Squibb, Erika D'Egidio, Bristol-Myers Squibb, Robin R. Cohen, Bristol-Myers Squibb, ***Enhancing Skills, Performance, and Organizational Capability through Competencies***

William H. Berman, APT, Inc., **Discussant**

Submitter: Erica L. Hartman, ehartman@appliedpsych.com

170. Symposium: Saturday, 10:30–11:50  
Barrymore (9th floor)

### Exploring the Use of Forced-Choice Personality Measures in Personnel Selection

In personnel selection contexts, forced-choice personality measures have been viewed as a useful alternative to Likert measures, typically because they are thought to be more resistant to faking. This symposium presents research on the properties and practical utility of forced-choice assessments to inform the development and use of these measures.

Patrick D. Converse, Florida Institute of Technology, **Chair**  
Neil D. Christiansen, Central Michigan University, George Montgomery, Central Michigan University, Gary N.

Burns, University of Wisconsin Oshkosh, ***Removing Effects of Cognitive Ability on Forced-Choice Personality Assessments***

Anna Brown, SHL Group Plc., ***Structural Equation Modeling of Latent Traits With Forced-Choice Ipsative Data: Theory and Applications***

Rodney A. McCloy, HumRRO, Dan J. Putka, HumRRO, ***Validation of a Person–Organization–Personality Hybrid Measure***

Dave Bartram, SHL Group PLC, ***Comparisons of Validity Coefficients Obtained With Normative and Ipsative Format Instruments***

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

Submitter: Patrick D. Converse, pconvers@fit.edu

171. Conversation Hour: Saturday, 10:30–11:20  
Sun Roof (16th floor)

### Education Research Funding for I-O Psychologists

I-O psychologists have the research expertise and skills needed to study the organizational structure and management/leadership issues that are endemic to public education. In this conversation hour presented by the National Center for Education Research, representatives of the U.S. Department of Education will discuss its education research funding opportunities for I-O psychologists.

Katina R. Stapleton, U.S. Department of Education, **Host**

Submitter: Eric D. Heggstad, edhegges@uncc.edu

172. Community of Interest: Saturday, 11:00–11:50  
Uris (6th floor)

### Organizational Justice

Jason A. Colquitt, University of Florida, **Facilitator**

173. Poster Session: Saturday, 11:30–12:20  
Westside (5th floor)

### Global Practices, Culture/Climate, Customer Service

173-1. A Theoretical Review of Empathy and Implications for Industrial-Organizational Psychology

Empathy has been peripherally discussed in industrial-organizational research. However, there continues to be confusion surrounding the definition and measurement of the construct, which is hindering the forward progress on any formal theories relating empathy to the workplace. The nature of empathy and implications for research areas are discussed.

Malissa A. Clark, Wayne State University

James M. LeBreton, Purdue University

Submitter: Malissa A. Clark, malissa@wayne.edu

### 173-2. Are Counterproductive Workplace Behaviors Related to Customer Experience?

Using a large restaurant company, we tested the relationship between counterproductive workplace behaviors (CWBs) and customer satisfaction and service quality to determine the influence of these negative behaviors on the customer experience and, potentially, profit. Employee perceived CWBs in the aggregate were related to both customer satisfaction and service quality.

Robert C. Baker, DecotiisErhard, Inc.  
Tara Myers, CorVirtus  
Christine Murphy, CorVirtus

Submitter: Christine Murphy, cmurphy@corvirtus.com

### 173-3. The Impact of CWBs on Customer Perceptions of Service Quality

The impact of counterproductive work behaviors (CWBs) on perceptions of service quality was examined. Drawing from the Robinson and Bennett (1995) framework of CWBs, we found that although severity of the infraction impacts perceptions of service, the extent to which CWBs are directed toward the organization (vs. other individuals) is not.

Robert C. Baker, DecotiisErhard, Inc.  
Tara Myers, CorVirtus  
D. Apryl Rogers, CorVirtus  
Christine Murphy, CorVirtus  
Brian D. Cawley, CorVirtus

Submitter: Bobby Baker, bbaker@Corvirtus.com

### 173-4. Trust and Productivity Improvement: A Cross-Cultural Analysis

We investigated the relationship between trust and productivity improvement following an organizational intervention and whether this relationship was constant across cultures. Results suggest that trust is unrelated to productivity improvement overall, but that there is a significant interaction between trust and culture when predicting improvement. Theoretical rationale is also presented.

Melissa M. Harrell, University of Central Florida  
Robert D. Pritchard, University of Central Florida

Submitter: Melissa M. Harrell, melissaharrell1@yahoo.com

### 173-5. Stigma of Hijabis in Employment Settings: A Function of Job Type

This study examines whether Muslim women who don the headscarf (Hijabis) employ disengagement and disidentification tactics during job selection procedures (not applying for work and having low expectations to receive interviews or job offers) for certain job types (occupations that involve high public contact and low job status).

Sonia Ghuman, Michigan State University

Submitter: Sonia Ghuman, ghummans@msu.edu

### 173-6. Investigation of Provider-Perceived Healthcare Quality and Impact on Hospital Performance

This study explores provider-perceived healthcare quality in India. An instrument to assess provider-perceived healthcare quality is developed and validated. The standardized instrument is then used to examine the impact of provider perceived quality dimensions on hospital performance. Results and implications for future research are discussed.

Mayuri Duggirala, IIT Madras Chennai

Submitter: Mayuri Duggirala, d.mayuri@gmail.com

### 173-7. Positivity and Job Satisfaction

The aim of this study was to examine the concept of positivity as a cultural variable within the job satisfaction domain. Results showed significant correlations between the positivity values in this study and scores provided in the subjective well-being domain. In addition, all positivity scores showed substantial correlations with job satisfaction.

Karsten Mueller, University of Mannheim  
Keith Hattrup, San Diego State University  
Natascha Hausmann, University of Mannheim

Submitter: Karsten Mueller,  
karsten.mueller@psychologie.uni-mannheim.de

### 173-8. Employee Cultural Values and Organizational Commitment: Do Employee Benefits Matter?

This study examined whether employees' cultural values influence their preferences for benefits and whether these 2 factors conjointly influence employee commitment. We found that individualism–collectivism has differential impact on benefits preferences. However, we did not find support for the mediating effect of preferences on the cultural–commitment relationship.

Niti Pandey, ILIR  
Aparna Joshi, University of Illinois at Urbana-Champaign  
Joseph J. Martocchio, University of Illinois at Urbana-Champaign

Submitter: Niti Pandey, npandey@uiuc.edu

### 173-9. Validation of the State-Trait Emotion Measure (STEM) in a Romanian Sample

This study investigated the reliability and validity of a Romanian version of the State-Trait Emotion Measure among 108 basketball players. The measure, developed originally in the U.S., showed satisfactory levels of reliability, convergent, and criterion-related validity. This evidence suggests that the Romanian STEM can be used in future cross-cultural research.

Dan Ispas, University of South Florida  
Horia D. Pitariu, Babes-Bolyai University  
Edward L. Levine, University of South Florida  
Simona Musat, Babes-Bolyai University

Submitter: Dan Ispas, dispas@gmail.com

### 173-10. Big Five Personality Differences Among Management Incumbents in Eleven Cultures

Big 5 personality of management and executive incumbents in 11 cultures were compared using uncorrected and ipsative scores. Uncorrected and ipsative scores produced highly discrepant results, especially among Japanese and Swedish management. Though cluster analysis generally supports an East–West dichotomy, this distinction is much clearer using ipsative scores.

Laura G. Barron, Rice University  
Robert E. Lewis, Microsoft Corporation

Submitter: Laura G. Barron, lgb104@yahoo.com

### 173-11. What Will They Be Thinking? Developing Cultural Situational Judgment Tests

Lievens (2006) proposed the use of situational judgment tests (SJTs) for international human resources activities. We discuss their suitability for measuring cross-cultural knowledge, present related issues, and propose a model based on survey research and cognitive, cross-cultural, and industrial-organizational psychology literatures to guide the investigation of cultural SJT issues.

Mary Kosarzycki, Kaegan Corporation  
Phillip M. Mangos, NAVAIR Orlando Training Systems Division  
Joan H. Johnston, Naval Air Warfare Center  
Joshua A. Isaacson, Florida Institute of Technology  
Cecily McCoy, University of Central Florida  
Sherry Ogreten, JHT Corporation

Submitter: Mary Kosarzycki, romberrt@bellsouth.net

### 173-12. Predicting Negative Incidents in Hospitals at Individual and Unit Levels

Patient case resource intensity as well as the unit-level climate of patient safety were used to predict adverse events in acute care settings. Hierarchical linear modeling was used to assess the hypotheses, and both predictors were significant.

Theresa J. B. Kline, University of Calgary  
Chelsea Willness, University of Calgary  
William A. Ghali, University of Calgary

Submitter: Theresa J. B. Kline, babbitt@ucalgary.ca

### 173-13. Diversity Climate, Justice, and Organizational Outcomes

This study investigates the role of diversity climate and justice on organizational behaviors. Data from 81 employees show that the effect of diversity climate on turnover intentions, organizational commitment, and organizational support is mediated by justice. Implications and future research are discussed.

Elizabeth Schmidlin, University of South Florida  
Kimberly E. O'Brien, University of South Florida  
Andrew Michael Biga, University of South Florida

Submitter: Kimberly E. O'Brien, ko9152@hotmail.com

### 173-14. Developing and Validating a Quantitative Measure of Organizational Courage

This paper presents an instrument for assessing organizational courage. Results confirm a 2-factor solution (observed frequency of acts of courage and fear of performing those acts) with 4 resulting organizational cultures (bureaucratic, fearful, courageous, quantum). Results suggest that an organization's environment, systems, and outcomes are meaningfully related to courageous challenges.

Ralph H. Kilmann, University of Pittsburgh (on leave)  
Linda A. O'Hara, California State University, Long Beach  
Judy P. Strauss, California State University, Long Beach

Submitter: Judy P. Strauss, jstrauss@csulb.edu

### 173-15. Climate Strength and Quality: Do They Affect Individual Affective Commitment?

This study investigates whether climate strength and quality influence individual affective commitment above and beyond individual perceptions regarding affective, cognitive, and instrumental facets of organizational climate. Results showed that climate quality regarding affective and cognitive climate aspects rather than instrumental aspects relates to affective commitment. Climate strength seems less important.

Annelies E. M. Van Vianen, University of Amsterdam  
Myriam N. Bechtoldt, University of Amsterdam  
Irene E. De Pater, University of Amsterdam  
Arne V. A. M. Evers, University of Amsterdam

Submitter: Annelies E. M. Van Vianen, A.E.M.vanVianen@uva.nl

### 173-16. Investigation of Patient-Perceived Healthcare Quality and Impact on Patient Satisfaction

This study explores the perception of healthcare service quality from the patient's perspective. An instrument to assess patient-perceived healthcare service quality is developed and validated. The dimensions of patient-perceived healthcare service quality are examined in terms of their impact on patient satisfaction. Results and implications for future research are discussed.

Mayuri Duggirala, IIT Madras Chennai

Submitter: Mayuri Duggirala, d.mayuri@gmail.com

### 173-17. Cultural Differences in Information Relevance: Implications for Multinational Teamwork

Work teams must identify needed information, make sense of complex situations, and make critical decisions. This study found that the Japanese, Koreans, and the Taiwanese differed from Americans in their judgments of information relevancy. This may threaten the effectiveness of multinational teams by disrupting sensemaking and reducing common ground.

Mei-Hua Lin, Wright State University  
Helen Altman Klein, Wright State University  
Mark Radford, Hokkaido University  
Incheol Choi, Seoul National University  
Lien Yunn-Wen, National Taiwan University

Submitter: Mei-Hua Lin, lin.8@wright.edu



### 173-18. Organizational Change Climate: Relationships With Group Well-Being

We developed a model in which 2 dimensions of an organization's change climate, change information and participation, influence role ambiguity and role overload, and ultimately, group well-being. Results provided support for the model in which change information was associated with quality of work-life and group distress, mediated via role ambiguity.

Alannah E. Rafferty, University of Queensland  
Nerina Jimmieson, University of Queensland

Submitter: Nerina Jimmieson, n.jimmieson@psy.uq.edu.au

### 173-19. The Waiter Spit in My Soup! Counterproductive Behavior Toward Customers

Although counterproductive work behavior (CWB) has been investigated using many targets, customers as targets have been largely neglected in past research. Evidence supports a model using customer stressors as an antecedent for CWB directed at customers, with anger partially mediating and emotional dissonance moderating this relationship.

Emily M. Hunter, University of Houston  
Lisa M. Penney, University of Houston

Submitter: Emily M. Hunter, emhunter@uh.edu

### 173-20. Contagious Justice: Components, Antecedents, and Cross-Level Effects of PJ Climate

We examined procedural justice (PJ) climate quality and strength in a business organization. Results showed the quality of unit-level trust in management predicted PJ climate quality. Multilevel analyses revealed that PJ climate influenced individual affective outcomes beyond individual-level perceptions of PJ, and PJ climate strength moderated some of these relationships.

Taylor L. Poling, University of Tennessee  
John P. Meriac, University of Tennessee  
David J. Woehr, University of Tennessee

Submitter: Taylor L. Poling, tpoling@utk.edu

### 173-21. Keeping Values-Based Promises to Employees: Implications for Business-Unit Turnover

Values-based organizations continue to increase in popularity. This research operationalizes values as kept promises and provides empirical evidence for the links between values-based promise keeping, employee affective commitment, and business unit-level turnover. The study utilizes a large national restaurant chain and provides implications for financial savings and managerial interventions.

Gunnar E. Schrah, CorVirtus  
Paige K. Graham, CorVirtus

Submitter: Paige K. Graham, pgraham@corvirtus.com

### 173-22. Outsourcing and Frontline Workers' Customer Orientation

Based on data from a Korean telecommunication company and its partner organizations, we found that the

frontline workers of the partner organizations have a significantly lower level of customer orientation than those of the principal organization, and the differences could be explained by supervisors' customer orientation and training in customer orientation.

Chanho Song, Information and Communications University  
Sunhee Lee, Chungnam National University  
Eue-Hun Lee, Information and Communications University

Submitter: Sunhee Lee, sunhee\_lee@cnu.ac.kr

### 173-23. The Impact of State Negative Affect on Self-Reported Personality Measures

The impact of state negative affect on several self-report measures is investigated using a Solomon 4-group design. Results suggest that individuals who were induced into a state negative affect report higher levels of negative affectivity and emotional intelligence. Implications for the use of self-report measures in organizational research are discussed.

Malissa A. Clark, Wayne State University  
Alicia Marie Gramzow, Global Lead Management Consulting  
Angela K. Pratt, Procter & Gamble  
James M. LeBreton, Purdue University

Submitter: Malissa A. Clark, malissa@wayne.edu

### 173-24. Further Validation of an American Social Self-Efficacy Inventory in China

This study reports the continued cross-cultural validation of an American social self-efficacy measure (PSSE; Smith & Betz, 2000) in Chinese populations. Results indicated that the Chinese PSSE score had meaningful correlations with the 16 PF scores, and its internal structure was invariant over on a culture-specific variable: respect for authority.

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

Submitter: Jinyan Fan, fanjinyan@yahoo.com

### 173-25. Psychological Aspects of Successful Entrepreneurship in China: An Empirical Study

This study reports the psychological aspects of successful entrepreneurship in China. Our empirical results found age, business skills, work experience, cognitive ability, Extraversion, Openness to Experience, Conscientiousness, and Agreeableness to be valid predictors of entrepreneurial success. Culturally relevant Chinese characteristics are used to explain the findings.

Hui Meng, East China Normal University  
Saul Fine, CareerHarmony, Inc.  
Gerald Feldman, CareerHarmony, Inc.  
Baruch Nevo, University of Haifa

Submitter: Saul Fine, saul@careerharmony.com

### 173-26. Organizational Climate for Change: Implications for Change Management

This paper investigated the impact of organizational climate for change on commitment, empowerment, motivation, and managerial perceptions of self-efficacy regarding their ability to manage change. Results show that organizational characteristics, including structure, politics, and fairness, significantly impact managerial variables. Also provided is a model for studying change management.

Joana Pimentel, University of Tennessee-Knoxville  
Adam R. Smith, University of Tennessee-Knoxville  
Joshua D. Bazy, University of Tennessee-Knoxville

Submitter: Adam R. Smith, [asmit102@utk.edu](mailto:asmit102@utk.edu)

### 173-27. Dimensions of Innovation Culture: Developing a Measure

To understand an innovative culture we used qualitative research methods and then developed a quantitative survey to complement this work. To further develop the survey, we surveyed 600 employees and used exploratory and confirmatory factor analysis methods. The result is a 42-item survey that measures 11 dimensions of organizational culture.

April R. Cantwell, North Carolina State University  
Lynda Aiman-Smith, North Carolina State University  
Torrey R. Mullen, North Carolina State University

Submitter: Torrey R. Mullen, [trmullen@nc.rr.com](mailto:trmullen@nc.rr.com)

### 173-28. Validation of the State-Trait Emotion Measure (STEM) in China

This study investigated the reliability and validity of a Mandarin Chinese version of the State-Trait Emotion Measure among 229 corporate employees in mainland China. The measure, developed originally in the U.S., showed satisfactory levels of reliability, convergent, and criterion-related validity. This evidence suggests that the measure can facilitate cross-cultural research.

Liuqin Yang, University of South Florida  
Xian Xu, University of South Florida  
Dan Ding, Beijing Normal University  
Ran Bian, Beijing Normal University  
Edward L. Levine, University of South Florida  
Hongsheng Che, Beijing Normal University

Submitter: Liuqin Yang, [lyang2@mail.usf.edu](mailto:lyang2@mail.usf.edu)

### 173-29. Improving Patient Safety Through Upward Communication: Some Recommendations

This paper reviews some of the potential social/organizational barriers that healthcare professionals face when speaking up about errors to higher ranking team members and management. We provide recommendations to healthcare organizations aspiring to improve medical team communication/error reporting. In addition, we discuss difficulties healthcare organizations may face when implementing these recommendations.

Dana E. Sims, University of Central Florida  
Renee Eileen DeRouin, University of Central Florida  
Eduardo Salas, University of Central Florida

Submitter: Dana E. Sims, [dana.e.sims@gmail.com](mailto:dana.e.sims@gmail.com)

### 173-30. Culture, Motivation, and Feedback-Seeking Behaviors: Test of a Mediated Model

The current study explored how cultural values and individual motivation relate to feedback-seeking behaviors (FSB). Specifically, we hypothesized and supported that individualism would relate to FSB. Results indicated that many of the relationships between individualism and FSB were mediated by achievement and status motivation.

Stephane Brutus, Concordia University  
Gary J. Greguras, Singapore Management University

Submitter: Stephane Brutus, [brutus@jmsb.concordia.ca](mailto:brutus@jmsb.concordia.ca)

### 174. Interactive Posters: Saturday, 11:30–12:20 Harlem (7th floor)

#### Charismatic Leadership

Cecily Cooper, University of Miami, *Facilitator*

### 174-1. Charismatic Leadership at a Distance: Evidence From Korea

We examined the direct and indirect relationships between charismatic leadership and followers' commitment to the leader and outcomes (i.e., satisfaction, helping behavior, performance) in close and distant relationships with 13 large Korean organizations. Results indicated these relationships differed based upon leader-follower distance and follower's strength in commitment to the leader.

Jae Uk Chun, Penn State Great Valley  
Francis J. Yammarino, Binghamton University  
Shelley Dionne, Binghamton University  
John J. Sosik, Pennsylvania State University-Great Valley  
Hyoung Koo Moon, Korea University

Submitter: John J. Sosik, [JJS20@PSU.edu](mailto:JJS20@PSU.edu)

### 174-2. The Interactive Effect of Belongingness and Charisma on Helping

This multisource study tests the effects of belongingness and charisma on helping. Employees show more helping when they feel more belongingness and their leader is more charismatic. The impact of charisma on helping is stronger for employees low on belongingness than for individuals high on belongingness.

Deanne N. Den Hartog, University of Amsterdam  
Annebel H. B. de Hoogh, Vrije Universiteit Amsterdam  
Anne E. Keegan, University of Amsterdam

Submitter: Deanne N. Den Hartog, [D.N.denHartog@uva.nl](mailto:D.N.denHartog@uva.nl)

### 174-3. Problem-Solving and Performance: Comparing Charismatic, Ideological, and Pragmatic Leaders

Theories contrasting charismatic, ideological, and pragmatic leaders hold that these 3 leader types display differences

in how they construe and attempt to solve the problems encountered in leading others. The present study tested the existence of these differences and identified the problem-solving conditions in which each leader type excels.

Katrina E. Bedell Avers, University of Oklahoma  
Sam T. Hunter, University of Oklahoma  
Michael D. Mumford, University of Oklahoma

Submitter: Katrina E. Bedell Avers,  
kbedell@psychology.ou.edu

#### 174-4. The Effects of Charismatic Leadership on Team Processes

We investigated the effect of charismatic leadership on team process variables. We found that charismatic leadership is associated with enhanced cohesion, cooperation, and communication, and decreased conflict among team members. The 4-team process variables partially mediated the effect of charismatic leadership on team consensus decision making and team satisfaction.

Pauline Schilpzand, University of Florida  
Marieke C. Schilpzand, Georgia Institute of Technology  
Vilmos Misangyi, University of Delaware  
Amir Erez, University of Florida  
Thomas Greckhamer, Louisiana State University

Submitter: Pauline Schilpzand,  
paulilne.schilpzand@cba.ulf.edu

175. Special Event: Saturday, 11:30–12:50  
Sun Roof (16th floor)

#### Special Event Hosted and Sponsored by the SIOP Education and Training Committee: Building the Network: A Working Session for Undergraduate I-O Programs

As part of SIOP's Education and Training Committee, we investigated the prevalence of undergraduate I-O concentrations and the availability of undergraduate courses. This working session will allow us to further understand the needs of instructors and programs, disseminate tools and information, and begin to build a resource network for instructors.

Patrick R. Powaser, Oxy Inc., *Host*  
Alice F. Stuhlmacher, DePaul University, *Host*  
Jennifer P. Bott, Ball State University, *Host*  
Eric D. Heggestad, University of North Carolina Charlotte, *Host*

SATURDAY AM

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This symbol indicates that this session or event is part of the *Leading Edge and Beyond* mini-track.

176. Practice Forum: Saturday, 12:00–1:20  
Wilder (4th floor)

### **Performance Management: Design and Implementation Factors That Drive Organizational Impact**

The current business climate is leading to an increased focus on performance management. Recent performance management research, which examined the design and implementation factors that help companies achieve their intended goals, will be presented. Then, 2 companies from the study will present and discuss the factors that drove their success.

Gary Johnsen, Creative Metrics, *Chair*

Edie L. Goldberg, E.L. Goldberg & Associates, *Co-Chair*

Edie L. Goldberg, E.L. Goldberg & Associates, *Research on Design and Implementation Factors That Drive Organizational Impact*

Darin S. Artman, Bristol-Myers Squibb, Kelly M. Polanco, Bristol-Myers Squibb, Iris Nafshi, Bristol Myers Squibb, *Effective Global Implementation of Performance Management*

Tiffany Stanush, Valero Energy Corporation, *Lessons From the Field: Building a Performance Management Process That Fits the Culture*

Gary Johnsen, Creative Metrics, *Discussant*

Submitter: Edie L. Goldberg, edie@ELGoldberg.com

177. Symposium: Saturday, 12:00–1:50  
Hart (4th floor)

### **Stress in Service Interactions: Antecedents, Processes, and Moderators**

Services represent a triangle of mutual relationships among organizations, employees, and customers. This symposium highlights all 3 edges of this triangle: organizations' impact on employees and customers via service climate, reciprocal effects between customers and employees, and customers' effects on employees moderated by modality of communication and emotional resources.

Andrea Fischbach, Trier University, *Chair*

Christian Dormann, Johannes-Gutenberg-University Mainz, *Co-Chair*

Andrea Fischbach, Trier University, Michael A. West, Aston University, Jeremy F. Dawson, Aston University, *Enhancing Service Climate, Climate Strength and Service Quality in Health Care—Beneficial for Both: Patients and Health Care Staff?*

Hazel-Anne M. Johnson, University of South Florida, Paul E. Spector, University of South Florida, *An Examination of Affectivity, Emotional Labor Strategies, and Emotional Exhaustion*

Jan de Jonge, Eindhoven University of Technology, Maria C. W. Peeters, Utrecht University, Pascale M. Le Blanc, Utrecht University, *Must Emotion Work Always Be Stressful? The Moderating Role of Specific Job Resources in Health Care Work*

Christian Dormann, Johannes-Gutenberg-University Mainz,

Sebastian Giralt, Johannes Gutenberg-University, *Citizen-Related Stressors Among Police Officers: A Short-Term Panel Study*

April Jones, Pennsylvania State University, Jennifer A. Diamond, Pennsylvania State University, Nataliya Baytalskaya, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *The Effects of Communication Modality on the Frequency and Outcomes of Customer Verbal Aggression*

Submitter: Andrea Fischbach, andrea.fischbach@uni-trier.de

178. Symposium: Saturday, 12:00–1:50  
Ziegfeld (4th floor)

### **Too Much, Too Little, Too Unstable: Optimizing Personality Measure Usefulness**

We address 2 questions: (a) Are we utilizing personality measures to their maximal potential, and (b) How do personality variables come to influence job performance and hirability ratings? Empirical studies focus on repeatedly measuring Conscientiousness, Extraversion exhibited in the handshake, dark-side traits, clinical measures, and nonlinearity of emotional stability–performance relations.

Deniz S. Ones, University of Minnesota, *Chair*

Brian S. Connelly, University of Minnesota, Deniz S. Ones, University of Minnesota, *Multiple Measures of a Single Conscientiousness Trait: Validities Beyond .35!*

Susan Dustin, University of Iowa, Greg L. Stewart, University of Iowa, Murray R. Barrick, Texas A&M University, Todd Darnold, University of Iowa, *Handshake as a Mediator Between Personality and Employment Interview Ratings*

Filip De Fruyt, Ghent University, Barbara DeClercq, University of Ghent, Jean-Pierre Rolland, Paris X University, *Screening Personality Dysfunctioning in Personnel Selection*

Michael J. Benson, U.S. Air Force, John P. Campbell, University of Minnesota, *Emotional Stability: Inoculator of the Dark-Side Personality Traits/Leadership Performance Link?*

Huy Le, University of Central Florida, Remus Ilies, Michigan State University, Ed V. Holland, University of Nebraska-Omaha, *Too Much of a Good Thing? Curvilinearity Between Emotional Stability and Performance*

Chockalingam Viswesvaran, Florida International University, *Discussant*

Submitter: Brian S. Connelly, conne122@umn.edu

179. Symposium: Saturday, 12:00–1:20  
Brecht (4th floor)

### **Leader–Member Exchange (LMX): Exploration and Exploitation**

In this symposium we explore new territory in the leader–member exchange literature, refining existing theory, and exploring the relationship of LMX quality to other variables of interest, such as coping with change, perceptions of supervisor fairness and the development of team relationships. A new measure of supervisor LMX is discussed.

Lucy R. Ford, Rutgers University, *Chair*

Erika Harden, Rutgers University, *Co-Chair*

Cecily D. Cooper, University of Miami, Terri A. Scandura, University of Miami, **Mirror, Mirror on the Wall: Justice Interactions as Identity Negotiation**

David J. Henderson, University of Illinois at Chicago, Robert C. Liden, University of Illinois at Chicago, **Leader-Member Exchange Differentiation and Workgroup Relationships: A Social Network Perspective**

John M. Maslyn, Belmont University, Mary Uhl-Bien, University of Nebraska-Lincoln, Marie S. Mitchell, University of Nebraska, **Exploring Leader-Member Exchange (LMX) From the Manager's Perspective: Development of a Supervisor LMX Measure**

Erika Harden, Rutgers University, Lucy R. Ford, Rutgers University, **Coping With Change Isn't Just an Individual Difference: The Role of Leaders and Team Members**

Anson Seers, Virginia Commonwealth University, **Discussant**

Submitter: Lucy R. Ford, lucyford@rutgers.edu

180. Symposium: Saturday, 12:00–1:50  
Broadway S (6th floor)

### Assessment Center (Modern) Validity: Forty Years Since Bray and Grant

This symposium serves to update the field on the current use of assessment centers worldwide and presents evidence supporting the modern view of AC validity. Whereas research has historically argued that ACs have high predictive validity yet low construct validity, the set of papers offered paint a somewhat different picture.

Deborah E. Rupp, University of Illinois at Urbana-Champaign, **Chair**

Stephen J. Vodanovich, University of West Florida, **Co-Chair**  
Diana E. Krause, University of Western Ontario, George C.

Thomson, Colorado State University, **Selection Versus Development Assessment Centers in America, Asia, and Europe**

Klaus G. Melchers, University of Zurich, Crista Henggeler, Detecon AG, Martin Kleinmann, University of Zurich, **Do Within-Dimension Ratings Improve AC Construct Validity? A Meta-Analytic Reassessment**

Heinz Schuler, University of Hohenheim, Yvonne Görlich, University of Hohenheim, **Improving Assessment Centers by the Trimodal Concept of Personnel Assessment**

Bernd Marcus, University of Western Ontario, Richard D. Goffin, University of Western Ontario, Norman G. Johnston, Private Practice, Mitchell Rothstein, University of Western Ontario, **Establishing the AC as a Measure of Maximum Rather Than Typical Performance**

Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Deborah E. Rupp, University of Illinois at Urbana-Champaign, **Inconsistency in Assessment Center Performance: A Meaningful Individual Difference?**

William C. Byham, Development Dimensions International, **Discussant**

Submitter: Deborah E. Rupp, derupp@uiuc.edu

181. Community of Interest: Saturday, 12:00–12:50  
Uris (6th floor)

### Aging and Industrial-Organizational Psychology: Current and Future Issues

Suzanne M. Miklos, O.E. Strategies, Inc., **Facilitator**

Harvey L. Sterns, University of Akron, **Facilitator**

182. Panel Discussion: Saturday, 12:00–1:50  
Soho (7th floor)

### Adverse Impact: The Experts Discuss What Employers Need to Know

What do you do when your test has adverse impact? Hard to answer unless you know the current legal landscape surrounding adverse impact challenges. A panel of legal experts discusses: Validity versus AI, which is more important?; “alternative predictors”; cutoff scores, OFCCP challenges, the 4/5ths rule, and minimum qualifications.

James C. Beaty, Previsor, **Chair**

Arthur Gutman, Florida Institute of Technology, **Panelist**

Gavin S. Appleby, Littler Mendelson, LLC, **Panelist**

James L. Outtz, Outtz and Associates, **Panelist**

Hennie J. Kriek, SHL/University of South Africa, **Panelist**

Submitter: James C. Beaty, jbeaty@previsor.com

183. Symposium: Saturday, 12:00–1:20  
Empire (7th floor)

### What's New in Affirmative Action Research: Advances and Future Directions

The purpose of this symposium is to present theoretically driven, recent advances in research on affirmative action (AA). Four papers provide insights on fundamental issues such as the effects of AA on rarely before examined groups (Asians), why people support or oppose AA, and when AA beneficiaries are stigmatized as incompetent.

David M. Mayer, University of Central Florida, **Chair**

Lisa M. Leslie, University of Maryland, **Co-Chair**

Karl Aquino, University of British Columbia, Tai Gyu Kim, University of Delaware, **Fairness Perceptions of Affirmative Action Decisions**

D. Ramona Bobocel, University of Waterloo, Leanne Son Hing, University of Guelph, Mark P. Zanna, University of Waterloo, **Affirmative Action: Another Look at the Authenticity of Justice-Based Opposition**

Michelle Haynes, New York University, Madeline E. Heilman, New York University, **Understanding Affirmative Action: Effects of Knowledge on Attitudes and Stigmatization**

David M. Mayer, University of Central Florida, Lisa M. Leslie, University of Maryland, David A. Kravitz, George Mason University, T. Nichole Phillips, University of Central Florida, Amy R. Gresock, University of Central Florida, **Affirmative Action and the Stigma of Incompetence: A Meta-Analytic Review**

David A. Kravitz, George Mason University, **Discussant**

Submitter: David M. Mayer, dmayer@bus.ucf.edu

184. Symposium: Saturday, 12:00–1:20  
Chelsea (7th floor)

### Performance Feedback: Innovative Contributions to Theory and Practice

Performance appraisal is valued for its utility in motivating employee performance and learning through feedback, but practitioners and researchers struggle to

identify what characteristics of feedback and feedback processes consistently maximize feedback effectiveness. Research in this symposium presents stimulating and previously unexplored avenues for enhanced performance and learning through feedback.

Ashley A. Gray, University of South Florida, *Chair*  
 Edward L. Levine, University of South Florida, *Co-Chair*  
 Marie Waung, University of Michigan-Dearborn, *The Effect of Feedback Language on Task Focus and Performance*  
 Ashley A. Gray, University of South Florida, Edward L. Levine, University of South Florida, *An Investigation of the Effects of Perceived Feedback Accuracy on Performance*  
 Yvette Quintela, Virginia Tech, John J. Donovan, Rider University, *Feedback Spillover: When One Thing Leads to Another*  
 Jodi S. Goodman, University of Connecticut, Robert E. Wood, University of New South Wales, *Faded Versus Increasing Feedback, Task Exploration Trajectories and Learning*  
 Angelo S. DeNisi, Tulane University, *Discussant*

Submitter: Ashley A. Gray, ashleygrayusf@gmail.com

185. Symposium: Saturday, 12:00–1:20  
 Duffy (7th floor)

### **Crisis of Etiquette: Adding Complexity to the Study of Incivility**

Workplace incivility, or rudeness, works like water dripping on stone, slowly eroding worker well-being. We present 4 papers examining incivility from different angles: what exacerbates incivility, the role of emotions in response to incivility, how incivility at work affects health and life satisfaction, and links between schoolyard bullying and incivility.

Jessica A. Gallus, University of Connecticut, *Chair*  
 Lisa Kath, San Diego State University, *Co-Chair*  
 Vicki J. Magley, University of Connecticut, *Co-Chair*  
 Stacey Kessler, University of South Florida, Paul E. Spector, University of South Florida, Christina Calandro, University of South Florida, Brandi Askeland, University of South Florida, Onnah Kassir, University of South Florida, Lisha Luttenton, University of South Florida, *The Effects of Job Satisfaction and Productivity on Faculty*  
 Jennifer Bunk, West Chester University, *Exploring Reactions to Workplace Incivility: Appraisals, Emotions, and Coping*  
 Laura Poms, George Mason University, Michael T. Ford, George Mason University, *How Rude: Incivility, Health Outcomes, and Life Satisfaction*  
 Antonius H. N. Cillessen, University of Connecticut, Jessica A. Gallus, University of Connecticut, *A Longitudinal Examination of Workplace Incivility for Young Adults*  
 Julian I. Barling, Queen's University, *Discussant*

Submitter: Jessica A. Gallus, jessica.gallus@uconn.edu

186. Practice Forum: Saturday, 12:00–1:50  
 Marquis C (9th floor)

### **The Promise and Peril of Employee Engagement**

Employee engagement has been widely embraced by practitioners, consultants, and executives. Has it lived up to its promise? This forum presents 5 speakers who

have examined engagement in hundreds of companies and examined what truly makes up the construct and what real impact it has (and has not) had.

William Schiemann, Metrus Group, Inc., *Chair*  
 William Schiemann, Metrus Group, Inc., *Engagement: A Glass Two-Thirds Empty*  
 William H. Macey, Valtera, *Employee Disengagement and Nonengagement: Individual and Group Level*  
 Jack W. Wiley, Kenexa Research Institute, *Employee Engagement: What It Does and Does Not Give You*  
 Larry D. Eldridge, Genesee Survey Services, Inc., *Engagement: Conceptually Appealing. More Work To Do*  
 Douglas A. Klein, Sirota Survey Intelligence, *Does the Engagement Concept Add Value? Its History and Future*

Submitter: William A. Schiemann, wschiemann@metrus.com

187. Panel Discussion: Saturday, 12:00–1:20  
 Marquis B (9th floor)

### **Systems Thinking: Less Talk, More Action**

The purpose of this panel discussion is to discuss the pervasive inconsistency of the research findings in many areas of industrial and organizational psychology. Topics to be discussed include possible reasons for the mixed findings, potential solutions including the incorporation of Systems Thinking and underutilized but prospectively helpful tools.

Robert D. Pritchard, University of Central Florida, *Chair*  
 Melissa J. Sargent, NASA, Kennedy Space Center, *Co-Chair*  
 Daniel R. Ilgen, Michigan State University, *Panelist*  
 Phillip T. Meade, NASA, Kennedy Space Center, *Panelist*

Submitter: Melissa J. Sargent, melissa.j.sargent@nasa.gov

188. Practice Forum: Saturday, 12:00–1:20  
 Cantor (9th floor)

### **O\*NET in Practice: What Works and What Doesn't**

The use of O\*NET in organizational settings has often proved useful, even though its psychometric properties have been called into question. In this practice forum, participants will present real cases in which O\*NET was applied. Successes and failures will be discussed.

Jonathan D. Levine, Workforce Dynamics, *Chair*  
 John A. Henderson, SkillsNET, Jonathan D. Levine, Workforce Dynamics, *Using O\*NET in a Web-Based Job Analysis*  
 Scott T. Bublitz, Adaptiqs, *Using O\*NET to Power an Artificially Intelligent Career Exploration Application*  
 Ronald C. Page, Human Resource Consultants, *Optimizing Cross-Cultural Generalizability of an O\*NET-Based Assessment, the Work Behavior Inventory*  
 Greg C. Ashley, University of Nebraska at Omaha, Joseph M. James, Self-Employed, Marcy Young Illies, University of Nebraska-Omaha, Justin Yurkovich, University of Nebraska-Omaha, *Linking Human Attributes to Tasks Using the O\*NET Skill and Ability Taxonomies*

Submitter: Jonathan D. Levine, workforcedynamics@gmail.com



189. Panel Discussion: Saturday, 12:00–1:20  
Barrymore (9th floor)

### **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*

John Azzara, People Talent Solutions, Inc., *Panelist*

Robert Edwards, Kenexa, *Panelist*

Joyce Pardieu, Deloitte Consulting LLP, *Panelist*

Ryan A. Ross, Hogan Assessment Systems, *Panelist*

Sharmila Venkata, Regions Financial Corporation, *Panelist*

Submitter: Jamie L. Bomer, jbomer@hoganassessments.com

190. Symposium: Saturday, 12:30–1:20  
Gilbert (4th floor)

### **Overlooked Issues in the Measurement of Job Satisfaction**

Although job satisfaction is the most widely studied variable in industrial and organizational psychology, several important questions have emerged regarding its measurement. The research presented in this symposium addresses the latest developments in job satisfaction measurement and provides a critical evaluation of how satisfaction is typically assessed.

Nathan A. Bowling, Wright State University, *Chair*

Joseph W. Huff, University of Illinois-Springfield, Chris P.

Parker, Northern Illinois University, Kristian M. Veit,

Texas A&M University-Kingsville, Lisa Kunysz Getta,

Advocate Health Care, Jeremy Tekell, University of North

Texas, Terence Yeoh, University of North Texas,

*Conceptualizing Job Satisfaction as an Attitude: An*

*Exploration of Affective and Cognitive Components*

Maya Yankelovich, Bowling Green State University, Jennifer

Z. Gillespie, Bowling Green State University, Alison A.

Broadfoot, Bowling Green State University, Ashley M.

Guidroz, Bowling Green State University, *The*

*Application of the Semantic Differential to the Study of*

*Job Satisfaction*

Mark S. Nagy, Xavier University, *A Single Item Facet Measure of Job Satisfaction: Evidence of Construct Validity*

Mo Wang, Portland State University, Deborah K. Ford,

Portland State University, Songqi Liu, Portland State

University, Yujie Zhan, Portland State University,

*Examining Stable and Temporal Variance Components*

*in the Abridged Job in General Scale: A Longitudinal*

*Investigation*

Nathan A. Bowling, Wright State University, Greg Hammond,

Wright State University, Brittany Dorsey, Wright State

University, *Susceptibility of Job Satisfaction to Context*

*Effects: The Role of Positive and Negative Affectivity*

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

Submitter: Nathan A. Bowling, nathan.bowling@wright.edu

191. Symposium: Saturday, 12:30–1:50  
Odets (4th floor)

### **Where is the Kernel of Truth?**

Numerous methodological and statistical myths and urban legends have evolved over the years. This symposium's purposes are to (a) uncover the kernel of truth and myths underlying 4 such urban legends and (b) provide a more informed basis for their application in the organizational sciences.

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

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

Adam W. Meade, North Carolina State University, Tara S.

Behrend, North Carolina State University, *Should We Worry*

*About Unmeasured Variables in Organizational Research?*

Herman Aguinis, University of Colorado, Denver, Erika Harden,

Rutgers University, *How Many Subjects Does it Take?*

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

University of Georgia, *Qualitative Research: The Red-*

*Headed Stepchild in IO/OB Research*

Daniel A. Newman, Texas A&M University, *When Do Missing*

*Data Invalidate Results? Using Nonresponse Parameters*

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

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

Submitter: Charles E. Lance, clance@uga.edu

192. Practice Forum: Saturday, 12:30–1:50  
O'Neill (4th floor)

### **Mentoring Programs: Successes and Challenges for Mentors, Protégés, and Organizations**

Development of employees and organizational success are 2 common top priorities at many organizations, and mentoring is 1 process that has increasingly been used to reach both goals. Practitioners from 4 global organizations discuss mentoring program design, successes, challenges, and lessons learned while reaching for these goals.

Mariangela Battista, Starwood Hotels & Resorts, *Chair*

Corinne Baron Donovan, Baruch College, CUNY, Mariangela

Battista, Starwood Hotels & Resorts, *The Starwood*

*Mentor Network*

Barbara C. Wankoff, KPMG LLP, Steven Katzman, KPMG

LLP, *Mentoring at KPMG LLP*

Carol S. Blacken, Quest Diagnostics, Joyce Mardenfeld Herlihy,

Quest Diagnostics, *GENESIS Mentoring Program*

Melanie H. Stopeck, Citigroup, Fernando Casadevall, Citigroup,

*Citigroup Corporate-Wide Mentoring Program*

Kathy E. Kram, Boston University School of Management,

*Discussant*

Submitter: Corinne Baron Donovan, cdonovan9@yahoo.com

193. Poster Session: Saturday, 12:30–1:20  
Westside (5th floor)

### **OHP & Stress**

193-1. Social Well-Being and Job Attitudes: The Role of Organizational Identification

Social well-being in the workplace, defined as employees' appraisal of their functioning in the organization, is



shown to predict job satisfaction, affective, and normative commitment. The results also revealed that employees with low organizational identification are more likely to improve their attitudes when having social actualization in the workplace.

Gergana Markova, Wichita State University  
Corey K. Keyes, Emory University

Submitter: Gergana Markova, gergana.markova@wichita.edu

### 193-2. The Differential Perception and Reactivity Model of Occupational Stress

The proposed conceptual framework integrates recent advancements in the areas of trait and state affect into a model of occupational stress. The differential perception and reactivity model specifies that protective and vulnerability traits influence job-related affective strains (JRAS) by means of direct, indirect mediation, and moderating mechanisms.

Christy L. McLendon, University of New Orleans  
Ronald S. Landis, University of Memphis

Submitter: Christy L. McLendon, cmclendo@uno.edu

### 193-3. Coping Behavior Following Job Loss: Applying Self-Determination Theory

Using a sample of workers experiencing job loss due to a plant closing, this study applies principles of self-determination theory and coping to propose the self-determined model of job loss. To maximize worker well-being following the difficult transition of job loss, implications for organizational interventions (e.g., outplacement) are discussed.

Tasha L. Eurich, Colorado State University

Submitter: Tasha L. Eurich, teurich@lamar.colostate.edu

### 193-4. Work Schedule Justice Effects on Employee Health and Well-Being Outcomes

Work schedule justice (WSJ) reflects employees' perceptions of fairness of their work schedules and of the processes to determine their schedules. We found incremental effects for WSJ on several employee outcomes. We also found interactions among WSJ components in predicting some outcomes but not interactions between WSJ and hours worked.

Robert R. Sinclair, Portland State University  
Deborah K. Ford, Portland State University  
Daniel I. Hahn, Portland State University  
Michael A. Buck, Portland State University  
Donald M. Truxillo, Portland State University

Submitter: Robert R. Sinclair, sinclair@pdx.edu

### 193-5. Employee Reactions to Aggression and Cost Cutting: A Stress-Process Model

We employed a stress-process model to examine associations between cost cutting and aggression using data

from 1,104 nursing home employees. SEM analysis showed cost cutting as positively related to resident aggression and coworker aggression toward residents. These stressors were associated with turnover intentions and commitment via role conflict and exhaustion.

Belinda C. Allen, University of Melbourne  
Leisa D. Sargent, University of Melbourne  
Bill Harley, University of Melbourne

Submitter: Leisa D. Sargent, lsargent@unimelb.edu.au

### 193-6. Predicting Safety Performance: A Meta-Analysis of Safety and Organizational Constructs

We meta-analytically summarize the research that investigates factors that influence safety performance. Results indicate safety-related and general organizational antecedents have moderate to strong relationships with safety climate. Leadership and safety climate both demonstrate moderately negative relationships to accidents and injuries and moderately positive relationships with positive safety behavior.

Jennifer D. Nahrgang, Michigan State University  
Frederick P. Morgeson, Michigan State University  
David A. Hofmann, University of North Carolina at Chapel Hill

Submitter: Jennifer D. Nahrgang, nahrgang@msu.edu

### 193-7. A Longitudinal Validation of the Person-Organization Boundary Strength Scales (POBSS)

This research validated a measure of work/nonwork boundary strength. Data were collected longitudinally from Canadian employees ( $N = 205$ ). CFAs supported the hypothesized structure of the Person-Organization Boundary Strength Scales (POBSS), confirming that work-to-home and home-to-work boundary strengths are distinct. Consistent with predictions, each dimension of boundary strength had unique correlates.

Tracy D. Hecht, Concordia University  
Natalie J. Allen, University of Western Ontario

Submitter: Tracy D. Hecht, thecht@jmsb.concordia.ca

### 193-8. Differential Physical and Emotional Fatigue Effects on Workload Management Strategies

This paper develops a theoretical framework that proposes differential effects of physical and emotional fatigue on workload management strategies. We discuss implications of our model and emphasize the critical effects of fatigue for knowledge workers who often face ongoing challenging job demands due to competitive pressures in contemporary organizations.

Christopher M. Barnes, Michigan State University  
Linn Van Dyne, Michigan State University

Submitter: Christopher M. Barnes, barnes@bus.msu.edu

### 193-9. How Employees Cope With Hierarchical, Job Content, and Double Plateaus

Hierarchical, job content, and double plateaued employees from a variety of industries reported 26 distinct strategies used to cope with their experiences. Coping themes reflected 7 metathemes, with the most common being “discuss problem,” “job withdrawal,” and “mental coping.” Coping differences depending on the type of plateau experienced were examined.

Carrie S. McCleese, University of Georgia  
Lillian T. Eby, University of Georgia  
Elizabeth Scharlau, University of Georgia  
Bethany H. Hoffman, University of Georgia

Submitter: Carrie S. McCleese, mccleese@uga.edu

### 193-10. Work–Family Conflict, Social Support, and Occupational Health in Construction Workers

We examined relationships between role salience, work–family conflict and work–family positive spillover, and outcomes of pain and injuries in a construction worker sample. In addition, we examined whether social support moderated any of these relationships. Results indicate very limited support for the hypotheses; however, future research ideas are also generated.

Michele Baranczyk, Colorado State University  
April E. Smith, Colorado State University  
Christina L. Wilson, Colorado State University  
Julie Sampson, Colorado State University  
Peter Y. Chen, Colorado State University

Submitter: Michele Baranczyk, mchapin@lamar.colostate.edu

### 193-11. Augmenting Psychological Resources to Reduce Stress: A Field Experiment

A theory-based intervention was conducted to facilitate adjustment to new information technology (IT). Two hundred nineteen IT users in 37 units got 5 days of technical training; only the experimental group also got a resource-enhancement workshop. The experimental participants experienced greater decline in overload and less dissatisfaction and exhaustion than the controls.

Shoshi Chen, Tel Aviv University  
Mina Westman, Tel Aviv University  
Dov Eden, Tel Aviv University

Submitter: Shoshi Chen, shos@post.tau.ac.il

### 193-12. Safety Climate and Shift Work on Injury: A Multi-level Analysis

This study evaluated the relationship between employees' work shift and perceived injury risk and how the relationship is affected by company-level safety climate and injury frequency. The results highlight the importance of company-level factors when attempting to understand the differences between day-shift and night-shift work on individual's perceived injury risk.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Peter Y. Chen, Colorado State University  
Jiu-Chiuan Chen, University of North Carolina at Chapel Hill  
Sarah DeArmond, Colorado State University  
Konstantin Cigularov, Colorado State University  
Chris J. Sablinski, California State University-Sacramento

Submitter: Yueng-Hsiang E. Huang,  
yueng-hsiang.huang@libertymutual.com

### 193-13. Validity Evidence for an Expectancy-Based Measure of Safety Motivation

We present additional evidence of the construct validity of a VIE-based scale of safety motivation in a sample of 101 construction employees. The scale showed the expected relationships with other measures, as well as incremental validity over a measure of safety climate and an existing scale of safety motivation.

Donald M. Truxillo, Portland State University  
Michael A. Buck, Portland State University  
Elizabeth A. McCune, Portland State University  
Talya N. Bauer, Portland State University  
Leslie B. Hammer, Portland State University  
Marilena Bertolino, University of Trento

Submitter: Elizabeth A. McCune, mccunee@pdx.edu

### 193-14. Sources of Occupational Role Stress Experienced by Psychologists

New paradigms for mental healthcare have become more prominent with the widespread implementation of managed healthcare models. This study will examine potential sources of occupational role stress experienced by psychologists related to the phenomenological aspects of social loneliness and perceived organizational support.

Lorraine Land, Capella University  
Ross DePinto, Welk Resort Group

Submitter: Ross DePinto, rdepinto@welkgroup.com

### 193-15. Job Complexity, Job Strains, and Self-Efficacy in Cross-Cultural Settings

The Cross-Cultural Job Complexity Scale (CC-JCS) was developed to investigate job complexity in relation to job strains among U.S. and Chinese employees. Evidence supported the 4-factor-structure of the CC-JCS, along with the job complexity–job strain relations. Moderator effects of self-effect on complexity–strain relations were found in both countries.

Cong Liu, Illinois State University  
Paul E. Spector, University of South Florida  
Margaret M. Nauta, Illinois State University  
Leila Zaghloul, Illinois State University  
Chaoping Li, Renmin University of China

Submitter: Cong Liu, cliu@ilstu.edu

193-16. Distress and Job Search: A Daily Repeated Measure Study

Using daily diaries over a 2-week period, this study tracked job search and stress levels of 100 unemployed job seekers. A test of competing models supported a positive relationship between job search effort and next day stress, and a positive relationship between stress and next day job search effort.

Zhaoli Song, National University of Singapore  
Marilyn A. Uy, National University of Singapore  
Connie R. Wanberg, University of Minnesota

Submitter: Zhaoli Song, bizszl@nus.edu.sg

193-17. Emotional Strain and Organizational Citizenship Behaviors: A Meta-Analytic Review

Emotional strains are unfavorable, affect-laden outcomes due to environmental characteristics, such as job anxiety and burnout. Strains signal that exchange relationships are inequitable and that employees' regulatory resources are low. Using meta-analysis, we illustrate the adverse effect of strains on organizational citizenship behaviors. The implications of these results are discussed.

Michelle M. Matias, Roosevelt University  
Chu-Hsiang Chang, Roosevelt University  
Russell E. Johnson, University of South Florida

Submitter: Chu-Hsiang Chang, changc1@rcn.com

193-18. Individual Differences in the Effects of Work Underload

This study supports the hypothesis that increasing workloads do not result in increasingly negative outcomes for all individuals. People who readily assume responsibility better tolerate and even prefer higher workloads. Furthermore, their job satisfaction and perceived fit to their job declined with very low workloads.

Greg A. Chung-Yan, University of Windsor

Submitter: Greg A. Chung-Yan, gcy@uwindsor.ca

193-19. Group Psychological Contract Fulfillment: Antecedents and Consequences Within Groups

This study tests and extends research within psychological contracts by exploring fulfillment within student work groups. Using a longitudinal design, we examine antecedents (explicitness of mutual obligations and group-level collectivism) and consequences (satisfaction, individual fulfillment, and citizenship behaviors) of group fulfillment.

Rebecca A. Bull, Purdue University  
Christine Jackson, Purdue University  
Vijaya Venkataramani, Purdue University

Submitter: Rebecca A. Bull, rbull@purdue.edu

193-20. Impact of Supervisor Support on Employee Outcomes: A Longitudinal Study

This paper examined a model that outlines mechanisms linking supervisor support to employee well-being and turnover intentions. Evidence from a longitudinal study suggests that the positive impact of supervisor support unfolds via 3 primary pathways: the reduction of work stressors, reduction of perceived work strain, and increase of supervisor satisfaction.

Sandy Lim, Singapore Management University

Submitter: Sandy Lim, sandylim@smu.edu.sg

193-21. Business Travels and the Work-Family Interface: A Longitudinal Study

We examined fluctuations in WFC and burnout in different phases of business travels among 66 business travelers who completed questionnaires prior to the trip, during the stay abroad, and after the trip. Analysis of variance detected differences in WFC levels and in burnout in the 3 phases, moderated by gender.

Mina Westman, Tel Aviv University  
Dalia Etzion, Tel Aviv University  
Etti Gattenio, Tel Aviv University

Submitter: Mina Westman, westman@post.tau.ac.il

193-22. Hero or Goat: Effects of Catastrophizing on Performance Under Stress

This study examined the impact of Neuroticism and catastrophic thinking, a construct that to this point has been primarily linked to pain, on performance in a highly stressful environment. The results provide support that Neuroticism and increase in catastrophic thoughts do lead to decrements of performance under stress.

Robert L. Young, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology  
Tina Malm, Florida Institute of Technology  
Michael McFadden, Florida Institute of Technology

Submitter: Robert L. Young, RobYoung225@hotmail.com

193-23. Understanding Job Stress: It Is More Than Workload

The comprehensiveness of the traditional concept of workload is questioned. Data collected over a 2-year period suggest stress from financial, relationship, and outside activities is also being measured by workload scales. These findings suggest a more appropriate measure of workers' stress perception today is broader than the standard workload construct.

Dianne E. Whitney, Kansas State University  
Ronald G. Downey, Kansas State University

Submitter: Dianne E. Whitney, dwhitney@ksu.edu

193-24. Demand-Control Model of Occupational Stress: Type of Control Matters

We examined interactions of environmental (task, scheduling, decision control) and individual (hardiness, coping, satisfaction with control) control in demand-control theory of occupational stress. Most significant interactions between demands and control involved decision control, satisfaction with control, and hardiness control. Emotional exhaustion and job satisfaction were most affected by control interactions.

Tara Rae-Wickmark Thorne, Central Michigan University  
Terry A. Beehr, Central Michigan University

Submitter: Tara Rae-Wickmark Thorne,  
tararae108@hotmail.com

193-25. How Organizational Support Perceptions Relate to Felt Stress and Strain

This study addresses the relationships of perceived supervisor support (PSS) and perceived organizational support (POS) with felt stress and strain. Results show that in general, POS mediates the negative relationship between PSS and felt stress, and felt stress mediates the negative relationship between POS and strain.

Stacy J. Clever, University at Albany, SUNY  
Linda R. Shanock, University at Albany, SUNY

Submitter: Stacy J. Clever, cleverpattison@gmail.com

193-26. Perceptions of Organizational Politics as an Antecedent of Strain Outcomes

We examined perceptions of organizational politics as a role stressor leading to strain outcomes. The meta-analytic procedures developed by Hunter and Schmidt were used to determine the relationship between perceptions of organizational politics and overall strain, anxiety, and burnout. Trait affectivity may affect perceptions of organizational politics as well.

Kirsten T. Gobeski, Central Michigan University  
Matt First, Central Michigan University  
Stephen H. Wagner, Central Michigan University

Submitter: Stephen H. Wagner, wagne1sw@cmich.edu

193-27. Evaluating the Differential Perception and Reactivity Model of Occupational Stress

In an empirical investigation of a proposed model of job stress, the influence of protective and vulnerability traits on affective strains was examined. SEM analyses indicated that vulnerability traits operated through the direct, mediation, and moderating pathways, whereas protective traits operated through direct and mediation pathways only.

Christy L. McLendon, University of New Orleans  
Ronald S. Landis, University of Memphis

Submitter: Christy L. McLendon, cmclendo@uno.edu

193-28. Individual Differences as Moderators in the Climate-Satisfaction-Turnover Pathway

This study tested the moderating influence of organizational tenure, hierarchical level, and sex on the relationship between psychological climate and job satisfaction. In addition, job satisfaction's role as a mediator between climate and voluntary turnover was examined. Job satisfaction fully mediated the climate-turnover relationship and several moderators were observed.

Matthew S. Kleinman, Columbia University  
Cheri Ostroff, University of Maryland  
James D. Westaby, Columbia University

Submitter: Matthew S. Kleinman, msk2115@columbia.edu

193-29. Hardiness and Social Support as Mediators of Student Stress

An investigation into the roles of hardiness and social support on the stressor-strain relationship was conducted using college students. After controlling for gender, hardiness mediated the relationship between stressors and behavioral strain (i.e., grades) and social support mediated the relationship between stressors and psychological strain. There were no moderating effects.

Brennan D. Cox, Auburn University  
Daly Vaughn, Auburn University  
Brian Perdomo, Auburn University  
Adrian Thomas, Auburn University

Submitter: Brennan D. Cox, coxbren@auburn.edu

194. Practice Forum: Saturday, 12:30-1:50  
Broadway N (6th floor)

**The Impact of Testing Conditions on Online Assessment**

As Internet-based testing continues to increase, assessment professionals have begun examining the potential impact that technology, environmental, and administrative conditions (proctoring) might have upon examinee performance. This forum brings together a diverse group of practitioners who will present research and case studies drawn from their online testing programs.

John A. Weiner, Psychological Services, Inc., *Chair*  
John D. Morrison, Psychological Services, Inc., John A. Weiner, Psychological Services, Inc., *The Environmental Trade-Offs of Unproctored Preemployment Assessment*  
Laurie Wasko, Development Dimensions International, Anuradha Chawla, Development Dimensions International, Donald R. Scott, Development Dimensions International, *An Examination of the Opportunities and Challenges Presented by Proctored Versus Unproctored Testing*  
Scott A. Davies, Pearson, Patrick L. Wadlington, Birkman International, Inc., *Interactions in Test Administration Settings: The Effect of Applicant Personality*  
Anna Truscott-Smith, The Gallup Organization, Yongwei Yang, The Gallup Organization, Joseph Streur, The Gallup Organization, Theodore L. Hayes, The Gallup Organization, *Impact of Testing Conditions for Selecting Transnational Employees of Choice*



Fiona Brown, Chandler Macleod Ltd., *Implementation of an Online Testing Program for Unemployed Persons in Australia: Challenges Met and Lessons Learned*

Submitter: John A. Weiner, jweiner@psionline.com

195. Symposium: Saturday, 12:30–1:50  
Plymouth (6th floor)

### **OHP Challenges Facing Direct-Care Workers in Long-Term Care**

Direct-care work is the fastest growing occupation with in healthcare; however, direct-care workers are plagued by occupational health issues including safety concerns, resident aggression, work–family conflict, nonstandard schedules, and physical demands. This symposium unites researchers that are examining these topics for this population using different methodologies (e.g., concurrent validation, qualitative, longitudinal).

Autumn D. Krauss, Kronos-Unicru, Inc., *Chair*

Autumn D. Krauss, Kronos-Unicru, Inc., Steven T. Hunt, Kronos Talent Management Division, *The Incremental Validity of Alternative Item Types for Predicting Direct-Care Workers' Safety Performance*

Lori Anderson Snyder, University of Oklahoma, Luz-Eugenia Cox-Fuenzalida, University of Oklahoma, Erica L. Hauck, University of Oklahoma, Tammi Vacha-Haase, Colorado State University, *Predictors and Consequences of Physical Symptoms for Direct-Care Workers*

Kristin Charles, Portland State University, Robert R. Sinclair, Portland State University, *Examining Work-Schedule Management for Direct-Care Workers in the Long-Term Care Industry*

Sarah DeArmond, Colorado State University, Peter Y. Chen, Colorado State University, Tammi Vacha-Haase, Colorado State University, *Workplace Sleepiness in the Long-Term Care Industry: The Role of Resident Aggression*

E. Kevin Kelloway, St. Mary's University, *Discussant*

Submitter: Kristin Charles, kristinc@pdx.edu

196. Symposium: Saturday, 12:30–1:50  
Majestic (6th floor)

### **Advances in Goal-Oriented Research: Understanding Outcomes of Achievement Goals**

Although goal orientation has become an important construct in understanding individuals' behavior in achievement situations, the relationship of achievement goals and outcomes is not fully understood. This symposium presents 4 studies that take a closer look at the relationship between achievement goals and performance in various learning and performance settings.

Frederik Anseel, Ghent University, *Chair*

Dan S. Chiaburu, Pennsylvania State University, *Co-Chair*

Andrew Elliot, University of Rochester, Francois Cury, Provence University/Nice University, *Mastery-Avoidance Goals in Achievement Contexts: Assessment, Antecedents, and Consequences*

Nico Van Yperen, University of Groningen, Frederik Anseel, Ghent University, *The Aim of "Not Losing to Yourself" and Its Deleterious Effect on Job Performance*

Don VandeWalle, Southern Methodist University, Eric A. Surface, SWA Consulting Inc., Kartik S. Bhavsar, North Carolina State University, *Goal Orientation as a Predictor of Foreign Language Proficiency*

Dan S. Chiaburu, Pennsylvania State University, Stacy Campbell, University of Georgia, Katherine Hamilton, Pennsylvania State University, *Which Goal Orientations for Which Training, Programs? The Importance of Mastery- and Performance-Approach Goals*

Gerard Seijts, University of Western Ontario, *Discussant*

Submitter: Frederik Anseel, Frederik.Anseel@ugent.be

197. Practice Forum: Saturday, 12:30–1:50  
Winter Garden (6th floor)

### **Applying Six Sigma to I-O Projects: Challenges and Success Stories**

Six Sigma methodology has been applied to I-O work to help define customer requirements, analyze key organizational metrics against those needs, and identify cost-effective interventions for improving individual and organizational performance. Discussion will focus on how 6 Sigma has been applied to a variety of I-O projects in several organizations.

Jennifer R. Burnett, Bank of America, *Chair*

Matthew R. Smith, GE Money, *Increasing Productivity in New Hires Using Six Sigma*

John H. Golden, Bank of America, Rick Hense, Bank of America, *Improving Staffing Efficiency Using Six Sigma*

Laura Ann Preston, Personnel Decisions International, *Utilizing Six Sigma for Design: Revitalizing 360s Through Voice of the Customer*

Monica A. Hemingway, Starwood Hotels & Resorts, *Using Six Sigma in I-O Psychology*

Submitter: Rick Hense, rick.hense@bankofamerica.com

198. Special Event: Saturday, 12:30–1:20  
Gramercy (7th floor)

### **M. Scott Myers Award Presentation: Securing Our Homeland: I-Os on the Frontline After 9-11**

I-Os made history by enabling the largest peacetime mobilization since WWII by hiring over 50,000 federal security officers after 9-11. The innovative job analysis, skill standards, and assessment work remain the cornerstone of human capital strategies critical to protecting our nation. This presentation describes the ongoing impact of the IOP work in TSA's human capital and security efforts.

Joyce C. Hogan, Hogan Assessment Systems, *Chair*

Elizabeth B. Kolmstetter, Transportation Security Administration, *Presenter*

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

James C. Sharf, Employment Risk Advisors, Inc., *Team Member*

Deborah L. Gebhardt, Human Performance Systems, Inc., *Team Member*

Todd Baker, Human Performance Systems, Inc., *Team Member*

Joanna G Lange, JGL Human Resources Solutions, *Team Member*

199. Interactive Posters: Saturday, 12:30–1:20  
Harlem (7th floor)

### Coaching

David Peterson, Personnel Decisions International, *Facilitator*

199-1. The CPI260™ Coaching Report for Leaders: Strengths and Developmental Opportunities

The current study compared over 5,000 leaders who had strengths and developmental opportunities identified by the CPI260™ assessment's Coaching Report for Leaders. Self-, boss, and direct report ratings from the Center for Creative Leadership's Benchmarks® 360 assessment were used as a criterion. Results were generally supportive of the CRL categorizations.

Michael L. Morris, CPP, Inc.  
Richard C. Thompson, CPP, Inc.  
Nancy Schaubhut, CPP, Inc.

Submitter: Richard C. Thompson, rthompson@cpp.com

199-2. Impact of Group Coaching on Executive Health: A Quasi-Experimental Study

This study tested the effects of a group coaching intervention on executive health/burnout using a quasi-experimental, posttest only control group design. Results of the analyses indicate that the intervention positively affected experimental participants, resulting in a reduction of burnout. Implications and future research are discussed.

Paul T. Barrett, Barrett & Co., LLC  
Karin Klenke, Regent University

Submitter: Karin Klenke, karikle@regent.edu

199-3. Managerial Roles: What Has Changed Since the Late 1980s

Past research explored managers' roles in organizations. This paper will (a) offer how changes in the workplace may have influenced shifts in the importance of managerial roles over the past 15 years, and (b) identify the managerial competencies needed at different levels and across different functions in the organization.

William A. Gentry, Center for Creative Leadership  
Lauren S. Harris, University of Georgia  
Becca A. Baker, North Carolina State University  
Jean B. Leslie, Center for Creative Leadership

Submitter: William A. Gentry, gentryb@leaders.ccl.org

199-4. Coaching Emotional Intelligence: Action Frame Theory and Harrison's Intervention Framework

This paper provides an understanding of how executive coaching may be utilized to aid the development of emotional intelligence (EI). A model of EI is described, followed by an application of action frame theory (AFT) executive coaching. Harrison's depth of interventions model is applied to AFT, focusing on coaching EI.

Rebecca S. Slan Jerusalem, University of Guelph  
Submitter: Rebecca S. Slan Jerusalem, rslan@uoguelph.ca

200. Community of Interest: Saturday, 1:00–1:50  
Uris (6th floor)

### Leadership Talent Management (Leading Edge)

Robert B. Kaiser, Kaplan DeVries Inc., *Facilitator*  
Robert E. Kaplan, Kaplan DeVries, Inc., *Facilitator*  
Cynthia D. McCauley, Center for Creative Leadership, *Facilitator*



201. Interactive Session: Saturday, 1:00–2:50  
Sun Roof (16th floor)

### Critical Issues in Industrial and Organizational Psychology Research

Researchers have argued that our field is atheoretical, and much of our empirical research does not address applied problems (Campbell, 1991; Dunnette, 1991). The purposes of this symposium are to (a) consider the status of research, (b) critically examine existing models and methods, and (c) offer directions for future research.

Dianna L. Stone, University of Texas, San Antonio, *Chair*

Gary P. Latham, University of Toronto, Colleen Stuart, University of Toronto, *Practicing What We Preach: The Practical Significance of Theories Underlying HRM Interventions for an MBA School*

Diana L. Deadrick, Old Dominion University, Pamela Gibson, Old Dominion University, *Further Examination of the Research–Practice Gap: Comparing Topics of Interest to I-O and HR Academics and Professionals*

Eugene F. Stone-Romero, University of Texas, San Antonio, *The Validity of Causal Inferences from Industrial and Organizational Psychology Research*

Gilad Chen, University of Maryland, Richard J. Klimoski, George Mason University, *Training and Development of Human Capital at Work: Is the State of our Science Strong?*

Michael J. Burke, Tulane University, Melinda Scheuer, Illinois Institute of Technology, Rachel Meredith, Illinois Institute of Technology, *The Role of Dialogue in Safety and Health Skill Development*

Dianna L. Stone, University of Texas, San Antonio, Kimberly Lukaszewski, SUNY-New Paltz, *The Influence of Cultural Values on Recruitment and Selection Processes in Organizations*

John C. Dencker, University of Illinois at Urbana-Champaign, Aparna Joshi, University of Illinois at Urbana-Champaign, Joseph J. Martocchio, University of Illinois at Urbana-Champaign, *Employee Benefits as Context for Intergenerational Conflict*

Robert L. Cardy, University of Texas, San Antonio, Janice S. Miller, University of Wisconsin-Milwaukee, Aimee D. Ellis, Arizona State University, *Exploring the Concept of a Person-Based Approach to I-O Psychology and HRM*

Lise M. Saari, IBM, *Discussant*

Submitter: Dianna L. Stone, shashcub1@satx.rr.com

202. Symposium: Saturday, 1:30–2:50  
Gilbert (4th floor)

### Job Satisfaction Across the Career: Does It Go Up or Down?

Work attitudes must be better understood as the work force ages worldwide. A meta-analysis of job satisfaction and age is contrasted with a large-scale international

study of work attitudes over their career. Different conclusions about the shape of the relationship are found and may be resolved by recent career theories.

Anthony Sterns, Creative Action LLC, *Chair*  
Anthony Sterns, Creative Action LLC, Jean E. Kubeck, New York City College of Technology, *Age and Job Satisfaction: A Comprehensive Review and a Meta-Analysis*

Lisa A. Hollis-Sawyer, Northeastern Illinois University, Sharon Franz Parker, Foresight International, Inc., Thomas P. Sawyer, Elmhurst College, *Is Worker's Age the Best Determinant of Workplace Reactions? An Examination of Two Cohorts' Reactions in an International Company Undergoing Restructuring*

Harvey L. Sterns, University of Akron, Greta A. Lax, University of Akron, *The Crap Tolerance Factor: The Impact of Work Satisfaction on Career Decision Making*

Paul E. Levy, University of Akron, *Discussant*

Submitter: Anthony Sterns, drtone@gmail.com

203. Practice Forum: Saturday, 1:30–2:50  
Wilder (4th floor)

### Facilitating Change Through Strategy Implementation

Strategy is described by Jay Galbraith as a company's formula for winning, yet 9 out of 10 companies fail to execute strategy. Practitioners from 4 companies will share various techniques designed to facilitate the successful implementation of strategy.

Lyse Wells, Payless ShoeSource, *Chair*  
Cassandra Frangos, Balanced Scorecard Collaborative, *Creating a Strategy-Focused Organization*

Lyse Wells, Payless ShoeSource, *Facilitating Dramatic Change Through Strategy Implementation: A Case Study in Using the Balanced Scorecard*

Sheila M. Rioux, Development Dimensions International, *Business Strategy Implementation Realized*

Catherine Q. Mergen, LaSalle Bank Corporation, *Driving Strategy and Change in a Matrix Organization*

Cassandra Frangos, Balanced Scorecard Collaborative, *Discussant*

Submitter: Lyse Wells, lyse@the-wells.com

204. Panel Discussion: Saturday, 1:30–2:50  
Brecht (4th floor)

### The Achilles' Heel of LMX: Reexamining the Measurement-Theory Link

Despite the popularity and wide empirical support of this LMX theory, questions persist about the construct validity of LMX assessment tools. This panel discussion considers the state-of-the-art of LMX from a measurement perspective, and the implications this has for both existing LMX theory as well as potential applied applications.

Terri A. Scandura, University of Miami, *Chair*  
Michael Hepperlen, MDA Leadership Consulting, *Co-Chair*  
Jeremy B. Bernerth, Auburn University, *Panelist*  
Michael Hepperlen, MDA Leadership Consulting, *Panelist*  
Robert C. Liden, University of Illinois at Chicago, *Panelist*  
Mary Uhl-Bien, University of Nebraska-Lincoln, *Panelist*

Submitter: Michael Hepperlen, mhepperlen@mdaleadership.com

205. Poster Session: Saturday, 1:30–2:20  
Westside (5th floor)

### Selection: Barriers and Practice

205-1. The Construct Validity of a Situational Judgment Test

This study examined whether the response instructions of a situational judgment test (SJT) moderated its validity in a maximum performance context and estimated the upper-bound validity coefficient for SJTs in selection contexts. Instructions interacted with knowledge when predicting performance and the validity coefficient for SJTs is moderate ( $\beta = .478$ ).

Kevin C. Stagl, University of Central Florida  
Barbara A. Fritzsche, University of Central Florida  
Eduardo Salas, University of Central Florida

Submitter: Kevin C. Stagl, kcs224488@hotmail.com

205-2. Assessor-Related Factors and Score Differences Between Ethnically Diverse Police Applicants

The present study examined the effects of demographic and perceived similarity between assessors and applicants on assessors' evaluations of Dutch ethnic majority and minority applicants. Results showed that demographic similarity did not explain score differences between ethnic groups. Perceived similarity did explain score differences but for Turkish applicants solely.

Lonneke A. L. de Meijer, Erasmus University Rotterdam  
Marise Ph. Born, Erasmus University Rotterdam  
Hans van Loon, Police Academy of The Netherlands  
Henk T. van der Molen, Erasmus University Rotterdam

Submitter: Lonneke A. L. de Meijer, demeijer@fsw.eur.nl

205-3. Reducing Adverse Impact in Biodata Via Dimension and Item-Level Analysis

Biodata typically informs selection decisions by predicting job performance, fit with an organization, and turnover while minimizing adverse impact. Findings from this exploratory study extend existing research by investigating the differences in adverse impact levels resulting from the application of various biodata dimensions in selection.

Jillian A. Peat, University of Tennessee, Knoxville  
Victoria A. Davis, Organizational Consultant  
Cheryl L. Comer, Kansas State University

Submitter: Victoria A. Davis, davis.va@gmail.com

205-4. Retest Policies: Who Are Retesters and What Are Practical Implications?

This study was conducted to describe retesters in detail, compare single testers and retesters on variables that have practical importance to organizations, and compare successful single testers and successful retesters in subsequent selection hurdles. The results of the analyses provide practical guidance for organizations developing retest policies.

Jennifer M. Hurd, Aon Consulting  
Michelle L. Gonder, FBI

Submitter: Amy Dawgert Grubb, akdg@comcast.net



### 205-5. Controlling the Threat of Stereotypes: Effectiveness of Mental Control Strategies

This study examined how using a mental control strategy in conjunction with the removal of stereotype threat may boost female math performance in a simulated applicant setting. No stereotype threat effect was found. Those high in math ability scored higher on the math test when using no mental control strategy.

Heather M. Prather, U.S. Office of Personnel Management

Submitter: Heather M. Prather, heather.prather@opm.gov

### 205-6. Locus of Control and Applicant Faking: Direct and Convergent Evidence

The current investigation examined the role of locus of control as a predictor of applicant faking behavior. The study also sought to determine whether the relationship between Conscientiousness and locus of control changed across response settings (applicant and honest). Data analyzed for the present study supported both assertions.

Mitchell H. Peterson, Florida Institute of Technology  
Shawn M. Burkevich, Florida Institute of Technology  
Paul Merlini, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Mitchell H. Peterson, mpeterson30@cfl.rr.com

### 205-7. Effects of Faking and Variance of Faking in Select-Out Systems

Effects of faking and variance in faking when setting low cut scores (select out) were simulated. Effects on criterion-related validity were small but increased as variance in faking increased. Faking had large effects on (a) mean performance, (b) passing rates of applicants that should not have been selected, and (c) selection ratios.

Christopher M. Berry, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Christopher M. Berry, berry053@umn.edu

### 205-8. Why "Faked" Personality Assessments Predict Performance: The Ability to Identify Criteria

This study tested whether the validity of "faked" personality assessments, indicated by a common "ideal-employee-factor" underlying ratings of theoretically unrelated personality dimensions, can be explained via applicants' ability to identify criteria. Results from 149 participants answering personality scales under applicant conditions and participating in high- and low-fidelity simulations fully support this proposition.

Ute-Christine Klehe, University of Amsterdam  
Martin Kleinmann, University of Zurich  
Thomas Hartstein, Deka Bank  
Klaus G. Melchers, University of Zurich  
Cornelius J. Koenig, University of Zurich

Submitter: Ute-Christine Klehe, u.klehe@uva.nl

### 205-9. Assessing Competencies: Competencies Through the Eyes of Psychologists

This study investigated relationships between competency dimensions and possible antecedents. Results showed that to assess the competency dimension Thinking, psychologists focus on cognitive ability. To assess the competency dimension Feeling, performance on simulation exercises is of main importance. In assessing the competency dimension Power, psychologists focus on personality and on performance on assessment center exercises.

Hanneke Heinsman, Vrije Universiteit Amsterdam  
Annebel H. B. de Hoogh, Vrije Universiteit Amsterdam  
Paul L. Koopman, Free University-Amsterdam  
Jaap J. Van Muijen, Nyenrode Business Universiteit

Submitter: Annebel H. B. de Hoogh, ahb.de.hoogh@psy.vu.nl

### 205-10. "Ultra High Stakes" Assessment, the Case for an Additional Paradigm

I-O assessment techniques have largely been designed and validated in low- and high-stakes contexts (www.intestcom.org). We postulate the need for an additional paradigm where the stakes for the candidate become "ultra high." We give 3 examples and recommend practical actions to better accommodate candidates in "ultra high stakes" assessments.

James Bywater, SHL Group Plc  
Jurgen Bank, Self-Employed

Submitter: Jurgen Bank, jurgenbank@msn.com

### 205-11. Exploring the Relationship Between Academic Dishonesty and Applicant Dishonesty

This study explored the relationship between academic dishonesty and applicant dishonesty. Using a simulated applicant setting, students who reported higher levels of academic dishonesty were also more likely to fake on various subscales of the NEO-FFI. Both academic dishonesty and faking were significantly correlated with integrity.

Richard L. Frei, Community College of Philadelphia  
Mitchell H. Peterson, Florida Institute of Technology  
Joshua A. Isaacson, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology  
Margaret Jenkins, Seminole Community College

Submitter: Mitchell H. Peterson, mpeterson30@cfl.rr.com

### 205-12. The Validity of Conscientiousness in the Presence of Faking

Six faking parameters were manipulated in this Monte Carlo investigation examining the impact of faking on the criterion-related validity of Conscientiousness for predicting job performance. The results suggest that the strength and direction of the impact of faking on validity is dependent on all 6 faking parameters and their interactions.

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

Submitter: Shawn Komar, sgkomar@uwaterloo.ca



205-13. Leaders' Motivation to Serve and Its Impact on Subordinates' Extra-Role Behaviors

Based on servant leadership theory, we developed a construct called motivation-to-serve (MTS) that describes leaders' willingness to promote the interests of their subordinates. Results of 3 studies demonstrate that MTS has convergent, discriminant, and predictive validity. Specifically, leaders' MTS affect subordinates' helping and voice behaviors via LMX. Implications are discussed.

K. Yee Ng, Nanyang Technological University  
Hock-Chye Goh, Nanyang Technological University  
Christine Koh, Nanyang Technological University

Submitter: K. Yee Ng, akyng@ntu.edu.sg

205-14. Sex and Faking: Implications for Selection Decisions

The current study investigates applicant response behavior, specifically, the phenomenon "faking," and subgroup differences (between males and females) in this behavior. Results suggest that males tend to engage in faking to a greater extent than their female counterparts. Partial support was found for gender roles as a moderator.

Joshua A. Isaacson, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Joshua A. Isaacson, jisaacson@fit.edu

205-15. Standardized Essay Tests: The Effects of Coaching on Score Improvement

Despite the growing use of writing assessments in standardized tests, little is known about coaching effects on writing assessments similar to those on the new SAT. Therefore, this study tested the effects of short-term coaching on standardized writing tests and the generalizability of those effects to other writing genres.

Chaitra M. Hardison, RAND  
Paul R. Sackett, University of Minnesota

Submitter: Chaitra M. Hardison, chaitra@rand.org

205-16. Antecedents and Outcomes of Selection Practice Effects

We tested several proposed explanations for practice effects in cognitive skills testing and examined test-retest scores differences in predicting task performance on a measure of problem-solving ability. Practice effects were replicated and associated with changes in several explanatory variables. However, no test-retest validity differences were found.

Jane A. Halpert, DePaul University  
Kyle G. Gerjerts, DePaul University  
Laura Miller, DePaul University  
Thomas Fritts, DePaul University  
John P. Hausknecht, Cornell University

Submitter: Jane A. Halpert, jhalpert@depaul.edu

205-17. The Impact of Test Anxiety on Maximal and Typical Performance

Competing models of test anxiety are evaluated by assessing the relation between measures of maximal and typical academic performance. Consistent with the deficits model of test anxiety, test anxiety did not moderate the relationship between maximal and typical performance and was unrelated to maximal performance after controlling for typical performance.

Jessica Thornton, University of North Carolina Charlotte  
Heather Gordon, University of North Carolina Charlotte  
Jennifer E. Charles, University of North Carolina Charlotte  
Charlie L. Reeve, University of North Carolina Charlotte

Submitter: Jessica Thornton, jess.thornton@gmail.com

205-18. Controlling Faking in Personality Measures: Another Look at Unlikely Virtues

The effects of correcting personality measures for unlikely virtues (UV) is examined in a large ( $N = 2,295$ ) dataset. Results showed that some corrections for UV improved criterion-related validities and had a substantial effect on who gets hired at low selection ratios. UV was related to race and gender.

Jeff A. Weekley, Kenexa

Submitter: Jeff A. Weekley, jeff.weekley@kenexa.com

205-19. Social Desirability and Applicant Faking Behavior: A Validation Study

Response distortion has often been cited as a threat to the validities of personality measures. Determining such distortion has frequently relied on social desirability measures. However, this relationship has been largely assumed. The results of the study significantly question the function of social desirability scores as an indicator of faking.

Joshua S. Quist, Florida Institute of Technology  
Shikha Arora, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Joshua S. Quist, JoshQ\_81@hotmail.com

205-20. Automated Essay Scoring: Participant Reactions and Recommendation Intention

This study investigated participants' reactions to automated essay scoring (AES) using an organizational justice perspective. In a sample of 204 college students, we found that explanation adequacy was related to distributive and procedural justice perceptions, which in turn were related to perceptions of AES usefulness and AES recommendation intention.

Pat M. Caputo, University at Albany, SUNY  
Laurel A. McNall, SUNY-Brockport  
Aline Masuda, IESE Business School of Barcelona

Submitter: Pat M. Caputo, pc0354@albany.edu

### 205-21. Using Mixture Model-IRT to Identify Faking on Situational Judgment Tests

It was investigated whether those faking on situational judgment tests (SJTs) could be identified by using mixture model item response theory (MM-IRT). Results found that fakers could be reliably identified. The usefulness of MM-IRT in selection contexts is discussed in relation to declines in criterion-related validity when the SJTs are faked.

Alison A. Broadfoot, Bowling Green State University

Submitter: Alison A. Broadfoot, balison@bgnet.bgsu.edu

### 205-22. The Effects of Warnings and Elaborations on Selection Device Utility

Two methods of reducing response distortion, the provision of warnings and requests for elaborations on responses, were assessed for their potential impact on the factor structure and criterion-related validity of a predictor. Results indicate that warnings improve criterion-related validity relative to a control condition but that elaborations distort factor structure.

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

Submitter: Brian G. Whitaker, bgw3@uakron.edu

### 205-23. SES and Admissions Test Validity: Within Race Analyses

Previous research has indicated that admissions test validity is not influenced by socioeconomic status. However, this research has not examined the focal relationships within racial groups. The present study examined the relationship between test scores and college grades, controlling for SES, within different racial groups.

Justin Arneson, University of Minnesota  
Shonna D. Waters, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Justin Arneson, arne0063@umn.edu

### 205-24. Faking and the Prediction of Performance: A Bootstrapping Analysis

Under a bootstrapping framework, the current study examined the effect of applicant faking behavior on the prediction of job performance when using personality inventories. Although a significant amount of fakers existed in the present sample, criterion-related validity levels remained equal to their honest counterparts.

Randolph J Socin, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Richard L. Griffith, griffith@fit.edu

### 205-25. Measuring Heterogeneity in Categorical Variables

In applied psychology, there are 2 common statistics used to compute heterogeneity in teams. Although they

tend to be used interchangeably, there has been no formal comparison of the 2 statistics. Using data simulation, results suggest that the 2 statistics have substantial differential relationships with outcome variables. Implications are discussed.

Matthew J. Borneman, University of Minnesota  
Rick D. Guyer, University of Minnesota

Submitter: Matthew J. Borneman, borne030@umn.edu

### 205-26. Size and Leadership: Implicit and Explicit Associations

The current study examined associations between size and leadership. Results showed a strong implicit association, as measured by the Implicit Association Test, even among those who reported no explicit association. Taller, more muscular people also expressed a stronger liking for being in a leadership position than shorter, less muscular people.

Ellen Weissblum, University at Albany, SUNY  
Jessica M. Nicklin, University at Albany, SUNY  
Heather Rosman, University at Albany, SUNY

Submitter: Ellen Weissblum, Ellen.Weissblum@gmail.com

### 205-27. Using IRT to Produce More Accurate and Wider Test-Score Bands

We investigated the relative accuracy of IRT-based methods for estimating errors in computing bandwidth in test-score banding using actual examinees taking a g-loaded test ( $N = 2,237$ ) and via Monte Carlo simulation ( $N = 100,000$ ). Information-function conditional standard errors yielded noticeably larger bands and converged better with true measurement error.

Robert J. Harvey, Virginia Tech  
Herman Aguinis, University of Colorado, Denver  
Teresa A. Wagner, University of South Alabama

Submitter: Robert J. Harvey, rj@pstc.com

### 205-28. Lab-Field Comparisons of Self-Presentation on Personality Measures: A Meta-Analysis

The authors described and compared the type and magnitude of self-presentation that occurs on personality inventories in lab and field contexts. Across 168 studies, it was found that the magnitude of self-presentation did not vary reliably and that similar types of self-presentation can occur in lab and field contexts.

Amy C. Hooper, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Amy C. Hooper, dies0018@umn.edu

### 205-29. Retest Effects on an Unproctored Internet-Based GMA Test

The current study examined the retest scores of an unproctored ability test under high and low stakes. Test-retest reliabilities were high, and the data support a

psychometric explanation of improvement in scores. The results do not support the notion of high stakes widespread malfeasance on the speeded ability test.

Winfred Arthur, Texas A&M University  
Ryan M. Glaze, Texas A&M University  
Anton J. Villado, Texas A&M University  
Jason M. Taylor, PeopleAnswers, Inc.

Submitter: Ryan M. Glaze, rmg@tamu.edu

#### 205-30. Impact of IRT-Based Top-Score Banding on ASVAB Minority Selection Ratios

Analyses of top-score bands produced using item response theory (IRT) information-function based versus conventional expected-variance conditional standard error (CSE) estimates for the ASVAB MC and WK tests ( $N = 13,453$ ) showed that information-based CSEs produced both wider bands and increased minority representation in the top band.

Robert J. Harvey, Virginia Tech  
Herman Aguinis, University of Colorado, Denver  
Shanan Gibson, East Carolina University

Submitter: Robert J. Harvey, rj@pstc.com

#### 206. Symposium: Saturday, 1:30–2:50 Gramercy (7th floor)

##### **Measuring and Molding Learners' Minds: A Training Research Perspective**

This symposium focuses on trainees' cognitions and their effects on learning outcomes. The first 2 papers lend doubt to the accuracy of trainees' perceptions of their knowledge level and the training environment. The last 2 papers discuss prompting self-regulation as an intervention for improving trainees' decision-making skills.

Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Chair*  
Katherine Ely, George Mason University, *Co-Chair*  
Katherine Ely, George Mason University, Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Self-Reported Learning: What Are We Really Measuring?*  
Joshua P. Liff, Colorado State University, Kurt Kraiger, Colorado State University, *An Examination of Learner Control: Conceptual and Empirical Distinctions Between Objective and Perceived Control*  
Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Prompting Self-Regulation to Improve Learning Outcomes in Web-Based Training*  
Bradford S. Bell, Cornell University, Adam Kanar, Cornell, *Self-Regulated Learning in Technology-Based Training: An Aptitude-Treatment Perspective*  
Raymond A. Noe, Ohio State University, *Discussant*  
Annette Towler, Illinois Institute of Technology, *Discussant*

Submitter: Katherine Ely, kely@gmu.edu

#### 207. Symposium: Saturday, 1:30–2:50 Empire (7th floor)

##### **Individual and Organizational Strategies for the Reduction of Discrimination**

The pernicious nature of contemporary discrimination and its consequences necessitate the identification and evaluation of strategies that individuals and organizations can enact to reduce occurrences of inequity. This set of studies will provide researchers and practitioners with empirical evidence regarding the efficacy of various strategies for the reduction of discrimination.

Eden B. King, George Mason University, *Chair*  
Sarah L. B. Singletary, Rice University, Michelle (Mikki) Hebl, Rice University, *Mechanisms for Remediating Discrimination in a Job Applicant Context*  
Juan Madera, Rice University, Michelle (Mikki) Hebl, Rice University, Daniel J. Beal, Rice University, *Staffing Policies and Interview Structure: How They Relate to Discrimination and Diversity*  
Katherine Elder, George Mason University, Whitney E. Botsford, George Mason University, Eden B. King, George Mason University, Meni Koslowsky, Bar-Ilan University, *Letters of Recommendation: Bias and How to Reduce Bias*  
Derek R. Avery, Rutgers University, Patrick F. McKay, University of Wisconsin-Milwaukee, David C. Wilson, University of Delaware, *Relational Demography and Employment Discrimination: Does Similarity Help?*  
Kecia M. Thomas, University of Georgia, *Discussant*

Submitter: Eden B. King, eking6@gmu.edu

#### 208. Practice Forum: Saturday, 1:30–2:50 Chelsea (7th floor)

##### **Survey Stakeholders; Balancing Diverse and Sometimes Conflicting Needs**

Designing and executing successful organizational surveys requires practitioners to define their stakeholders and then balance between what are often conflicting needs. Survey professionals from PepsiCo, Citigroup, Microsoft, and Valtera will highlight some key stakeholder groups and how they meet their needs while safeguarding a survey's mission and charter.

Karen M. Barbera, Valtera, *Chair*  
Jerry S. Halamaj, Citigroup, *The Evolution of Citigroup's Survey Program to Meet Stakeholder Needs*  
Allan H. Church, PepsiCo, Erica I. Desrosiers, PepsiCo, David H. Oliver, PepsiCo International, *Can You Add My Item? Addressing the Needs of Multiple Stakeholders Through Customization*  
Lindsay Bousman, *Serving Unique Stakeholder Groups in Microsoft's Annual Employee Survey*  
Karen M. Barbera, Valtera, Robert K. Beres, Valtera, Wayne C. Lee, Valtera, *Defining Stakeholders: An Outside View*  
Benjamin Schneider, Valtera, *Discussant*

Submitter: Karen M. Barbera, kbarbera@valtera.com

209. Symposium: Saturday, 1:30–2:50  
Duffy (7th floor)

### Physical Performance Testing: What Is the True Impact?

Regardless of increases in technology, many jobs still have substantial physical demand. This symposium addresses the impact of physical testing in terms of gender, ethnic group, age, and injury reduction. Criterion-related studies using basic ability and work sample tests will demonstrate advantages and disadvantages of both types of testing procedures.

Deborah L. Gebhardt, Human Performance Systems, Inc., *Chair*  
Deborah L. Gebhardt, Human Performance Systems, Inc.,

#### *Physical Performance Assessment Selection: Pros, Cons, and Gender Impact*

Marilyn Sharp, U.S. Army Research Institute Environmental Medicine, *Relationship of Physical Capabilities, Job Performance, and Injuries for Army Mechanics*

Todd Baker, Human Performance Systems, Inc., *Physical Performance Test Results Across Ethnic Groups: Does the Type of Test Have an Impact?*

James C. Sharf, Employment Risk Advisors, Inc., *Discussant*

Submitter: Deborah L Gebhardt, DLgebhardt@humanperfsys.com

210. Interactive Posters: Saturday, 1:30–2:20  
Harlem (7th floor)

### P–O Fit

Christine Scheu, Aon Consulting, *Facilitator*

210-1. Fit and Reputation as Determinants of Applicant Attraction

This study represents an attempt to examine organizational attraction by integrating 2 theoretically different perspectives. Moreover, moderating influences of self-monitoring were included in response to research that suggests that individual differences also influence job seekers' perceptions of organizational attraction and job pursuit intentions.

Shannon G. Taylor, Louisiana State University

Stacie A. Furst, University of Cincinnati

Submitter: Kevin W. Mossholder, kmossh@lsu.edu

210-2. Effects of Employee Characteristics and Fit Perceptions on Work Outcomes

Three aspects of workplace fit (person–group, person–job, and person–organization) and their relationships with intent to quit, job satisfaction, organizational citizenship behavior, and organizational commitment were investigated in a sample of active full-time employees. The study also explored moderating effects of organizational tenure and work experience.

Victoria A. Davis, Organizational Consultant

Norbert K. Tanzer, Alliant International University/University of Graz

Submitter: Victoria A. Davis, davis.va@gmail.com

210-3. Subjective Person–Organization Fit: Construct Development and Exploratory Factor Analysis

The purpose of this research was to explore the factor structure of a multidimensional measure of subjective person–organization fit. Results of the principal components analysis based on a sample of 196 employees revealed 5 distinct dimensions: needs–supplies fit, demands–abilities fit, supplementary employee fit, complementary fit, and supplementary organization fit.

Kelly A. Piasentin, University of Calgary

Derek S. Chapman, University of Calgary

Submitter: Kelly A. Piasentin, kaweir@ucalgary.ca

210-4. P–J Fit and Performance: Linear, Quadratic, and Multiplicative Effects

This study places P–J fit within the nomological net while testing the predictive validity of P–J fit above and beyond that of a host of individual difference and contextual variables. Results suggest that even while controlling for an array of predictors, P–J fit predicts incremental validity in performance determinants.

Michael R. Bashshur, Universitat Pompeu Fabra

Submitter: Michael R. Bashshur, michael.bashshur@upf.edu

211. Symposium: Saturday, 1:30–2:50  
Marquis B (9th floor)

### Examining Old Problems With New Tools: Statistically Modeling Applicant Faking

Research examining response distortion has been limited by a lack of statistical modeling techniques to test theoretical models. The current symposium will discuss how applicant faking behavior influences construct and criterion validities of personality selection measures utilizing a variety of analytical and statistical approaches.

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

Tina Malm, Florida Institute of Technology, *Co-Chair*

Michael Biderman, University of Tennessee-Chattanooga,

#### *Variability Indicators in Structural Equation Models*

Neil D. Christiansen, Central Michigan University, Gary N.

#### *Partitioning Faking Variance: A Latent Variable Approach in Within-Subject Designs*

Gary N. Burns, University of Wisconsin Oshkosh, Neil D.

#### *Combating the Effects of Faking: Method Factors and Discriminate Validity*

Andrea F. Snell, University of Akron, Chris Fluckinger,

#### *Frame-of-Reference Training on the Validity of Personality Measures*

Richard L. Griffith, Florida Institute of Technology, Yukiko

Yoshita, Florida Institute of Technology, *Modeling*

#### *Response Distortion in Applicant Settings*

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

Submitter: Tina Malm, malti77@yahoo.com



212. Academic-Practitioner Collaborative Forum:  
Saturday, 1:30–2:50  
Cantor (9th floor)

### **A More Targeted Recruiting Process Through Structured Interviewing...Challenges and Successes**

A new form of interviewing was researched by Cambria Consulting and Campion Consulting Services involving development and validation of a structured interviewing system for hiring new managers at Microsoft. Comparisons across alternative types of hiring procedures suggest that structured interviews have higher validity and lower adverse impact than other procedures.

Timothy S. Kroecker, Cambria Consulting, *Chair*  
John Hendrickson, Cambria Consulting, *Co-Chair*  
Lisa Sandora, Microsoft Corporation, *Presenter*

Submitter: Timothy S. Kroecker,  
tkroecker@cambriaconsulting.com

213. Theoretical Advancement: Saturday, 1:30–2:50  
Barrymore (9th floor)

### **Strategic Helping Theory in Industrial-Organizational Psychology: A Call for Research**

Strategic helping theory is presented to the I-O psychology community. It posits how large-scale helping is a function of motivation, organizational action (e.g., from NPOs/NGOs), and network activation. “Strategic insight” moderation of helping on effective change is articulated (e.g., accurate need identification). Dialogue between theorist, experts, and audience is planned.

James D. Westaby, Columbia University, *Presenter*  
W. Warner Burke, Columbia University, *Presenter*  
Harold W. Goldstein, Baruch College, CUNY, *Presenter*  
Jonathan A. Rhoades, Mercer Delta, *Presenter*  
Rick R. Jacobs, Pennsylvania State University, *Presenter*

Submitter: James D. Westaby, westaby@columbia.edu

214. Panel Discussion: Saturday, 2:00–2:50  
Odets (4th floor)

### **Validity Generalization in the Workplace**

Validity generalization is professionally recognized as a means of justifying the use of a selection procedure in a new situation without conducting a local study; however, the legal community holds a narrower view. This session explores applications and issues for practitioners operating within the professional–legal gap in views of VG.

John A. Weiner, PSI, *Chair*  
Wanda J. Campbell, Edison Electric Institute, *Panelist*  
Nancy T. Tippins, Valtera, *Panelist*  
Ryan A. Ross, Hogan Assessment Systems, *Panelist*

Submitter: John A. Weiner, jweiner@psionline.com

215. Symposium: Saturday, 2:00–2:50  
Hart (4th floor)

### **Tasking Applied Researchers With Studying Multitasking: Individual Differences in Multitasking**

Despite the substantial amount of research devoted to studying attentional processes in laboratory environments, little empirical attention has been given to studying individual differences related to multitasking in organizational settings. This symposium focuses on multitasking by exploring methods of measurement, antecedents and correlates of multitasking, and predictors of multitasking behavior.

Tracy Kantrowitz, PreVisor, *Chair*  
D. Zachary Hambrick, Michigan State University, Tara A. Rench, Michigan State University, L. Andrew Jones, Navy Personnel Research, Studies, and Technology, Frederick L. Oswald, Michigan State University, Nicole Moon, Michigan State University, *Relations of Cognitive and Nonognitive Variables to Strategy Use in Multitasking*  
Ted B. Kinney, GEICO/Pennsylvania State University, *Understanding Performance in a Job-Relevant, Applied, Multitasking Environment*  
Tracy Kantrowitz, PreVisor, James C. Beaty, PreVisor, Darrin Grelle, University of Georgia, Mark B. Wolf, Georgia Institute of Technology, *Investigating Preferences for Multitasking: Influence of Polychronicity on Job Performance*  
Jeffrey M. Conte, San Diego State University, *Discussant*

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

216. Special Event: Saturday, 2:00–2:50  
Broadway S (6th floor)



### **Talent Attraction, Development, Retention: Insights from SIOP's Leading Edge Consortium—Innovations in Technology**

Presenters and participants at SIOP's 2006 Fall Consortium shared leading-edge organizational practices aimed at attracting, developing, and retaining talent. This symposium will present 2 innovative uses of technology designed to enhance talent attraction and development.

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Chair*  
Alyssa Mitchell Gibbons, University of Illinois at Urbana-Champaign, Deborah Rupp, University of Illinois at Urbana-Champaign, Myungjoon Kim, Korean Psychological Testing Institute/Valtera Asian-Pacific, *Using Technology to Enhance Developmental Assessment*  
Becky Sterling, Kenexa, *Using Technology to Enhance Recruitment Best Practices*

217. Panel Discussion: Saturday, 2:00–2:50  
Broadway N (6th floor)

### **Working on the Edge: I-O Psychology and Marginalized Workers**

Many people labor at the margins of the types of organizations and work arrangements on which I-O psychologists typically focus. We must better consider the experiences of these understudied populations, including undocumented immigrants, contingent workers, day laborers, and others.

Bernardo M. Ferdman, Alliant International University, **Chair**  
 Josep M. Blanch, Universidad Autonoma de Barcelona, **Panelist**  
 Dov Eden, Tel Aviv University, **Panelist**  
 Ellen E. Kossek, Michigan State University, **Panelist**  
 Submitter: Tammy D. Allen, tallen@luna.cas.usf.edu

218. Community of Interest: Saturday, 2:00–2:50  
 Uris (6th floor)

### The Science and Practice of Mentoring

Tammy D. Allen, University of South Florida, **Facilitator**  
 Mariangela Battista, Starwood Hotels & Resorts, **Facilitator**

219. Education Forum: Saturday, 2:00–2:50  
 Plymouth (6th floor)

### I-O Master's Careers: Successful Paths to Divergent Destinations

Over the past 2 decades, I-O master's programs have grown exponentially. A panel of master's-level I-O psychologists with established careers in corporate, applied research, consulting, and as an attorney provide different perspectives in addressing competencies that proved most relevant in their career success. A 5th member provides the academic perspective.

Elizabeth L. Shoenfelt, Western Kentucky University, **Chair**  
 Elizabeth L. Shoenfelt, Western Kentucky University, Susan A. Walker, FedEx Freight, Alan G. Walker, East Carolina University, Leslie A. Pearson, Booz Allen Hamilton, Allison E. Maue, Sidley Austin LLP, **I-O Master's Careers: Successful Paths to Divergent Destinations**

Submitter: Elizabeth L. Shoenfelt, betsy.shoenfelt@wku.edu

220. Conversation Hour: Saturday, 2:00–2:50  
 Majestic (6th floor)

### Wisdom in Organizations and Management: Conversations for Theory and Practice

As organizations face challenges related to globalization, ethics, technology, and demanding shareholders, they seek to find ways to manage these challenges and thrive. This session examines questions related to how organizations harness wisdom for these purposes. Specifically, we discuss how wisdom is defined, applied, and developed in the organizational context.

Jennifer Jordan, Dartmouth College, **Host**  
 Eric Kessler, Pace University, **Co-Host**  
 Robert Hooijberg, International Institute for Management Development, **Co-Host**

Submitter: Jennifer Jordan, jennifer.jordan@Dartmouth.edu

221. Special Event: Saturday, 2:00–2:50  
 Marquis C (9th floor)

### Distinguished Scientific Contributions Award: Organizational Justice: A SWOT Analysis

To assess the state of research progress, theory development, and practical application in organizational justice, this field's strengths, weaknesses, opportunities, and threats are analyzed. Emphasis is placed on the scope and methods of research, the characteristics of underlying

conceptualizations, and the extent to which theory and practice inform one another.

Belle Rose Ragins, University of Wisconsin-Milwaukee, **Chair**  
 Jerald Greenberg, The Ohio State University, **Presenter**

222. Symposium: Saturday, 3:30–4:50  
 Gilbert (4th floor)

### Promoting Individual and Team Adaptability Through Training

Today's dynamic work environment places a premium on organizational training programs that successfully promote knowledge and skill adaptability. Four groups report their programs of research on training strategies (including cross training, use of stimulus variety, metacognitive strategies, and posttraining follow-up coaching) with the potential to enhance individual and team adaptability.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, **Chair**  
 Chockalingam Viswesvaran, Florida International University, **Co-Chair**

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Chockalingam Viswesvaran, Florida International University, **Enhancing Trainee Learning and Adaptability Through Metacognitive Strategy Interventions**  
 Beth A. Heinen, George Mason University, Stephen J. Zaccaro, George Mason University, Marissa L. Shuffler, University of North Carolina Charlotte, Johnathan Nelson, George Mason University, Kevin Smith, George Mason University, Katherine Marie Ryan, George Mason University, **Stimulus Variety as a Learning Principle That Fosters Adaptive Performance**  
 Constanza Berger, Florida International University, Candace Atamanik-Dunphy, Florida International University, Leslie A. DeChurch, Florida International University, Christian J. Resick, Florida International University, Daniel S. Whitman, Florida International University, Juanita Annette Lopez, Florida International University, Tadeusz Galeza, Florida International University, Jennifer Reixach, Florida International University, **The Impact of Cross-Training on Team Adaptability**

Gina R. Hernez-Broome, Center for Creative Leadership, **Impact of Coaching Following a Leadership Development Program**  
 C. Shawn Burke, University of Central Florida, **Discussant**

Submitter: Jessica Mesmer-Magnus, magnusj@uncw.edu

223. Panel Discussion: Saturday, 3:30–4:50  
 Odets (4th floor)

### Perceived Organizational Support: Future Directions

There are now over 250 studies suggesting that employees' general perception of positive valuation by the organization has positive consequences for employees and the organization. We discuss extensions of this approach to management strategy, occupational health psychology, supervisor support, psychological contracts, and work-family issues.

Robert Eisenberger, University of Delaware, **Chair**  
 Lynn M. Shore, San Diego State University, **Panelist**  
 Lois E. Tetrack, George Mason University, **Panelist**

Robert Eisenberger, University of Delaware, *Panelist*  
 Jackie Coyle-Shapiro, London School of Economics, *Panelist*  
 Louis C. Buffardi, George Mason University, *Panelist*

Submitter: Robert Eisenberger, eisenber@udel.edu

224. Invited Speaker: Saturday, 3:30–4:20  
 Wilder (4th floor)

**Special Invited Event Sponsored by the SIOP Program Committee: Social Responsibility and Sustainability: Definitions, Descriptions, and Applications to Business**

Poverty, healthcare, climate change, biodiversity. These issues have often been assumed to belong to the domain of government, but in recent years they are becoming increasingly relevant to business. In this session, I will provide an overview of how corporate social responsibility and corporate sustainability have played out in organization studies.

Pratima Bansal, University of Western Ontario, *Presenter*  
 Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Chair*

225. Special Event: Saturday, 3:30–4:20  
 Hart (4th floor)

**Special Event Hosted and Sponsored by the SIOP Fellowship Committee: SIOP Fellows... Who, What, When, Where, Why?**

SIOP Fellows have been around a long time, but many members know little about the process. This discussion and Q&A with the Fellowship Committee will include what it takes to become a Fellow, the process of nomination and election, how SIOP Fellowship is evolving, and the relationship among SIOP/APA/APS Fellowship.

George P. Hollenbeck, Hollenbeck Associates, *Host*

226. Symposium: Saturday, 3:30–5:20  
 O'Neill (4th floor)

**Situational Judgment Tests: Future Directions**

The wording of situational judgment tests (SJT) may affect how test takers respond to specific questions. The response instructions, situation in which the SJT is embedded, and applications of SJTs are examined.

Mindy E. Bergman, Texas A&M University, *Chair*  
 Jennifer L. Rasmussen, Texas A&M University, *Co-Chair*  
 Nathan S. Hartman, John Carroll University, Walter Lee Grubb, East Carolina University, Michael A. McDaniel, Virginia Commonwealth University, *Response Instructions*  
**Moderate SJT Validity When Content Is Held Constant**

Jennifer L. Rasmussen, Texas A&M University, Mindy E. Bergman, Texas A&M University, Jeff A. Weekley, Kenexa, *Situational Judgment Test Responding: Best, Worst, or Rate Each Response*

Nikos Dimotakis, Michigan State University, Neal W. Schmitt, Michigan State University, *Situational Judgment Tests: Where Is the Situation?*

Scott Bedwell, IPAT/University of Illinois, Siang Chee Chuah, AICPA, *Video-Based Assessment of Emotion Perception: Toward High Fidelity*

Robert E. Ployhart, University of South Carolina, *Discussant*

Submitter: Jennifer L. Rasmussen, jlr3723@tamu.edu

227. Symposium: Saturday, 3:30–4:50  
 Ziegfeld (4th floor)

**Self-Development and Work Experiences as Pathways to Leader Development**

The purpose of this symposium is to explore factors that contribute to leader development within organizations. This area is in need of research and discussion, and this symposium is intended to provide new insights into the situational and individual factors that motivate individuals to want to develop their leadership capacity.

Stephen J. Zaccaro, George Mason University, *Chair*  
 Krista L. Langkamer, George Mason University, *Co-Chair*  
 Zachary N. J. Horn, George Mason University, *Co-Chair*  
 Todd J. Maurer, Georgia State University, Michael Lippstreu, Georgia Institute of Technology/APT, Inc., *Differentiating Motivation to Develop Leadership Capability From Motivation to Lead*

Krista L. Langkamer, George Mason University, *Quality Not Quantity: The Prediction of Effective Leader Self-Development*

Karen Wouters, Vlerick Leuven Gent Management School, Paul E. Tesluk, University of Maryland, Dirk Buyens, Ghent University, *Managerial Learning From Developmental On-The-Job Experiences: The Role of Challenge*  
 Zachary N. J. Horn, George Mason University, *Developing Skills in Adaptability With Work Experiences: A Cognitive Model*

Manuel London, SUNY-Stony Brook, *Discussant*

Submitter: Krista L. Langkamer, klangkam@gmu.edu

228. Symposium: Saturday, 3:30–4:50  
 Brecht (4th floor)

**The Meaning of Work as a Job, Career, or Calling**

Research on the meaning of work is beginning to resurface. One popular approach is work orientation, which defines 3 orientations through which meaning is created: job, career, and calling. This symposium addresses the etiology and development of meaningful work as well as its consequences for turnover and job satisfaction.

Jennifer E. Yugo, Bowling Green State University, *Chair*  
 Jennifer Z. Gillespie, Bowling Green State University, *Co-Chair*  
 Heather Vough, University of Illinois at Urbana-Champaign, *Finding and Losing Meaning: The Dynamic Process of Meaning Construction in an Architecture Firm*  
 Shoshana Dobrow, Fordham University, *Swimming Upstream: A Longitudinal Study of Calling in Musicians' Paradoxical Careers*

Niary Gorjian, Alliant International University, *Examining Relationships of the Work Orientation Scale*

Jennifer E. Yugo, Bowling Green State University, Jennifer McInroe, Bowling Green State University, Jennifer Z. Gillespie, Bowling Green State University, Jason M. Kain, Bowling Green State University, *Testing a Framework of Work Orientation, Job Characteristics, and Outcomes*

Amy Wrzesniewski, Yale University, *Discussant*

Submitter: Jennifer E. Yugo, jyugo@bgsu.edu



229. Poster Session: Saturday, 3:30–4:20  
Westside (5th floor)

**Careers & Work/Family**

229-1. Insights From Regulatory Focus Theory for Career Theory and Practice

This conceptual paper explores whether regulatory focus (Higgins, 1997, 1998) offers useful insights for understanding and addressing clients' resistance to typical initiatives to clarify their career aspirations. Evidence that regulatory focus functions as a boundary condition on the utility of leading career theories/models would have important theoretical and practical implications.

Peter A. Heslin, Southern Methodist University  
Mel Fugate, Southern Methodist University

Submitter: Peter A. Heslin, heslin@cox.smu.edu

229-2. Employee Well-Being: A Multilevel Model Linking Work and Family Domains

We review recent conceptual advances addressing intraindividual processes leading to well-being. We suggest the introduction of dynamic assessment methodologies and multilevel modeling should encourage development of richer models of employee well-being. Accordingly, the present model of employee well-being investigates both personal and situational predictors and work and nonwork well-being indicators.

Kelly M. Schwind, Michigan State University  
Remus Ilies, Michigan State University  
Daniel Heller, Tel Aviv University

Submitter: Kelly M. Schwind, schwind@bus.msu.edu

229-3. Mentoring Relationships and Organizational Performance Within Substance Abuse Centers

Organizational benefits of mentoring were studied with a sample of 589 participants nested within 39 substance abuse treatment centers. Results indicated that centers in which a greater proportion of employees reported having been mentored also reported greater agency-level overall performance, job satisfaction, organizational citizenship behavior, and organizational learning.

Tammy D. Allen, University of South Florida  
Mark Alan Smith, American Institutes for Research  
Fred A. Mael, American Institutes for Research  
Patrick Gavan O'Shea, Human Resources Research Organization

Submitter: Tammy D. Allen, tallen@luna.cas.usf.edu

229-4. The Influence of Newcomer Psychological Contracts on Employee Socialization

Using a sample of 120 newcomers, we examined the influence of newcomer psychological contracts measured at organizational entry on socialization activities and outcomes 3 months later. Consistent with social exchange theory, employer obligations had a significant effect on socialization outcomes, and 2 interesting interactions emerged for socialization activities.

Stephanie C. Payne, Texas A&M University  
Satoris S. Youngcourt, University of Wisconsin-River Falls  
Wendy R. Boswell, Texas A&M University  
Eric J. Barger, NASD

Submitter: Stephanie C. Payne, scp@psyc.tamu.edu

229-5. Gender Differences in Career Choice Influences

This study examined whether a career influences survey assessing the value medical students place on providing comprehensive patient care exhibited measurement invariance across men and women. Findings supported measurement invariance and indicated that women valued opportunities to provide comprehensive care when choosing a career specialty more than men.

Tara S. Behrend, North Carolina State University  
Lori Foster Thompson, North Carolina State University  
Adam W. Meade, North Carolina State University  
Martha S. Grayson, New York Medical College  
Dale A. Newton, East Carolina University

Submitter: Tara S. Behrend, tara.behrend@gmail.com

229-6. An Evaluation of a Student Mentoring Program

The study examined the relationship between organizational commitment and graduate student performance in the context of a student mentoring program. It was expected communication between the protégé, and the mentor would affect satisfaction with the relationship, which would then affect commitment, performance, and the amount of benefits received.

Marcy Young Illies, University of Nebraska-Omaha  
Joseph M. James, Self-employed  
Carey Ryan, University of Nebraska-Omaha  
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Marcy Young Illies, marcyyoung@mail.unomaha.edu

229-7. An Examination of Best Practices Within a Formal Mentoring Program

We investigated the effects of objective setting, organizational support structures, and previous mentoring program participation on relationships within a formal mentoring program. Results indicate that such variables played a role in mentors' and mentees' perceptions of similarity, communication, quality, and learning in their relationships.

Kristina Matarazzo, Northern Illinois University  
Lisa Finkelstein, Northern Illinois University

Submitter: Kristina Matarazzo, kmataraz@gmail.com

229-8. Effects of Work-Family Conflict on Organizational Culture and Organizational Performance

This study looked at the relationship between work-family conflict (WFC) and organizational performance. Importantly, this research took an organization-level perspective across a set of substance abuse treatment agencies. Results showed that agencies that were rated as more effective by the employees also had employees with lower levels of WFC.



Mark Alan Smith, American Institutes for Research  
Alexander Alonso, American Institutes for Research  
Lorin M. Mueller, American Institutes for Research

Submitter: Alexander Alonso, aalonso@air.org

#### 229-9. Supervisor Support and Interactions With Work-Family Programs on Employee Outcomes

We tested the effects of supervisor support and the interactive effects of supervisor support and work-family programs on job satisfaction, family satisfaction, and turnover intention. Results supported the importance of supervisor support and demonstrated that availability or nonavailability of different work-family programs differentially affected the supervisor support-employee outcome relationships.

Cheryl Tay, Nanyang Technological University  
Hesan A. Quazi, Nanyang Technological University

Submitter: Cheryl Tay, actay@ntu.edu.sg

#### 229-10. Family-to-Work Conflict and Organizational Citizenship Behavior Among Spanish Employees

The study examined the influence of family-to-work conflict on 3 types of organizational citizenship behavior (OCB) among Spanish employees. Time-based family-to-work conflict was not significantly associated with OCB. Strain-based family-to-work conflict was found to be negatively related to all 3 types of OCB. Gender did not moderate these relationships.

Barbara Beham, University of Hamburg  
Steven A.Y. Poelmans, IESE Business School

Submitter: Barbara Beham, barbara\_beham@hotmail.com

#### 229-11. The Opt-Out "Revolution": Pull to Motherhood or Escape From Work?

This study challenges rhetoric used in the media to describe professional women's decisions to leave the workforce as personal preferences. Highly educated women who chose to remain employed throughout their careers did so because they had more positive experiences in the workplace than women who chose to leave the workforce.

Abigail K. Quinn, Michigan State University  
Diane F. Halpern, Claremont McKenna College  
Alan A. Hartley, Scripps College

Submitter: Abigail K. Quinn, quinnabi@msu.edu

#### 229-12. What Constitutes a "Working Parent Friendly School?"

Research on work-family conflict has concentrated on the workplace as the focal point for ameliorating conflict. School systems may also influence parent work-family conflict. We surveyed working parents and school staff and found support for 5 major themes regarding the role of schools in parent experiences of work-family conflict.

Susan D. D'Mello, Michigan State University

Ryan Bannan, Michigan State University  
Alyssa Friede, Michigan State University  
Ann Marie Ryan, Michigan State University

Submitter: Alyssa Friede, frieideal@msu.edu

#### 229-13. Odd Jobs, Good Thoughts, and Bad Habits

Children's ( $N = 19,018$ ) informal employment experiences were related to both smoking history and smoking intent. These effects were partially mediated by the amount of weekly spending money and self-esteem. These data illustrate the need for more research on the employment experiences of young children.

E. Kevin Kelloway, St. Mary's University

Submitter: E. Kevin Kelloway, kevin.kelloway@smu.ca

#### 229-14. Flexible Work Arrangements: Why Do Employees Use Them?

Using the theory of human ecology, this study identifies significant individual and organizational characteristics affecting an employee's use of flexible work arrangements (FWA). Several predictors emerged. Employees whose immediate workgroup used FWAs and those with lifestyle factors were more likely to use FWAs than those without these characteristics.

Alysa D. Lambert, Moravian College  
Janet Marler, University at Albany-SUNY  
Hal G. Gueutal, University at Albany-SUNY

Submitter: Alysa D. Lambert, alysalambert@yahoo.com

#### 229-15. Individual Differences in Ideal Mentor Perceptions

This study is a replication and extension of previous work looking at the categories of qualities that individuals mention to describe their ideal mentors and whether those categories can be determined by individual differences such as gender, ethnicity, locus of control, and romantic notions of leadership.

Lisa Finkelstein, Northern Illinois University  
Kristina Matarazzo, Northern Illinois University  
Andrea Zimmerman, Northern Illinois University

Submitter: Lisa Finkelstein, lisaf@niu.edu

#### 229-16. Role Sending Through Faculty Work Absorption, Work-Family Conflict, and Crossover

This field study applies role theory to explore how families negotiate work demands and work conflict via partner role sending in the form of undermining attributions and emotional displays. Faculty member "work absorption at home" behaviors are examined as stimuli to the partner role sending process.

Rebecca A. Bull, Purdue University  
Stephen G. Green, Purdue University  
Shelley M. MacDermid, Purdue University  
Howard M. Weiss, Purdue University

Submitter: Rebecca A. Bull, rbull@purdue.edu

### 229-17. Examining Employee Use of Family-Friendly Benefits: An Empirical Study

We empirically investigated factors related to employee use of family-friendly benefits (e.g., maternity/paternity leave, flexible work schedule). Results indicated that perceived control over the use of benefits and subjective norms predicted intention to use benefits, which in turn predicted actual benefit use.

Heather L. Seiser, University of Central Florida  
Barbara A. Fritzsche, University of Central Florida

Submitter: Barbara A. Fritzsche, bfritzsc@mail.ucf.edu

### 229-18. The Relationship Between Mentoring and Work-Family Conflict: The Mentor's Perspective

The present study examined the relationship between mentoring and work-family conflict from the mentor's perspective. Findings indicate mentors report greater perceptions of internal work interfering with family conflict than do nonmentors. Findings also suggest perceptions of internal work-family conflict relate to willingness to mentor others. Key implications are discussed.

Elizabeth M. Lentz, University of South Florida/PDRI  
Anna L. Tolentino, Censeo  
Tammy D. Allen, University of South Florida

Submitter: Elizabeth M. Lentz, emlentz@mail.usf.edu

### 229-19. Dependent Care Responsibilities' Effect on Benefit Utilization and Work-Family Conflict

Reported study results explore the potential for comprehensive family-friendly benefits offered by government agencies to positively influence federal employee work-family and family-work conflict. Of particular interest are aging employees who seek supports in their efforts to manage increased family demands as they juggle both child and adult care responsibilities.

Kimberly Wells, U.S. Office of Personnel Management  
Sharyn Aufenanger, Old Dominion University

Submitter: Sharyn Aufenanger, saufe001@odu.edu

### 229-20. Effects of Subordinate Commitment to Family Identity Abusive Supervision Outcomes

This manuscript reports on a study of employed individuals, examining the relationship between abusive supervision and work-family conflict and family undermining. Results suggest that subordinate commitment to a family identity moderates the effects of abusive supervision on these family outcomes.

Jenny M. Hoobler, University of Illinois at Chicago  
Grace Lemmon, University of Illinois at Chicago

Submitter: Goran Kuljanin, kuljanin@msu.edu

### 229-21. Interactive Effects of Psychological Work-Life Predictors on Job Outcomes

Matched data from 504 employees in a food chain business showed that supervisor support predicted (a) job performance for employees who perceived work-life programs as valuable under supportive work-life norm, and (b) turnover intentions for employees who found work-life programs valuable under conditions of unsupportive work-life norm.

Cheryl Tay, Nanyang Technological University

Submitter: Cheryl Tay, actay@ntu.edu.sg

### 229-22. Work-Family Conflict as a Mediator Within the Work-Family Interface

The current study provides a comprehensive meta-analytic examination of the work-family interface. Over 20 years of work-family research was aggregated via 105 independent meta-analyses, and the generalizability of extant work-family models was examined via structural equation modeling of meta-analytic correlation matrices based on 263 samples and 2,060 effect sizes.

Jesse S. Michel, Wayne State University  
Jacqueline K. Mitchelson, Wayne State University  
Lindsey M. Kotrba, Denison Consulting  
James M. LeBreton, Purdue University  
Boris B. Baltes, Wayne State University

Submitter: Jesse S. Michel, jmichel@wayne.edu

### 229-23. The Genesis and Early Determinants of Artistic Careers

We propose a model that explores the effects of individuals' early life experiences on ultimate career choices using interview data from professional string quartet musicians. Our model includes 4 sets of sequential factors that guide children's task choices including imprinting events, core affective reactions, family and other support, and commitment.

Kelly M. Schwind, Michigan State University  
Harold Willaby, University of Western Australia  
Donald E. Conlon, Michigan State University  
J. Keith Murnighan, Northwestern University

Submitter: Kelly M. Schwind, schwind@bus.msu.edu

### 229-24. Structure Invariance of the NSCW Work-Family Conflict Scale Across Gender

This paper proposes that studies looking at gender differences in work-family conflict (WFC) may yield inconsistent results due to the different psychometric properties of the various WFC scales. It illustrates the examination of structure invariance across gender using the WFC scale developed for the National Study of the Changing Workforce.

Irini Kokkinou, Purdue University

Submitter: Irini Kokkinou, irini@psych.purdue.edu

## 229-25. Work-Family Coping Strategies and Workload: What Strategies Are Best?

Male and female staff ( $n = 113$ ) at a midsized university completed a survey on use of behavioral and cognitive coping strategies, workload, work-family conflict (WFC), and family-work conflict (FWC). Coping strategies predicted WFC and FWC, and cognitive strategies interacted with workload to predict FWC. Applications to the workplace are discussed.

Heather N. Odle-Dusseau, Clemson University  
Eric S. McKibben, Clemson University  
Tiffany M. Greene-Shortridge, Clemson University  
Hailey A. Herleman, Clemson University  
Thomas W. Britt, Clemson University

Submitter: Heather N. Odle-Dusseau, hodledu@clemson.edu

## 229-26. Gender Differences in Formal and Informal Support Interactions on Commitment

We found a significant 3-way interaction between work-life balance practices, informal organizational support (i.e., perceived organizational support, perceived coworker support, and organizational information), and gender. For men, work-life balance practices had a stronger relationship with organizational commitment when informal organizational support was high and women's results showed a linear effect.

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

Submitter: Marcus M. Butts, mmbutts@uga.edu

## 229-27. The Role of Work Eustress in Work-Family Positive Spillover

A model of work-to-family positive spillover was developed and tested with survey data from 889 full-time workers using structural equation modeling. Eustress at work was associated with increased job satisfaction and affective work-to-family positive spillover. Results demonstrate how positive psychological states emerge in the work domain with implications beyond work.

Cathleen A. Swody, Leadership Research Institute

Submitter: Cathleen A. Swody, Cathy.Swody@lri.com

## 230. Special Event: Saturday, 3:30-4:20 Broadway S (6th floor)

### **Talent Attraction, Development, Retention: Insights From SIOP's Leading Edge Consortium**

Presenters and participants at SIOP's 2006 Fall Consortium shared leading-edge organizational practices aimed at attracting, developing, and retaining talent. In this session, we will share highlights and themes

from the consortium and from a project that documents innovative talent management practices.

Cynthia D. McCauley, Center for Creative Leadership, *Panelist*  
Gary Johnsen, Creative Metrics, LLC, *Panelist*  
Glenn Hallam, Creative Metrics, LLC, *Panelist*

## 231. Symposium: Saturday, 3:30-5:20 Broadway N (6th floor)

### **To Prosper, Organizational Psychology Should...**

What should be done for I-O psychology to prosper? Six established panelists propose answers by focusing on themes central to our discipline. These are scientist-practitioner values, links between science and practice, doctoral training practices, nature of theory development, methodological sophistication, and global applicability.

Jerald Greenberg, The Ohio State University, *Chair*  
Joel M. Lefkowitz, Baruch College, CUNY, ...*Expand Its*

*Values Model to Match the Quality of Its Ethics*

Wayne F. Cascio, University of Colorado, ...*Bridge*

*Application and Scholarship*

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

*Educational Practices for Future Scientist-Practitioners*

Jerald Greenberg, The Ohio State University, ...*Develop More*

*Rigorous, Process-Oriented Theories*

Jeffrey R. Edwards, University of North Carolina, ...*Increase*

*the Methodological Sophistication of Empirical Research*

Michele J. Gelfand, University of Maryland, ...*Adopt a Global*

*Perspective*

Lyman W. Porter, University of California-Irvine, *Discussant*

Submitter: Jerald Greenberg, greenberg@cob.osu.edu

## 232. Special Event: Saturday, 3:30-4:20 Uris (6th floor)

### **Master's Council Session**

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 McCarthy, Middle Tennessee State University, *Facilitator*

## 233. Symposium: Saturday, 3:30-4:50 Plymouth (6th floor)

### **Application of Multilevel Approaches to the Study of Leadership**

Multilevel approaches to leadership research enable scholars to gain deeper understanding of the complexities involved. This symposium offers 4 empirical papers investigating multilevel issues associated with transformational leadership and leader-member exchange theory. Individual, dyadic, and group processes influencing leadership are examined 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*  
 Xu Huang, Hong Kong Polytechnic University, Robert P. Wright, Hong Kong Polytechnic University, Warren C. K. Chiu, Hong Kong Polytechnic University, Chao Wang, London Business School, *Relational Schemas as Sources of Evaluation and Misevaluation of Leader-Member Exchanges: A Multilevel Approach*

Berrin Erdogan, Portland State University, Jeanne K. J. Enders, Portland State University, Talya N. Bauer, Portland State University, *A Multilevel Investigation of Leader-Member Exchange Theory: LMX, Differentiation, and Their Implications for Justice Perceptions and Interpersonal Citizenship*

Herman M. Tse, University of Queensland, Marie T. Dasborough, Oklahoma State University, Neal M. Ashkanasy, University of Queensland, *A Cross-Level Meditation Model of Affective Climate, Leader-Member Exchange, Team Member Exchange, and Performance*

Zhen Zhang, University of Minnesota, Richard D. Arvey, National University of Singapore, *Transformational Leadership and Employee Commitment to Entrepreneurial Organizations: A Multilevel Mediation and Moderation Analysis*

Mary Uhl-Bien, University of Nebraska-Lincoln, *Discussant*

Submitter: Neal M. Ashkanasy, n.ashkanasy@uq.edu.au

234. Symposium: Saturday, 3:30-5:20  
 Majestic (6th floor)

### Changing Complex Organizations: United Nations, U.S. Air Force, Purchase College

We will discuss 3 questions. How do you bring about much needed reforms in the United Nations? How do you prepare the U.S. Air Force personnel to use a new logistics procedure? How do you change the culture of a college so that it can fulfill its potential?

Walter Reichman, Sirota Survey Intelligence, *Chair*  
 Christopher B. Burnham, United Nations, *Changing Complex Organizations: The United Nations*

Mitchell Fleischer, Altarum Institute, *Changing Complex Organizations: U.S. Air Force*

Thomas Schwarz, Purchase College, *Changing Complex Organizations: Purchase College—Fulfilling Its Potential*

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

Walter Reichman, Sirota Survey Intelligence, *Discussant*

Submitter: Walter Reichman, walter\_reichman@baruch.cuny.edu

235. Symposium: Saturday, 3:30-4:50  
 Winter Garden (6th floor)

### Goal Orientation Across Levels: The Role of Motives and Context

Although significant research has explored goal orientation consequences, limited attention has been given to its individual antecedents (e.g., motives) and to contextual factors. We bring together 5 studies that (a) examine the relationship between motives and goal orientation and (b) present how goal orientation operates at team and organizational levels.

Dan S. Chiaburu, Pennsylvania State University, *Chair*  
 Sophia V. Marinova, University of Illinois at Chicago, *Co-Chair*  
 Anthony S. Boyce, Michigan State University, Goran Kuljanin, Michigan State University, Guihyun Park, Michigan State University, Paul Curran, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Richard P. DeShon, Michigan State University, *Locomotion-Assessment, Action-State Orientation, and Goal Orientation: A Case for Higher Order Motives*

Dan S. Chiaburu, Pennsylvania State University, Sophia V. Marinova, University of Illinois at Chicago, Audrey Lim, Pennsylvania State University, *What Predicts Giving and Receiving Help? The Influence of Motivational and Goal Orientations*

Karen Van Dam, Tilburg University, Gerard Seijts, University of Western Ontario, *Measuring Goal-Orientation Climate*

Denise Potosky, Pennsylvania State University, H. V. Ramakrishna, University of Redlands, *Goal Orientation, Learning Self-Efficacy, and Climate Perceptions in a Post-Corporate Acquisition Context*

Debra Steele-Johnson, Wright State University, Anupama Narayan, Wright State University, *Goal Orientations, Core Self-Evaluations, and Self-Efficacy in a Team Context*

Don VandeWalle, Southern Methodist University, *Discussant*

Submitter: Sophia V. Marinova, smarinov@uic.edu

236. Symposium: Saturday, 3:30-4:50  
 Soho (7th floor)

### Applicant Selection Fairness Expectations and Reactions

This symposium takes an integrative perspective to applicant fairness perceptions. The 4 presentations report data on 3 notably underresearched aspects of selection impact: antecedents of applicant fairness expectations, reactions to explanations, and attributional processing of selection outcomes. Overall purpose of the research is enhancing applicant perceptions through proper information provision.

Sonja Schinkel, University of Amsterdam, *Chair*  
 Neil R. Anderson, University of Amsterdam, *Co-Chair*  
 Bradford S. Bell, Cornell University, Darin Wiechmann, Bristol-Myers Squibb Company, *An Examination of the Antecedents of Applicants' Justice Expectations*

Donald M. Truxillo, Portland State University, Todd Bodner, Portland State University, Clayton Yonce, Portland State University, Marilena Bertolino, University of Trento, Talya N. Bauer, Portland State University, *A Meta-Analytic Examination of Providing Explanations to Job Applicants*  
 Frederik Anseel, Ghent University, Filip Lievens, Ghent University, *And Nothing Else Matters? Informative Feedback After Selection Decisions*

Sonja Schinkel, University of Amsterdam, Neil R. Anderson, University of Amsterdam, Dirk van Dierendonck, Rotterdam School of Management, Annelies E. M. Van Vianen, University of Amsterdam, *Applicant Reactions to Performance Feedback: Attributions and Fairness Perceptions*

David Chan, Singapore Management University, *Discussant*

Submitter: Sonja Schinkel, s.schinkel@uva.nl



237. Symposium: Saturday, 3:30–4:50  
Gramercy (7th floor)

### Qualitative Methods: What, When, Why, and Are They Publishable?

The usefulness of qualitative methods is underappreciated in organizational research. Research demonstrating the use of several of these methods and their unique ability to add detailed understanding of organizational issues is discussed, as are practical issues in the publication of qualitative research.

Michael T. Brannick, University of South Florida, *Chair*  
Victoria L. Pace, University of South Florida, *Co-Chair*  
Cong Liu, Illinois State University, Paul E. Spector,  
University of South Florida, Lin Shi, Beijing Normal  
University, *Using Both Quantitative and Qualitative  
Methods in Studying Cross-Cultural Job Stress: How Do  
Qualitative Data Replicate and Contribute Above and  
Beyond the Quantitative Results?*

Victoria L. Pace, University of South Florida, *A Telephone  
Interview Study of Turnover Reasons and Perceptions of  
Diversity Climate Among Minority Employees*

Polly S. Rizova, Boston University, *Applying Charles Ragin's  
Qualitative Comparative Methodology to the Study of  
Research and Development Projects*

Diana R Sharpe, Monmouth University, *On Doing  
Ethnography: Relevance, Practice and Future Directions:  
Examples From the Study of Multinational Organizations*

Sheldon Zedeck, University of California-Berkeley, *Discussant*

Michael T. Brannick, University of South Florida, *Discussant*

Submitter: Victoria L. Pace, vpace@luna.cas.usf.edu

238. Symposium: Saturday, 3:30–4:50  
Empire (7th floor)

### The Psychology of Sexual Harassment Law: Responsibility and Liability Judgments

Prior sexual harassment research detailed the way situational and dispositional variables influence the judgments about alleged hostile work environments. These papers examine how observer perspective, processing style, and perceptions of injury shape liability and responsibility attributions. The papers show how the law is successful and unsuccessful in correcting observer bias.

Richard L. Wiener, University of Nebraska-Lincoln, *Chair*  
Roni Reiter-Palmon, University of Nebraska-Omaha, *Co-Chair*  
Megan E. Beringer, University of Nebraska-Lincoln, Evelynh  
Maeder, University of Nebraska-Lincoln, Richard L. Wiener,  
University of Nebraska-Lincoln, *Effects of Perspective  
Taking on Judgments of Sexual Harassment*

Roni Reiter-Palmon, University of Nebraska-Omaha, Greg C.  
Ashley, University of Nebraska-Omaha, Richard L.  
Wiener, University of Nebraska-Lincoln, *Judgments of  
Sexual Harassment Complaints and Perspective Taking:  
Effects of State and Trait*

Ryan Winter, Florida International University, Richard L.  
Wiener, University of Nebraska-Lincoln, *Sexual  
Harassment and Ambivalent Sexism: The Effects of  
Mortality Salience and Experiential Processing*

Jonathan P. Vallano, Florida International University, Ryan  
Winter, Florida International University, *The Effects of*

*Psychological Injury on Juror Perceptions and Liability  
Determinations in Hostile Environment Sexual  
Harassment Cases*

Submitter: Richard L. Wiener, rwiener2@unl.edu

239. Symposium: Saturday, 3:30–4:50  
Chelsea (7th floor)

### Global Examinations of Discrimination in the Contemporary Workplace

Although employment discrimination is considered illegal in the eye of most international and national courts, discrimination still remains to be prevalent in the work arena. This symposium presents studies from several countries examining discrimination in the workplace from different perspectives: adverse impact, affirmative action, and discriminatory employment practices.

Hannah-Hanh Dung Nguyen, California State University,  
Long Beach, *Chair*

Sonia Ghumman, Michigan State University, *Co-Chair*

Eva Derous, Erasmus University Rotterdam, Hannah-Hanh  
Dung Nguyen, California State University, Long Beach,  
Indra Natasja Ori, City of Rotterdam, *Are Henk and Fleur  
More Employable Than Mohammed and Fatima? A Field  
Study on Employment Discrimination in the Netherlands*

Sonia Ghumman, Michigan State University, Linda A.  
Jackson, Michigan State University, *Wearing Your  
Religion in the Public Domain: Evaluating Job  
Applicants as a Function of Their Religion and Job Type*

Lauren J. Ramsay, Michigan State University, Ryan S.  
Starkweather, Michigan State University, *The Effects of  
Social Guidance and Prejudice on Attitudes of Support  
for Affirmative Action*

Allison Dourigan, California State University, Long Beach,  
David J. Whitney, California State University, Long  
Beach, Calvin C. Hoffman, Alliant International  
University, *Sources of Perceived Validity, Criterion-  
Related Validity, and Adverse Impact in a Management  
Assessment Center*

Georgia T. Chao, Michigan State University, *Discussant*

Submitter: Sonia Ghumman, Ghummans@msu.edu

240. Master Tutorial: Saturday, 3:30–4:50  
Duffy (7th floor)

**1.5 CE credits for attending! Register at the session.**

### The Nonresponse Bias Impact Assessment Strategy (NBIAS) for Survey Researchers

The Nonresponse Bias Impact Assessment Strategy (NBIAS) is a series of techniques that when used in combination provides evidence about a study's susceptibility to bias. Techniques include archival analysis, follow-up approach, wave analysis, passive nonresponse analysis, interest level analysis, active nonresponse analysis, worst case resistance, benchmarking analysis, and demonstrate generalizability.

Steven G. Rogelberg, University of North Carolina Charlotte,  
*Presenter*

Jeffrey M. Stanton, Syracuse University, *Presenter*

Submitter: Steven G. Rogelberg, srogelb@email.uncc.edu

241. Interactive Posters: Saturday, 3:30–4:20  
Harlem (7th floor)

### Expatriates

John Kulas, St. Cloud State, *Facilitator*

#### 241-1. HCN Helping of Expatriates: The Impact of Job Level

Using data from 493 host country nationals in the United Kingdom, we investigated the impact of HCN attributes and expatriate gender, national origin, and job level on HCN willingness to help expatriates.

Arup Varma, Loyola University Chicago  
Shaun Pichler, Michigan State University  
Pawan Budhwar, Aston Business School

Submitter: Arup Varma, avarma@luc.edu

#### 241-2. Ibasho and the Adjustment and Well-Being of Expatriate Spouses

Success of the expatriate spouse is studied through the examination of the stressor–strain relationship. Results support the importance of stressors for adjustment, satisfaction, and well-being for this population. In addition, the new construct of Ibasho is proposed and initial evidence of its independence and importance to this population presented.

Hailey A. Herleman, Clemson University  
Thomas W. Britt, Clemson University  
Mary Anne Taylor, Clemson University

Submitter: Hailey A. Herleman, ahailey@clemson.edu

#### 241-3. The Link of Gender and Family to Willingness to Expatriate

This longitudinal study examined the antecedents of gender differences in the willingness to relocate internationally for a job (WRI) and WRI's consequences on expatriation behavior. Gender and family interacted to explain women's lower WRI than men's. WRI predicted search for a job abroad and expatriation for a job.

Phyllis Tharenou, University of South Australia

Submitter: Phyllis Tharenou, phyllis.tharenou@unisa.edu.au

#### 241-4. An Enhanced Model of Coping on International Assignments

International assignments have strategic and human resource implications for the firm and the individual. Thus, we combine 2 models and add the Big 5 factors as predictors to develop an expand model that is more sophisticated to better represent the complex process of cross-cultural coping.

Roger N. Blakeney, University of Houston  
Sylvia J. Hysong, Michael E. DeBakey VA Medical Center

Submitter: Sylvia J. Hysong, sylvia.hysong@med.va.gov

242. Practice Forum: Saturday, 3:30–4:50  
Marquis C (9th floor)

### Unproctored Internet Testing: Challenges and Solutions

Unproctored Internet testing (UIT) offers employers many benefits, but there are also significant challenges to its use. Experts from leading testing companies and one of the nation's largest financial institutions will discuss lessons learned when dealing with UIT across the cycle of assessment design, development, delivery, and customer interface.

Lance E. Anderson, Caliber, an ICF International Company, *Chair*

Ken Lahti, PreVisor, *Challenges and Best Practices Related to Assessment Solution Design in Unproctored Internet Testing (UIT) Programs*

Carolyn M. Parish, Caliber, an ICF International Company, Lance E. Anderson, Caliber, an ICF International Company, *Cheating and Faking During Online Personality Assessment*

Adam Vassar, pan, Inc., *Leveraging Technology for the Efficient Delivery of Unproctored Assessments*

Laura T Davis, Wachovia, *Implementing Unproctored Assessments for High-Volume Jobs: Managing Client Expectations*

Submitter: Lance E. Anderson, landerson@icfcaliber.com

243. Academic-Practitioner Collaborative Forum:  
Saturday, 3:30–4:50  
Marquis B (9th floor)

### Item Degradation: Impact, Detection, and Mitigation

Item degradation refers to the deterioration of positive item-level characteristics over time. Failure to address item degradation could seriously compromise the validity or fairness of a test. This session invites academics and practitioners to discuss theoretical and methodological issues concerning the detection, impact, and mitigation of item degradation.

Theodore L. Hayes, The Gallup Organization, *Chair*  
Yongwei Yang, The Gallup Organization, Abdullah A Ferdous, Measured Progress, Inc., Tzu-Yun Chin, QQPM Program, *Detection of Item Degradation*

Stephen G. Sireci, Center for Educational Assessment, Craig S. Wells, University of Massachusetts-Amherst, Peter Baldwin, Center for Educational Assessment, Kyung T. Han, Research and Evaluation Methods Program, *Detection of Item Degradation: Evaluating Item Parameter Drift in Computerized-Adaptive Testing*

Chad W. Buckendahl, Buros Institute, Susan L Davis, Buros Institute, *Detection of Item Degradation: Considerations and Recommendations*

Theodore L. Hayes, The Gallup Organization, *Discussant*

Submitter: Theodore L. Hayes, ted\_hayes@gallup.com

244. Practice Forum: Saturday, 3:30–4:50  
Cantor (9th floor)

### **Embedding Engagement: Frameworks for Employee Well-Being and Organizational Improvement**

The role of employee engagement in shaping the human resource practices and improvement efforts of The Coca-Cola Company and Chevron Corporation are presented by internal survey practitioners. Framing these conversations about current practice is a new vision for engagement that embeds it within emerging empirical work on employee well-being.

Kelly R. Harkcom, ISR, *Chair*

Patrick Kulesa, ISR, Alyson Minkus, ISR, Justine O'Connor, ISR, *Engagement and Beyond: The Emerging Role of Worker Well-Being*

Alison D. Jerden, The Coca-Cola Company, Nick Lynn, ISR, *Measuring and Embedding Employee Engagement Globally*

Michael Leary, Chevron Corporation, Maren Trader, Chevron Corporation, *Creating and Applying a Holistic Engagement Model at Chevron Corporation*

Nick Lynn, ISR, *Discussant*

Submitter: Kelly R. Harkcom, kelly.harkcom@isrinsight.com

245. Symposium: Saturday, 3:30–5:20  
Barrymore (9th floor)

### **Time in Organizations: Theory, Research and Practical Issues**

This symposium addresses the importance of time in I-O theory, research, and practice. Presentations include studies and theoretical perspectives on changes in employee attitudes and behaviors over time, links between memory and time management, and consequences of time-based individual differences for individual health and team effectiveness.

David N. Dickter, PSI, *Chair*

Rodney A. McCloy, HumRRO, Dan J. Putka, HumRRO, *Modeling Intraindividual Change in Soldiers' Attitudes and Values During the First Term of Enlistment*

Victor Jockin, PSI, David N. Dickter, PSI, John A. Weiner, PSI, *Predicting Retention With a Preemployment Assessment: An Event History Analysis*

Jennifer Cunningham, University of Missouri–St. Louis, Therese H. Macan, University of Missouri–St. Louis, Janet M. Gibson, Grinnell College, *Is There a Link Between Time Management and Prospective Memory?*

Jeffrey M. Conte, San Diego State University, Nora Grace Awkerman, San Diego State University, Patricia Duarte, San Diego State University, Stephanie Strauss, San Diego State University, *Linking Time Urgency and Other TABP Subcomponents With Ambulatory Blood Pressure Measures and Health Outcomes*

Susan Mohammed, Pennsylvania State University, David A. Harrison, Pennsylvania State University, *Diversity in Time-Based Individual Differences, Task Characteristics, and Team Performance*

Kristin Boyle, UPS, *Discussant*

Submitter: David N. Dickter, dndmail1@aol.com

246. Roundtable: Saturday, 3:30–4:20  
Sun Roof (16th floor)

### **Language and Diversity: Staffing Non-English Speaking Employees in the U.S.**

Increasing workforce diversity goes beyond differences in ethnic background and includes increases in the numbers of workers who do not speak English or who speak English as a second language. In this roundtable, experts will discuss challenges and best practices for recruiting, selecting, and retaining a diverse and multilingual workforce.

Kristin Charles, Portland State University, *Host*

Steven T. Hunt, Kronos Talent Management Division, *Co-Host*

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

Adam B. Malamut, Marriott International, Inc., *Discussant*

Lynn R. Offermann, George Washington University, *Discussant*

Submitter: Kristin Charles, kristinc@pdx.edu

247. Panel Discussion: Saturday, 4:30–5:50  
Wilder (4th floor)

### **I-O Psychologists as Chief HR Officer: View from the Top**

Very few I-O psychologists become the chief human resource officer in a major corporation. Five members of this small, exclusive group will discuss the lessons they have learned, the critical issues they face, how I-O psychology can add value, the skill/experiences critical to success, and HR career issues.

Robert F. Silzer, Human Resource Assessment & Development, *Chair*

Marcia J. Avedon, Avedon Associates International, *Panelist*

Stephen Cerrone, JP Morgan Chase, *Panelist*

Karen M. Grabow, Land O'Lakes, *Panelist*

Mirian Graddick-Weir, Merck, Inc., *Panelist*

Submitter: Robert F. Silzer, robsilzer@prodigy.net

248. Panel Discussion: Saturday, 4:30–5:50  
Hart (4th floor)

### **Using Blended Project Teams: Implications for Clients, Consultants, and Researchers**

As outsourcing continues to grow, work is increasingly performed using teams of people from both client and service provider organizations. Research has started to examine this complex work arrangement, but many critical issues remain. A panel of clients, consultants, and researchers will discuss best practices, future challenges, and research opportunities.

Sandra L. Fisher, Clarkson University, *Chair*

Patrick K. Quinn, Central Intelligence Agency, *Panelist*

Amy L. Unckless, Bank of America, *Panelist*

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

John Rhodes, IBM, *Panelist*

Catherine E. Connelly, McMaster University, *Panelist*

Sheila Simsarian Webber, University of Massachusetts

Lowell, *Panelist*

Submitter: Sandra L. Fisher, sfisher@clarkson.edu



249. Poster Session Saturday, 4:30–5:20  
Westside (5th floor)

### Diversity & Emotions

#### 249-1. Initial Validations of an Indirect Approach for Measuring Emotions

This paper considers an indirect approach for measuring discrete emotions to stimulate research on alternative approaches to direct measures of emotion. Initial reliability and validity evidence are provided for the Discrete Emotions Trait Scales, a new indirect, performance-based measure of emotions.

Josh Davis, University of Oklahoma  
Amanda D. Angie, University of Oklahoma  
Mary Shane Connelly, University of Oklahoma  
Greg Ruark, University of Oklahoma  
Jason H. Hill, University of Oklahoma

Submitter: Josh Davis, jdavis@psychology.ou.edu

#### 249-2. Neuroticism Moderates the Relationship Between Cognitive Reappraisal and Cognitive Performance

This study explored the relationship between Neuroticism, cognitive reappraisal (a method of emotion regulation), and performance on complex cognitive tasks similar to the multitasking required in work settings. Neuroticism moderated the relationship between reappraisal and performance, suggesting reappraisal may be negatively associated with performance for people with high Neuroticism scores.

Cody B. Cox, Rice University

Submitter: Cody B. Cox, cody.cox@rice.edu

#### 249-3. Sex, Gender Identity, Approach to Work as Predictors of OCB

In this study, sex, gender identity, and approach to work, an attitudinal antecedent, were tested as predictors of organizational citizenship behaviors. 325 corporate employees were surveyed. Results indicated that gender identity predicted approach to work, and all proposed antecedents predicted organizational citizenship behaviors. Implications and future research streams are discussed.

Orla M. NicDomhnaill, Columbia University

Submitter: Orla M. NicDomhnaill, omn5@columbia.edu

#### 249-4. Developing a Theory of Prescriptive and Contextual Emotional Display Rules

In this paper, we distinguish between prescriptive display rules, which are general expectations for emotional displays, and contextual display rules, which are beliefs about how to handle one's expressions given specific felt emotions and situational demands. We then integrate these 2 perspectives into a broader theory of emotional display rules.

James M. Diefendorff, University of Akron  
Erin M. Richard, Florida Institute of Technology

Submitter: James M. Diefendorff, jdiefen@uakron.edu

#### 249-5. How Far Off is Euclidean Distance? Artifacts in Relational Demography

This paper illustrates how the most commonly used measure of dissimilarity in relational demography, Euclidean distance, is range restricted under realistic conditions. Results from a simulation suggest that the asymmetrical effects of dissimilarity observed in the literature may be a function of statistical artifacts caused by range restriction.

Scott Tonidandel, Davidson College  
Brooke E. Bucholtz, Davidson College  
Derek R. Avery, Rutgers University  
Patrick F. McKay, University of Wisconsin-Milwaukee

Submitter: Scott Tonidandel, sctonidandel@davidson.edu

#### 249-6. The Psychological Benefits of Workplace Friendships on Service Employees

This study examined the relationship between friendship opportunity and prevalence with various work-related variables, including job satisfaction, organizational commitment, work stress, and intention to quit. Results indicated positive effects of friendship opportunity and prevalence upon job attitudes and that emotional labor processes mediated these relationships.

Alexandra Luong, University of Minnesota-Duluth

Submitter: Alexandra Luong, aluong@d.umn.edu

#### 249-7. The Double-Bind of Emotion in the Service Context

This study provided partial support for the double-bind of emotion within the service context. Participants who viewed videotapes of male and female employees expressing friendly or nonfriendly emotion gave the woman lower evaluations when both genders failed to express friendliness. When both genders expressed friendliness, evaluations were not significantly different.

Alexandra Luong, University of Minnesota-Duluth

Submitter: Alexandra Luong, aluong@d.umn.edu

#### 249-8. Gender and Letters of Recommendation: Agentic and Communal Differences

Letters of recommendation were analyzed to assess gender differences in agentic and communal attributions. Women were described more than men as affectionate, warm, and kind. Men were described more than women as ambitious, dominant, and self-confident. Letters written for women contained more references to their physical appearance than for men.

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

Submitter: Juan Madera, jmadera@rice.edu



249-9. Stereotypical Perceptions of Successful Managers and Individuals With Categorical Differences in Body Weight: Do Perceptions Differ?

Weight-based stereotypes (e.g., lazy, insecure, and untrustworthy) contrast with characteristics employers are likely to look for in job applicants. Employing a 102-item adjective inventory, perceptual differences between characteristics of obese individuals, non-obese individuals, and successful managers were examined. Perceptions of obese individuals differed significantly from those of successful managers.

Jayanthi Polaki, Human Performance Systems, Inc.  
Lynn K. Bartels, Southern Illinois University-Edwardsville

Submitter: Jayanthi Polaki, jaypolaki@yahoo.com

249-10. Measuring Attitudes Toward Obese Managers Multidimensionally

This research represents the initial development of a measure of attitudes toward obese managers that take into account the multidimensional nature of obesity attitudes. Initial confirmatory factor analysis indicates support for measurement separating cognitive and affect components of obesity bias.

Daylashunta L. Randolph, Northern Illinois University  
Lisa Finkelstein, Northern Illinois University  
Lucy Zhadanova, Wayne State University  
Boris B. Baltes, Wayne State University  
Mark V. Roehling, Michigan State University

Submitter: Daylashunta L. Randolph, darkside\_02@hotmail.com

249-11. Examining the Effects of Managers' Gender-Congruent Uses of Emotion Perception

Using vignettes, we replicated earlier findings that managers' accuracy in nonverbal emotion perception is differentially valued for male and female managers. In addition, we found that managers who use nonverbal emotional information from others in ways consistent with gender stereotypes have more satisfied subordinates.

Kristin Byron, Syracuse University  
Shalini Khazanchi, Rochester Institute of Technology

Submitter: Kristin Byron, klbyron@syr.edu

249-12. Differential Reactions to Strategic Diversity Recruitment

This study examined the influences of diversity cues presented in recruitment advertisements on organizational attractiveness, compatibility, and commitment to diversity. Results showed that job seekers use demographic composition of employees, more so than other cues, to make decisions about organizations. Implications for advertising, recruitment research, and diversity practice are offered.

Wendy R. Reynolds-Dobbs, University of Georgia  
Kecia M. Thomas, University of Georgia

Submitter: Wendy R. Reynolds-Dobbs, Wendyrdobbs@aol.com

249-13. A Study of the Interactive Effects of Leader Neuroticism and Team Mood on Leader Performance and Decision-Making Speed

In a laboratory study, leaders ( $N = 48$ ) supervised 2-person teams of confederates, instructed to display positive, neutral, or negative affect. Leaders completed a Neuroticism measure, and observers rated team affect and leader's performance. Results supported the view that neurotic leaders are susceptible to negative emotions displayed by team members.

Eugene Y. J. Tee, University of Queensland  
Neal M. Ashkanasy, University of Queensland

Submitter: Neal M. Ashkanasy, n.ashkanasy@uq.edu.au

249-14. Physical Attractiveness and Employee Termination

This study was conducted to examine the impact of physical attractiveness on termination decisions. Results point to a bias against the extremely unattractive poorly performing employee, who was terminated more and liked less than her more attractive counterparts. Extreme attractiveness did not appear to be of benefit in this study.

Melissa A. Commisso, Northern Illinois University  
Lisa Finkelstein, Northern Illinois University

Submitter: Melissa A. Commisso,  
melissacommisso@hotmail.com

249-15. Equal Opportunity Efforts: Public Personas and Private Attitudes

The current study examined attitudes toward EEO climate. The data suggest that perceived acceptance of diversity is positively related to job satisfaction and organizational commitment. The data also suggested that race moderates this relationship and that White males public persona regarding diversity issues can contradict their private attitudes and beliefs.

Randy E. Dew, Selectbuild  
Richard L. Griffith, Florida Institute of Technology

Submitter: Richard L. Griffith, griffith@fit.edu

249-16. Threat, Fairness, and Diversity: Initial Test of Full Integration Theory

Full integration theory (FIT; Agars & Kottke, 2004) posits that perceptions of threat, fairness, utility, and social cognition underlie the outcomes of diversity initiatives. We examine 2 of these (fairness and threat) and find support for their relationship to attitudes and perceived impact of initiatives. Implications for future research are discussed.

Brandi Harleaux, California State University-San Bernardino  
Mark D. Agars, California State University-San Bernardino  
Janet L. Kottke, California State University-San Bernardino

Submitter: Mark D. Agars, Magars@csusb.edu

## 249-17. Beyond Individual Affect: Group Affect and Task Performance

The present study explicitly demonstrates the added value of the study of affect at the group level over the study of affect at the individual level. Results of our experiment with 70 3-person workgroups showed differences in effects of individual versus group affect in cognitive and creative task performance.

Annefloor H. M. Klep, Vrije Universiteit Amsterdam  
Barbara van Knippenberg, Free University  
Henk van der Flier, Vrije Universiteit Amsterdam

Submitter: Annebel H. B. de Hoogh, ahh.de.hoogh@psy.vu.nl

## 249-18. Employee Responses to Discriminatory Treatment at Work

We examined how employees respond to discriminatory treatment at work. Drawing from Knapp, Faley, Ekeberg, and Dubois (1997), we expected 4 different responses to discrimination. Qualitative and quantitative results offered support for these different types of responses and expanded our understanding of specific responses to discrimination.

María Fernanda Garcia, University of Texas at El Paso  
Mary Triana, Texas A&M University  
Eric Arredondo, University of Texas at El Paso

Submitter: María Fernanda Garcia, fgarcia6@utep.edu

## 249-19. Trait Affect Interactions With Hassles and Uplifts on Work Withdrawal

Work hassles and uplifts alone, and their interactions with trait negative and positive affectivity, respectively, incremented predictions of several work withdrawal criteria for childcare workers in 17 different centers. People prone to experience negative (positive) emotions are significantly more (less) affected by negative (positive) work events.

James M. Ringler, Illinois State University  
John F. Binning, Illinois State University  
Kimberly T. Schneider, Illinois State University

Submitter: John F. Binning, jbinning@ilstu.edu

## 249-20. Development and Validation of the Emotional Competency Situational Judgment Test

Building on existing emotion-related research, the authors propose a model of emotional competency (EC)—an acquired skill set pertaining to the recognition, application, and management of emotions. Using a theory-based approach, the study describes the development and validation of a SJT designed to provide a low-fidelity assessment of EC.

Adam C. Bandelli, University of South Florida  
Jay M. Dorio, University of South Florida  
Gregory Schmidt, University of South Florida  
Walter C. Borman, Personnel Decisions Research Institutes

Submitter: Adam C. Bandelli, abandell@mail.usf.edu

## 249-21. Reactions to Gay and Lesbian Personal Discussion in the Workplace

The current study measured reactions to workplace discussion by heterosexual and homosexual targets. Participants did not differ in perceptions of appropriate relationship discussion after reading vignettes. However, participants indicated that heterosexual discussion of relationship partners was more appropriate in the workplace than homosexual discussion.

Charlie Law, Rice University  
Michelle (Mikki) Hebl, Rice University  
Julia L. Berry, Northern Arizona University

Submitter: Charlie Law, cl4849@rice.edu

## 249-22. Managerial Emotional Intelligence, Affective Organizational Commitment, and Emotional Labor

We investigated the moderating effects of emotional labor and gender on the relationship between emotional intelligence and affective organizational commitment. Data from 93 managers demonstrate that both variables interact with emotional intelligence to explain unique variance in affective organizational commitment. Implications for theory, practice, and future research are discussed.

Kevin Groves, California State University, Los Angeles  
Mary Pat McEnrue, California State University, Los Angeles  
Winny Shen, California State University, Los Angeles

Submitter: Kevin Groves, kgroves@calstatela.edu

## 249-23. Ethnic Congruence in Supervisor-Subordinate Dyads: Effects on Position and Salary

Results from a large field sample ( $N = 35,553$ ) indicate ethnic congruence between a supervisor and subordinate was associated with subordinates' level, promotion rate, and salary; although these effect sizes were practically small. Relationships were moderated by compensation system and ethnicity. Finally, we discuss implications for relational demography in organizations.

James Avey, University of Nebraska-Lincoln  
Bradley J. West, University of Nebraska-Lincoln  
Craig D. Crossley, University of Nebraska-Lincoln

Submitter: Bradley J. West, bwest4@unl.edu

## 249-24. Ethnic Differences in Importance Ratings: A Comparison of Matched Samples

The relationship between target race and importance ratings of job competencies as rated by bosses was explored for 498 individuals. Of 22 dimensions, 3 were rated more important for Whites than for Blacks, and 1 was more important for Blacks than for Whites. Practical and theoretical implications are discussed.

Robyn Petree-Schatz, University of Texas-Arlington  
Chloe Tatney, University of Texas-Arlington  
Lauren W. Shelton, University of Texas-Arlington  
Mark C. Frame, University of Texas at Arlington

Submitter: Robyn Petree-Schatz, robynpetree@juno.com

249-25. Sexual-Orientation Harassment, Identity Management, and Work-Related Outcomes

Sexual-orientation harassment (SOH) is distinct from other forms of harassment in the visibility and the perceived controllability of the characteristic upon which the harassment is based. A measure of SOH in the workplace was developed and its relationship to identity management, work outcomes, and well-being was assessed.

Tamara Bruce, Michigan State University  
Ann Marie Ryan, Michigan State University

Submitter: Tamara Bruce, tamara.bruce@gmail.com

249-26. Social Interaction at Work: Experiences of Gay and Lesbian Employees

The current study investigated workplace experiences of gay and lesbian individuals. Gay and lesbian individuals did not report engaging in less workplace discussion in terms of breadth or depth of discussion. However, homosexual employees who were "out" at work reported engaging in more workplace discussion than their heterosexual counterparts.

Charlie Law, Rice University  
Michelle (Mikki) Hebl, Rice University  
Eden B. King, George Mason University

Submitter: Charlie Law, cl4849@rice.edu

249-27. Is Emotional Intelligence Worthwhile? Assessing Incremental Validity and Adverse Impact

Extending Van Rooy and Viswesvaran's work, we estimate adverse impact reduction and incremental validity for both ability-based and mixed-based emotional intelligence. Whereas ability-based EI fails to predict performance above cognitive ability, mixed-based EI offers slight improvement over a cognitive-personality composite, while substantially reducing adverse impact potential. Construct validity is discussed.

Dana Rhodes, Texas A&M University  
Daniel A. Newman, Texas A&M University

Submitter: Dana Rhodes, dlrhodes@gmail.com

249-28. Two Hypotheses Explaining the Overrepresentation of Minorities in Diversity Management

This study evaluated 2 possible explanations for the overrepresentation of Black men and women in diversity management. A policy-capturing approach was used. Support was found for the race-typing hypothesis. Indirect support was found for the aversive racism hypothesis. Implications and future research are discussed.

Darrin Grelle, University of Georgia

Submitter: Darrin Grelle, dmgrille@uga.edu

249-29. Upper Echelon Theory Revisited: Implications for Diversity

Using data from 260 U.S. organizations, we found partial support for our hypotheses that demographic diversity of senior management would be positively associated with the diversity of the workforce, adoption of diversity practices, and power of an organization's diversity/EEO officer, and that diversity practices impact organizational performance.

Lisa H. Nishii, Cornell University  
Anne D. Gotte, General Mills  
Jana L. Raver, Queen's University

Submitter: Lisa H. Nishii, lhn5@cornell.edu

250. Panel Discussion: Saturday, 4:30-5:50  
Manhattan Ballroom (8th Floor)

**Challenges and Future Direction of Job Analysis Approaches**

I-O psychologists are responding to the changing nature of work by refining and adapting our methods of job analysis. This panel will highlight trends and provide direction for practitioners in the private, public, and military sectors. Topics will include challenges, best practices, legal issues, and innovative solutions in job analysis.

Lilly Lin, Development Dimensions International, *Chair*  
Kelly R. Bolton, Development Dimensions International, *Co-Chair*

Eric M. Dunleavy, American Institutes for Research, *Panelist*  
Chris Foster, United States Navy, *Panelist*  
Michelle L. Gonder, FBI, *Panelist*  
Lisa A. Malley, DDI, *Panelist*  
Dwayne G. Norris, American Institutes for Research, *Panelist*

Submitter: Kelly R. Bolton, kelly.bolton@ddiworld.com

251. Special Event: Saturday, 4:30-5:20  
Uris (6th floor)

**Education and Training in I-O Psychology: Open Meeting of Educators**

Each year the Education and Training Committee and the Long Range Planning Committee host an open meeting with directors of I-O graduate programs and others who have interest in educating the next generation of I-O psychologists. Bring your issues, concerns, and questions and participate in the discussion.

Eric D. Heggstad, University of North Carolina Charlotte, *Co-Host*  
Kurt Kraiger, Colorado State University, *Co-Host*

252. Reception: Saturday, 4:30-5:30  
Sun Roof (16th floor)

**Leading Edge and Beyond Reception**

Cynthia D. McCauley, Center for Creative Leadership, *Host*  
Fritz Drasgow, University of Illinois at Urbana-Champaign, *Host*  
Ben E. Dowell, Self-Employed, *Host*



253. Practice Forum: Saturday, 5:00–5:50  
Gilbert (4th floor)

### Designing Surveys With the Outcome in Mind: Employee- and Performance-Centricity

Employee survey items can be broadly classified into 2 categories: those that focus on the employee (employee-centric) and those that focus on getting the work done (performance-centric). Using linkage research, practitioners will compare/contrast the employee and performance-centric items in predicting organizational outcomes. Implications for linkage research will be discussed.

Scott M. Brooks, Kenexa, *Chair*

Kyle Lundby, Kenexa, Scott M. Brooks, Kenexa, *Predictors of Employee Retention and Customer Satisfaction: Not the Same*

Joerg Dietz, University of Western Ontario, Chetan Joshi, University of Western Ontario, S. Douglas Pugh, University of North Carolina Charlotte, *Predicting Customer Satisfaction and Turnover From Employee- and Service-Focused Measures*

Bryan C. Hayes, Kenexa, Lisa M. Germano, Kenexa, *Linkage Research as a Strategic Tool: Predictor-Criteria Alignment*

Submitter: Kyle Lundby, kyle.lundby@kenexa.com

254. Conversation Hour: Saturday, 5:00–5:50  
Brecht (4th floor)

### Assessment of Learning in Higher Education

Assessment is a critical activity in higher education for which I-O psychologists are well-suited. Participants will discuss pressures for assessment as accountability, university assessment programs responsive to regional accreditation agency standards, and a funded project concerning value added by college education in critical thinking, quantitative reasoning, and writing.

John M. Cornwell, Loyola University New Orleans, *Host*  
Rosemary Hays-Thomas, University of West Florida, *Co-Host*

Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

255. Practice Forum: Saturday, 5:00–5:50  
Plymouth (6th floor)

### Blazing Paths: Creating I-O Practices to Guide Organizations Through Mergers

Mergers create uncertainty from beginning to end: when announced, when staffs are combined, and during the struggle to achieve a new “business as usual.” This forum discusses how I-O programs help navigate merger challenges related to cultural integration and selection and performance management across the entire merger cycle.

Mark H. Ludwick, Wachovia Corporation, *Chair*  
Lorry A. Olson, Bank of America, *Culture Integration: Building a Foundation of Shared Values*

Elisha P. Wiggins, Wachovia, *Merger Selection: The Process Around the People*

Julia A. Leaman, U.S. Department of Homeland Security, *Department of Homeland Security: Using Competency-Based Assessments as a Tool in Facilitating Organizational Mergers*

David S. Gill, Verizon, *Standardizing Selection Programs in a Post-Merger Environment*

Submitter: Elisha P. Wiggins, elisha.wiggins@wachovia.com

256. Panel Discussion: Saturday, 5:00–5:50  
Winter Garden (6th floor)

### Calling Your Lawyer Now So You Won't Have to Later

Effective collaboration with legal counsel is critical to the fairness and defensibility of employment practices such as selection and promotion and performance management. The benefits of timely collaboration with counsel in these areas will be discussed, as will the consequences of not calling on counsel (before the charges are filed).

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

Wanda J. Campbell, Edison Electric Institute, *Panelist*

Elizabeth B. Kolmstetter, Transportation Security

Administration, *Panelist*

Jerard F. Kehoe, Selection & Assessment Consulting, *Panelist*

Bonnie Osler, Transportation Security Administration, *Panelist*

Submitter: Ann M. Quigley, ann.quigley@dhs.gov

257. Symposium: Saturday, 5:00–5:50  
Empire (7th floor)

### The Challenge of Protecting Intellectual Property

The content of our profession's texts, tests, and assessment instruments—our intellectual property—is in play with a scanner and the click of a mouse. Professional standards and the federal laws governing copyright protection will be reviewed as will the practical experience of CEOs of world-class assessment firms.

James C. Sharf, Employment Risk Advisors, Inc., *Chair*  
William C. Byham, Development Dimensions International, *Presenter*

Robert T. Hogan, Hogan Assessment Systems, *Presenter*  
Gerald V. Barrett, Barrett & Associates, Inc., *Discussant*

Submitter: James C. Sharf, jim@jimsharf.com

258. Interactive Posters: Saturday, 5:00–5:50  
Harlem (7th floor)

### Power & Influence Tactics

Tim McGonigle, Caliber, An ICF International Company  
*Facilitator*

258-1. Self-Enhancement and Narcissism in Leadership Evaluations: Consequences for Group Outcomes

Accurate perceptions of one's own influence on group functioning and decisions have been linked to successful organizational performance and team cohesion. However, self-enhancement tendencies may promote successful advancement in social hierarchies despite detracting from social acceptance. We assess the consequences of self-enhancement tendencies for leadership appraisals in large, social organizations.

Peter D. Harms, University of Illinois at Urbana-Champaign



Dustin Wood, University of Illinois at Urbana-Champaign  
 Brent W. Roberts, University of Illinois at Urbana-Champaign  
 Submitter: Peter D. Harms, pdharms@s.psych.uiuc.edu

#### 258-2. Supervisory Behavior and Upward Influence Tactics: The Impact of Gender

445 managers participated in a 2 (supervisor leadership: participative; authoritarian) x 2 (interactional justice: fair; unfair) x 2 (supervisor gender: male/female) between-subjects factorial study. The general hypothesis that the use of upward influence tactics varies as a function of supervisory leadership, justice, and supervisor gender received substantial support.

Mahfooz A. Ansari, University of Lethbridge  
 Rehana Aafaqi, University of Lethbridge  
 Siti Rohaida M. Zainal, University of Technology MARA  
 Submitter: Mahfooz A. Ansari, mahfooz71@yahoo.com

#### 258-3. Arguments for a Context-Specific Reorientation in the Research on Power

Different contexts in which power occurs have thus far been neglected in power research. Based on 2 comparisons (1 examining extant classifications of power bases, and 1 analyzing findings on the use of power bases), we argue that a context-specific reorientation in the power research has theoretical and practical advantages.

Diana E. Krause, University of Western Ontario  
 Submitter: Diana E. Krause, dkrause2@uwo.ca

#### 258-4. A Person-Oriented Investigation of Leader Power Bases and Employee-Related Outcomes

The study employed a multivariate, person-oriented approach to identify homogeneous subgroups of respondents based on their perceptions of leader power. Differences among these subgroups were examined with regard to compliance, satisfaction with supervision, and general job satisfaction. Most and least optimal patterns of perceptions of leader power were identified.

Daniel L. LeBreton, Peter Rock Consulting, Inc.  
 Submitter: Daniel L. LeBreton, danl@peter-rock.com

#### 259. Practice Forum: Saturday, 5:00–5:50 Marquis C (9th floor)

##### **Follow the Leader—Transitioning Corporations to Unproctored Internet Testing (UIT)**

Unproctored Internet testing is becoming increasingly common. Our panel of internal and external consultants, share experiences, data, and best practices that will provide a roadmap for organizations interested in implementing a UIT program. After the presentations there will be an interactive Q&A session.

Joel Philo, JCPenney, *Chair*  
 Kristophor G. Canali, University of Connecticut, Kathlea Vaughn,  
 University of Connecticut, *Minimizing the Impact of Threats to Validity in Unproctored Testing: Multiple Deterrents for*

*Companies to Consider Before Implementing Online Testing*  
 Joel Philo, JCPenney, Arlene P. Green, Frito-Lay, Inc, *Managing the Change to Unproctored Internet Testing at Frito-Lay*  
 Keith D. McCook, Bigby, Havis & Associates, *A Comparison of Proctored Versus Unproctored Response Data Trends on Personality and Basic Ability Assessments*

Submitter: Joel Philo, jphilo@jcpenny.com

#### 260. Education Forum: Saturday, 5:00–5:50 Marquis B (9th floor)

##### **Beyond Lecturing: Ideas for More Interesting and Applied I-O Courses**

Often students complain that the material in introductory industrial-organizational psychology courses can be dry. Using applied assignments/activities can help to make the courses more relevant to real life and can be more interesting for students. This forum provides examples of applied assignments/activities that currently are being used.

Jennifer L. Hughes, Agnes Scott College, *Chair*  
 Jennifer L. Hughes, Agnes Scott College, *Assignments Involving Meeting I-O Psychologists, Interviewing Workers, and Writing Application Cards*  
 Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Spicing Up an I-O Course Through Interactive Case Studies and Tech Reports*  
 Amanda D. Gray, Oglethorpe University, *Applied Projects: Opportunities for Student Experiences in I-O Psychology*  
 Doreen A. Comerford, Hartwick College, *Educational Activities and Supplemental Classes Aimed at Making I-O Psychology Real*

Submitter: Jennifer L. Hughes, jhughes@agnesscott.edu

#### Evening Reception: Saturday, 6:00–8:00 Broadway (6th floor)

##### **Evening Reception**



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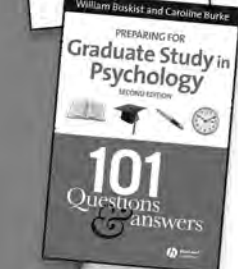
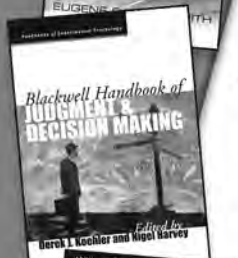
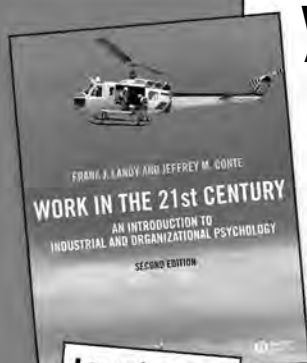
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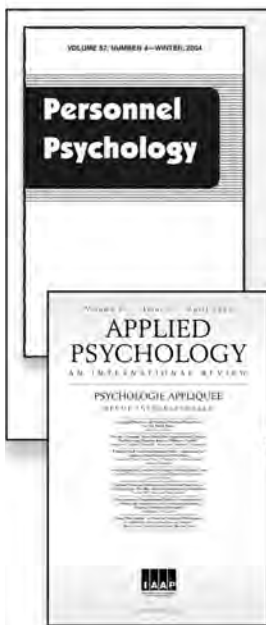
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## **DRASGOW CONSULTING GROUP**

Personnel Research, Assessment and Development

Drasgow Consulting Group (DCG) specializes in helping organizations to carry out projects related to personnel selection, assessment, and development. We have over 30 years of experience in psychometrics, statistics, and research methodology, as well as expertise in developing and validating conventional and computer-based assessments of cognitive ability, personality, job performance, leadership, interpersonal communication, work attitudes, and discrimination. Our client list includes large corporations, educational institutions, the military, and government organizations. Because of our particular expertise in psychometrics and statistics, we often collaborate with other consulting firms to produce better products and research outputs.

DCG was founded by Professor **Fritz Drasgow**, a leading expert in the areas of psychological assessment and quantitative psychology. Our team is comprised of highly trained professionals who have doctorate or masters degrees in industrial and organizational (I/O) psychology and/or human resource management (HRM). Members of our group routinely present at conferences and publish their research in professional journals, such as *Journal of Applied Psychology*, *Personnel Psychology*, *Psychological Bulletin*, *Applied Psychological Measurement*, *Multivariate Behavioral Research*, *Psychometrika*, and many others.

### **Areas of Expertise:**

**Development and Validation of Conventional and Computer-Adaptive Personnel Assessment Tools**

**Design, Implementation, and Evaluation of Employee Surveys**

**Psychometric Support for Licensing and Credentialing Exams**

**Applications of Item Response Theory and Factor Analytic Methods to Solve Practical Testing Problems (i.e., Test Bias)**

### **Contact Information**

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David P. Baker, AIR  
Alexander Alonso, AIR  
Laura Steighner, AIR  
Catherine Porter, AIR  
James Battles, AHRQ

Eduardo Salas, UCF/IST  
Rachel Day, AIR  
Amy Holtzman, AIR  
Heidi King, DoD TMA  
Paul Barach, UM Medicine

Their contributions to the DoD's team training program for medical professionals, *TeamSTEPPS*, leverage teamwork research from I-O psychology to reduce medical error and save lives. To learn more about TeamSTEPPS, visit <http://www.teamstepps.org>.



## Technology that Supports Science

Data Solutions Inc. (DSI) recognizes that the I-O practitioner delivers bottom line value to the business entity using the principles of science. We have seen Human Capital Measurement (HCM) become a business priority as companies invest both money and resources on HCM solutions to improve performance. Connecting HCM with business value requires specialized technology and a software partner with a track record of success.

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[dlepley@rhrinternational.com](mailto:dlepley@rhrinternational.com)

Special Sunday morning programming has been selected on the topic of Globalization. The 12 themed sessions are marked with the following symbol: 

261. Poster Session: Sunday, 8:00–8:50  
Westside (5th floor)

### **Recruitment, Technology, Legal**

#### 261-1. Recruiting Solutions for Adverse Impact: Race Differences in Organizational Attraction

We approach the adverse impact problem by looking at demographic differences in organizational attraction and recruitment. The manner in which companies describe themselves and their ideal applicants is shown to influence racial composition of the applicant pool. Emphasis is placed on recruiting for cognitive ability and Conscientiousness, simultaneously with race.

Julie S. Lyon, University of Maryland  
Daniel A. Newman, Texas A&M University

Submitter: Julie S. Lyon, jlyon@psyc.umd.edu

#### 261-2. Examinees' Reactions to Computer-Based Versus Telephonic Oral Proficiency Interviews

Ninety-nine Korean workers completed 2 foreign language proficiency interviews. One was delivered telephonically by a live interviewer and the other was delivered by an embodied agent over the Internet. Examinees preferred the person-to-person interview. Satisfaction with the interviewer and embodied agent predicted reactions to the person-to-person and computer-administered interviews, respectively.

Lori Foster Thompson, North Carolina State University  
Eric A. Surface, SWA Consulting Inc.  
Thomas J. Whelan, North Carolina State University

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

#### 261-3. How Variations in Job Ad Information Affect Preentry Socialization

We investigated the relationship between pre-entry socialization and job ad information. Results indicated that participants who receive job ads with more information about the job and organization reported higher levels of socialization than participants who receive job ads with less information. This relationship held over and beyond participants' prior organizational and job knowledge.

Bethany H. Hoffman, University of Georgia  
Gary J. Lautenschlager, University of Georgia

Submitter: Bethany H. Hoffman, bhhoff2@uga.edu

#### 261-4. Referral Source, Hiring Outcome, and Applicant Reactions

We explored the impact of 3 types of recruitment source (friends, current employees, and executive search firms/headhunters) on postdecision applicant attitudes. Using a sample of 153 applicants, we found that the use of

friends buffered the effect of a rejection, but the use of headhunters exacerbated the effect.

Matthew Richard Millard, Clemson University  
Gary Giumetti, Clemson University  
Rebekkah Wills, Clemson University  
Michael Horvath, Clemson University  
Laurie E. Wasko, Clemson University

Submitter: Gary Giumetti, ggiumetti@gmail.com

#### 261-5. A Cross-Levels Analysis of Older Workers' Technology Attitudes

This study of an ERP technology implementation, occurring in 25 departmental units across 18 state government agencies, found support for cross levels contextual influences of climate on older worker's technology attitudes. Implications for practice and future research directions are discussed.

Tracey E. Rizzuto, Louisiana State University

Submitter: Tracey E. Rizzuto, trizzut@lsu.edu

#### 261-6. Portraying an Organization's Culture Through Properties of a Recruitment Web Site

Two specific Web site properties of organizational recruitment Web sites were examined to determine what effects these properties had on the accurate portrayal of an organization's culture. In addition, we confirmed the results of previous studies that person-organization fit leads applicants to be more attracted to a recruiting organization.

Christina M. Kroustalis, North Carolina State University  
Adam W. Meade, North Carolina State University

Submitter: Christina M. Kroustalis, cmkroust@unity.ncsu.edu

#### 261-7. Practical Consequences of Using Four-Fifths Rule Versus Significance Tests

This study examined the a priori probability of an indication of adverse impact when using either the 4/5 rule or significance testing, and related issues. Findings were discussed in terms of the practical consequences associated with the choice of an adverse impact criterion.

Cynthia Fife, Virginia Tech  
Neil M. A. Hauenstein, Virginia Tech  
Emilee B. Tison, Virginia Tech  
Jaron T. Holmes, Virginia Tech

Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

#### 261-8. Personality in Virtual Teams: A Lab-Based Study

This paper sought to examine how personality facets and factors predict team outcomes in face-to-face and video-conference environments. A team-level analysis demonstrated different patterns of prediction across conditions, suggesting that the predictive validity of personality traits on teamwork differ based on communication medium. Implications for research and practice are discussed.

Rhiannon MacDonnell, University of Calgary  
 Thomas A. O'Neill, University of Western Ontario  
 Theresa J. B. Kline, University of Calgary

Submitter: Theresa J. B. Kline, babbitt@ucalgary.ca

#### 261-9. Accounting for Qualifications: Demonstrating Conditional Logistic Regression in Disparity Analysis

Oftentimes statistical significance tests identify disparity in employment decisions attributed to a protected class. In some cases this disparity may exist because applicants have unequal distributions on qualifications such as experience and education. This study demonstrates the use of conditional logistic regression in employment litigation settings.

Ash Buonasera, American Institutes for Research  
 Eric M. Dunleavy, American Institutes for Research  
 Lorin M. Mueller, American Institutes for Research

Submitter: Ash Buonasera, abonasera@air.org

#### 261-10. The Role of Beliefs and Collectivism in Predicting Job Seeking

Using the theory of planned behavior (TPB), the role of behavioral, normative, and control beliefs and individualism/collectivism was examined in the context of job seeking in a culturally diverse sample of 138 temporary workers. Results supported the TPB relationships, although ethnicity and collectivism moderated the relationships of the TPB variables with intention.

Edwin A. J. Van Hooft, Erasmus University Rotterdam  
 Mireille De Jong, Free University Amsterdam

Submitter: Edwin A. J. Van Hooft, vanhooft@fsw.eur.nl

#### 261-11. Cognitive Processing of Job Advertisements: The Impact on Organizational Attraction

The present study examines the moderating role of cognitive processing style on the relationship between advertisement characteristics and organizational attraction. Results revealed cognitive processing style did moderate this relationship such that individuals who engaged in central route processing were more attracted to organizations whose job ads emphasized symbolic organizational information.

Kevin Nolan, Indiana University-Purdue University  
 Indianapolis  
 M. Rebecca Lewis, Indiana University-Purdue University  
 Indianapolis  
 Crystal M. Harold, Indiana University-Purdue University  
 Indianapolis  
 Benjamin D. Young, Indiana University-Purdue University  
 Indianapolis  
 Zachary J. Steiner, Indiana University-Purdue University  
 Indianapolis  
 Stephanie J. Parcus, Indiana University-Purdue University  
 Indianapolis

Submitter: Crystal M. Harold, charold@iupui.edu

#### 261-12. Employee Selection Procedure Legal Risks and Defensibility Factors

Employee selection procedures in federal court cases are studied ( $N = 599$ ). Judge and party characteristics influence who wins. Employers win more when the selection procedure is a math/mechanical ability test or interview. Employers win less often for physical ability tests or physiological/medical tests. Implications research and practice are discussed.

Richard A. Posthuma, University of Texas-El Paso  
 Mark V. Roehling, Michigan State University  
 Michael A. Campion, Purdue University

Submitter: Richard A. Posthuma, rposthuma@utep.edu

#### 261-13. Examining the Influence of Corporate Vision Statements on Organization Attraction

This study examined the role of corporate vision statements in influencing recruitment outcomes. Results indicate (a) the content of vision statements can be tailored to signal desired organizational personality dimensions, (b) level of attraction varies depending on vision content, and (c) perceptions of fairness and PO fit mediate this relationship.

Crystal M. Harold, Indiana University-Purdue University  
 Indianapolis  
 Brian C. Holtz, University of Calgary

Submitter: Crystal M. Harold, charold@iupui.edu

#### 261-14. Parental Influence on Youth Intention to Join the Military

This research applied theory of planned behavior predictors in a career decision model of youths' intention to enlist in the military and parents' intention to recommend military service. Using a dyadic dataset, parent-youth links were explored with the ultimate goal of predicting youth intention and reenlistment behavior.

Jennifer L. Gibson, Fors Marsh Group  
 Brian K. Griepentrog, Fors Marsh Group  
 Sean Marsh, Fors Marsh Group

Submitter: Jennifer L. Gibson, JGibson@forsmarshgroup.com

#### 261-15. Determinants of Symbolic Inferences About Organizations Among Job Market Entrants

The present study aims to identify the organizational characteristics that signal impressiveness and respectability to naïve job seekers and explores the relationship between objective market signals and subjective symbolic inferences about organizations. Results indicate that naïve job seekers' reputation perceptions are highly influenced by signals typically associated with consumers.

Erin E. Thornbury, PreVisor  
 Scott Highhouse, Bowling Green State University

Submitter: Erin E. Thornbury, ethornbury@previsor.com



#### 261-16. Predicting Internet Job Search Behavior and Turnover

Employee attitudes, intentions, and behaviors regarding Internet job search are examined. Results from a longitudinal sample of nurses support predictions drawn from planned behavior theory: Antecedents predicted intentions, and intentions mediated the relationship between behavioral control and Internet job search behavior. Internet job search behavior significantly predicted actual turnover.

Richard A. Posthuma, University of Texas-El Paso  
Janice R. Joplin, University of Texas-El Paso  
Carl P. Maertz, Jr., Saint Louis University  
Anne Berthelot, University of Texas-El Paso  
Joseph W. Tomaka, University of Texas-El Paso  
Audree J. Reynolds, University of Texas-El Paso

Submitter: Richard A. Posthuma, rposthuma@utep.edu

#### 261-17. Context Effects in Internet Testing: A Literature Review

The literature on context effects (i.e., features of test administration) was reviewed. Results were mixed but indicate that a number of factors including screen size and resolution, scrolling, and computer type have the potential to affect test results and/or participant reactions. The magnitude of these effects was typically small.

Shonna D. Waters, University of Minnesota  
Mary R. Pommerich, Defense Manpower Data Center (DMDC)

Submitter: Shonna D. Waters, wate0120@umn.edu

#### 261-18. The Influence of E-Mail Names During the Selection Process

A model was tested to understand the effects of e-mail names on the selection process. Study 1 examined the attitudes associated with e-mail names and Study 2 examined how those attitudes affected the selection process. Results indicated that e-mail names influenced individuals' evaluations but did not affect the decision-making process.

Kevin B. Tamanini, Ohio University  
Paula M. Popovich, Ohio University

Submitter: Kevin B. Tamanini, kt109402@ohio.edu

#### 261-19. Social Networks and Networking in Job Search

In a sample of 1,244 Flemish job seekers, social network tie strength outperformed Extraversion and Conscientiousness in predicting job seekers' networking behavior. In turn, networking explained incremental variance in active job search behavior and number of job offers beyond job seekers' use of print advertising, Internet, and public employment service.

Greet Van Hoye, Ghent University  
Filip Lievens, Ghent University  
Edwin A. J. Van Hooft, Erasmus University Rotterdam

Submitter: Greet Van Hoye, greet.vanhoye@ugent.be

#### 261-20. Hiring Discrimination Against Arabs: Interactions With Prejudice and Job Characteristics

This study investigated whether Arab ethnicity leads to hiring discrimination and whether that relationship is moderated by job characteristics and prejudice. American and Dutch participants rated resumes on job suitability. Applicants' Arab identity negatively influenced raters' decisions, specifically when job demands/client contact were limited. Effects of implicit prejudice were found.

Eva Derous, Erasmus University Rotterdam  
Hannah-Hanh Dung Nguyen, California State University, Long Beach  
Ann Marie Ryan, Michigan State University

Submitter: Eva Derous, derous@fsw.eur.nl

#### 261-21. DFIT Analysis of Web-Based and Paper-Based Versions of the WPT

Data from the WPT was analyzed to investigate the equivalence of Web-based cognitive ability tests to their paper-and-pencil counterparts. Using the DFIT procedure, as well as an examination of the Web-based format, revealed that the differences in administration produced low levels of DIF, possibly due to the Web format used.

Kyle C. Huff, North Carolina State University  
Joan Michael, North Carolina State University

Submitter: Kyle C Huff, kchuff@gmail.com

#### 261-22. Modeling Applicant Trends for Strategic Planning

An important aspect to strategic management is predictive modeling to ensure accurate resource allocation. This study employed time series analysis to model an applicant pool, using historical data from the U.S. military. Implications of this study are related to the study of applicant trends for strategic human resources.

Joy Oliver, University of Tennessee, Knoxville  
David J. Woehr, University of Tennessee, Knoxville

Submitter: Joy Oliver, joliver6@utk.edu

#### 261-23. The Effect of Formal Mentoring Program Characteristics on Organizational Attraction

Using policy-capturing procedures, we examined the influence of formal mentoring program characteristics on organizational attractiveness. Results indicated an applicant preference for programs that highlight different characteristics of participation in the process, and that the relationships are influenced by applicants' individual differences. Implications for practice and research are discussed.

Laurie E. Wasko, Clemson University  
Michael Horvath, Clemson University  
Jessica L. Bradley, Clemson University

Submitter: Laurie E. Wasko, lwasko@clemson.edu

#### 261-24. Employment Interview Structure and Discrimination Litigation Verdicts: A Quantitative Review

Federal court cases from 1990 to 2005 were analyzed to determine whether interview structure was related to the verdict. Twenty-seven disparate-treatment and 7 disparate-impact cases were identified and coded for specific features of interview structure. Results reveal that increased interview structure was linked to favorable litigation outcomes for the employer.

Gregory J. Pool, St. Mary's University  
Kathleen H. McEntee, St. Mary's University  
Adam Gomez, St. Mary's University

Submitter: Gregory J. Pool, gpool@stmarytx.edu

#### 261-25. Fancy Job Titles: Effects on Recruitment Success

Drawing from marketing research (instrumental-symbolic framework, adaptations of self-theories) and from expectancy theory, we hypothesized that compared to a traditional job title a fancy job title would evoke a more positive attitude towards the job and a higher intention to apply in potential applicants. Results confirmed the hypotheses.

Klaus J. Templer, Nanyang Technological University

Submitter: Klaus J. Templer, akjtempler@ntu.edu.sg

#### 261-26. Investigating Predictors of Monitoring Technology Acceptance: Does Performance Matter?

The relationship between 2 facets of performance and intentions to accept monitoring system implementation was investigated. Procedural justice perceptions were also hypothesized to moderate the relationship. Data from 2 samples indicated that performance does significantly relate to intentions to accept. Procedural justice was also found to significantly moderate the relationship.

Kathryn Keeton, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Kathryn Keeton, KathrynEKeeton@earthlink.net

#### 261-27. The Creation of Rapport in Employment Interviews: Just Chat?

Although psycholinguists have found that individuals make relatively accurate assessments of speakers' cognitive ability based on the vocabulary speakers use, this research has not been extended to the employment context. This study supports the notion that applicant vocabulary usage during rapport building influences interviewer perceptions of applicant abilities and job fit.

Janice C. Molloy, The Ohio State University  
Paul L. Tucker, The Ohio State University  
Aden E. Heuser, The Ohio State University

Submitter: Janice C. Molloy, molloy\_4@cob.osu.edu

#### 261-28. Other-Group Orientation Moderates Influence of Perceived Diversity on Organizational Attractiveness

Organizations commonly use their Web sites to advertise a commitment to diversity. This study examined prospective applicants' reactions to organizational diversity values. Compared to people with low other-group orientation, those with high other-group orientation were more likely to be attracted and consider applying to organizations that were perceived to value diversity.

Jane A. Vignovic, North Carolina State University  
Lori Foster Thompson, North Carolina State University  
Lauren M. Bresnahan, Florida Institute of Technology  
Tara S. Behrend, North Carolina State University

Submitter: Jane A. Vignovic, jvignovic@ncsu.edu

#### 261-29. Investing in Internet Recruitment: Applying the Theory of Planned Behavior

The theory of planned behavior (TPB) was used to investigate HR managers' resource allocation strategies for online employee recruitment. Findings suggest that subjective norms, but not attitudes or perceived behavioral control, affected investment decisions. Consistent with TPB, intentions to invest mediated the relationship between subjective norms and subsequent investment.

Jennifer A. Komar, University of Waterloo  
Douglas J. Brown, University of Waterloo  
Richard T. Cober, Marriott International  
Paul E. Levy, University of Akron  
Lisa M. Keeping, Wilfrid Laurier University

Submitter: Jennifer A. Komar, jakomar@watarts.uwaterloo.ca

#### 262. Invited Speaker: Sunday, 8:00-8:50 Broadway S (6th floor)

#### **Special Invited Event Sponsored by the SIOP Program Committee: Globalization and U.S. International Competitiveness**

Globalization is a revolution, which in scope and significance rivals the Industrial Revolution, but while the latter took place over a century ago, the former is happening under our very eyes. The talk examines the globalization in tastes, production, and labor markets, and how this affects the U.S. economy and its international competitiveness.

Dominick Salvatore, Department of Economics, Fordham University, *Speaker*  
Stephanie Payne, Texas A&M University, *Co-Chair*  
Mo Wang, Portland State University, *Co-Chair*

263. Panel Discussion: Sunday, 8:00–9:50  
Broadway N (6th floor)

### SIOP KARES: Dealing With Disaster

This panel discusses the KARE project, which offers pro bono services to hurricane ravaged organizations in the Gulf Coast. Panelists will discuss their work with the NOPD, the Audubon Institute, and the LASPCA. The focus will be on how we can help stressed, understaffed, and seriously taxed organizations.

Adrienne J. Colella, Tulane University, *Chair*  
Vicki V. Vandaveer, Vandaveer Group, Inc., *Panelist*  
Leaetta M. Hough, Dunnette Group, Ltd., *Panelist*  
Tracey E. Rizzuto, Louisiana State University, *Panelist*  
Diana L. Clarke, Silverwood Associates, *Panelist*

Submitter: Adrienne J. Colella, Acolella@tulane.edu

 264. Practice Forum: Sunday, 8:00–9:50  
Winter Garden (6th floor)

### Coaching in the AP Region: Applications and New Directions

Cultural characteristics of Asia-Pacific countries, such as high-power distance and collectivism, necessitate culturally relevant paradigms that may differ from common western approaches. In this session, practitioners and academics from China, Korea, and Japan will present and discuss their use of, and research on, their respective countries' coaching practices.

David B. Peterson, Personnel Decisions International, *Chair*  
Susan Mistler, Personnel Decisions International, *Co-Chair*  
Jong-Chuel Yang, SHL Korea, *Sociocultural Characteristics of the Coaching Practice in Korea*  
Christina Sue-Chan, City University of Hong Kong, *Leader-Member Exchange, Coaching Attributions, and Employee Outcomes in the People's Republic of China*  
Robert Ryncarz, Merck & Co., *Evaluating Development of Japanese Managers' Coaching Skills*  
Brenda Kowske, Personnel Decisions International, Douglas Jack, Personnel Decisions International, *A Survey of Coaching in the AP Region: Australia, Singapore, Japan, Korea, and the PRC*

Submitter: Brenda Kowske, bkowske@pdi-corp.com

265. Symposium: Sunday, 8:00–9:50  
Empire (7th floor)

### Incivility, Social Undermining Experiences, and Diversity Climate Perceptions

This symposium focuses on incivility, social undermining, and diversity climate perceptions at universities and, in one paper, among military reserve units. The authors describe links between employees' perceptions, experiences, and job attitudes and behaviors. Gender, race/ethnicity, and job group differences are discussed in relation to their implications for climate change.

Kimberly T. Schneider, Illinois State University, *Chair*

Jennifer L. Berdahl, University of Toronto, *Gender and Social Undermining in the Workplace*

Eros DeSouza, Illinois State University, Derek P. Berube, Allstate Insurance Company, Kimberly T. Schneider, Illinois State University, *Incivility Experiences on Campus: Impacts of Race and Job Type*

Margaret S. Stockdale, Southern Illinois University-Carbondale, Lynda M. Sagrestano, University of Memphis, Phillip J. Seneca, Southern Illinois University-Carbondale, Cynthia K. Jones, Southern Illinois University-Carbondale, *Evaluating Climate for Diversity in a Collegiate Athletics Context*

Armando Estrada, Washington State University Vancouver, Colin R. Harbke, Washington State University Vancouver, *Ethnic Differences in Equal Opportunity Climate Perceptions of Military Reservists*

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

Submitter: Kimberly T. Schneider, ktschne@ilstu.edu

266. Symposium: Sunday, 8:00–9:50  
Duffy (7th floor)

### Understanding Dark Organizational Behavior: Investigating Motives of Workplace Deviance

Recently, workplace deviance has received much interest. Extant research has examined many antecedents and consequences of deviance. However, less research explores why individuals engage in deviant behavior. The purpose of this symposium is to address this issue and present 5 theoretically driven papers that investigate motives that underlie workplace deviance.

Marie S. Mitchell, University of Nebraska, *Chair*  
Stefan Thau, University of Groningen, *Co-Chair*  
Mary Bardes, University of Central Florida, David M. Mayer, University of Central Florida, *Why Does Injustice Promote Deviance? The Effect of Need Satisfaction*  
Michelle K. Duffy, University of Minnesota, Jason D. Shaw, University of Minnesota, Roulian Fang, University of Minnesota, Jonathan L. Johnson, University of Arkansas, *Social Exclusion Motives for Undermining Behavior: A Social Network Perspective*  
Jerald Greenberg, The Ohio State University, Chad Brinsfield, The Ohio State University, Marissa S. Edwards, University of Queensland, *Silence as Deviant Work Behavior: The Peril of Words Unspoken*

Gergana Markova, Wichita State University, *Not Bad, Just Unhappy: Employee Well-Being Motives of Interpersonal Deviance*

Stefan Thau, University of Groningen, Marie S. Mitchell, University of Nebraska, *Self-Goals, Abusive Supervision, and Retaliation: A Model of Self-Defeating Behaviors*  
Anne M. O'Leary-Kelly, University of Arkansas, *Discussant*

Submitter: Marie S. Mitchell, mmitchell@unlnotes.unl.edu

267. Interactive Posters: Sunday, 8:00–8:50  
Harlem (7th floor)

### Burnout

Christina Maslach, University of California, Berkeley, *Facilitator*



### 267-1. Personality Predictors of Emotional Labor and Burnout in Childcare Workers

We examined links between surface and deep acting, personality traits, and burnout. Surface acting was positively correlated with Neuroticism, emotional exhaustion, and depersonalization, and negatively correlated with Agreeableness. Deep acting was related less to Neuroticism and depersonalization and more Agreeableness and personal accomplishment. Implications for examining personality predictors are discussed.

Phillip N. Getchell, Illinois State University  
Jared Bartels, Memorial Medical Center  
John F. Binning, Illinois State University  
Kimberly T. Schneider, Illinois State University  
Brent Showalter, Illinois State University  
Terri S. Hitzke, Illinois State University

Submitter: John F. Binning, jbinning@ilstu.edu

### 267-2. Sex Differences in Burnout: A Meta-Analysis

A meta-analysis of the relationship between gender and burnout was conducted using 385 independent effect sizes from 145 studies. Overall, the effects of gender on burnout were small. Women were more emotionally exhausted than men, but men were more depersonalized than women. Moderator analyses suggested interesting nuances to these trends.

John P. Muros, University of Minnesota  
Radostina Purvanova, University of Minnesota

Submitter: John P. Muros, muro0008@umn.edu

### 267-3. Mentoring: A Potential Solution to Professional Burnout

This study assessed the effect of acting as a mentor on professional burnout. Mentors indicated that mentoring had utilized their skills and increased their professional satisfaction. As predicted by the concept of generativity, this positive effect was strongest for those mentors who perceived the greatest benefits to their protégés.

Claire J. Owen, Marymount Manhattan College  
Linda Z. Solomon, Marymount Manhattan College

Submitter: Claire J. Owen, cowen@mmm.edu

### 267-4. Workplace Context and Proactive Self-Regulatory Coping as Predictors of Burnout/Boredom

Self-regulation theory was used to predict the employee strains of burnout and boredom. The interaction of self-regulatory coping strategies and proactive personality was examined as a predictor of work strain. In addition, 3-way interactions of work context, coping, and proactive personality were examined as predictors of strain. Results are discussed.

John Michael McKee, Wright State University  
Gene Alarcon, Wright State University  
Jean M. Edwards, Wright State University

Submitter: John Michael McKee, mckee.14@wright.edu

### 268. Practice Forum: Sunday, 8:00–9:50

Marquis C (9th floor)

#### Driving Organizational Change Through the Performance Management Process

Performance management represents a key means for driving changes in behavior and culture. This session brings together practitioners from a number of organizations who focus on performance management to discuss their current process and how it has evolved over the last several years to meet the needs of their business.

Allan H. Church, PepsiCo, *Chair*  
Alyson Landa Margulies, McDonald's Corporation, Meghan Moriarty Gerrard, McDonald's Corporation, *Changing the Performance Management System at McDonald's*  
Erica I. Desrosiers, PepsiCo, Allan H. Church, PepsiCo, *PepsiCo's Performance Management Process: Driving for Results Without Running People Over Along the Way*  
Paige Ross, PepsiCo, Marc Effron, Avon Products, Inc., *We're Not Just About Beauty: Measuring Performance in a Changing Environment*

Tom Ruddy, Siemens Corporation, *Siemens—Implementation of a Global Performance Management Process*

Tina M. Everest, Home Depot, *How Performance Management and Total Rewards Drive a Performance Culture at The Home Depot*

Richard G. Sambus, Pepsi-Cola Company, Janine Wacławski, Pepsi-Cola Company, *Performance Management in Practice—Overcoming Political Challenges*

James W. Smither, La Salle University, *Discussant*

Submitter: Erica I. Desrosiers, erica.desrosiers@pepsi.com

### 269. Panel Discussion: Sunday, 8:00–9:50

Marquis B (9th floor)

#### Is the Future of I-O Psychology at Risk?

Several prominent and strategic thinkers discuss their views on the challenges to retaining more academic I-O psychologists (as opposed to “losing” them to either applied jobs or business schools). Most importantly, we focus on what I-O (SIOP, individuals, departments) can and should do to overcome these challenges.

Michelle A. Marks, George Mason University, *Chair*  
Deidra J. Schleicher, Purdue University, *Co-Chair*  
Michael A. Campion, Purdue University, *Panelist*  
Jose M. Cortina, George Mason University, *Panelist*  
Angelo S. DeNisi, Tulane University, *Panelist*  
Katherine J. Klein, University of Pennsylvania, *Panelist*  
Richard J. Klimoski, George Mason University, *Panelist*  
Frank J. Landy, Landy Litigation Support Group, *Panelist*  
Kevin R. Murphy, Pennsylvania State University, *Discussant*  
Victor H. Vroom, Yale University, *Discussant*

Submitter: Michelle A. Marks, mmarks@gmu.edu

### 270. Symposium: Sunday, 8:00–9:50

Cantor (9th floor)

#### Employee Engagement: New Research Findings, Directions, and Questions

We showcase 4 empirical studies on employee engagement and discuss the implications of the findings for

future research. The diverse conceptualizations and operationalizations of engagement used in the 4 studies allow us to discuss controversies surrounding the engagement construct that may be limiting empirical research on this topic.

Amy Colbert, University of Notre Dame, *Chair*

Bruce Louis Rich, University of Florida, *Co-Chair*

Bruce Louis Rich, University of Florida, Jeffery A. LePine, University of Florida, *Job Engagement: Construct Validation and Relationship With Job Satisfaction, Job Involvement, and Intrinsic Motivation*

Nancy P. Rothbard, University of Pennsylvania, Steffanie L. Wilk, The Ohio State University, *In the Eye of the Beholder: The Relationship Between Employee and Supervisor Perceptions of Engagement and Their Effect on Performance*

James Harter, The Gallup Organization, Frank L. Schmidt, University of Iowa, Emily Killham, The Gallup Organization, James Asplund, The Gallup Organization, *The Relationship Between Employee Engagement and Performance: Recent Meta-Analytic Findings Across Industries, Organizational-Unit Types, and Countries*

Amy Colbert, University of Notre Dame, Matt Bloom, University of Notre Dame, *Enhancing Employee Engagement: The Role of Transformational Leadership*

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

Submitter: Amy Colbert, acolbert@nd.edu

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271. Symposium: Sunday, 8:00–9:50

Barrymore (9th floor)

### **Promoting Social and Economic Justice: Far Easier Said Than Done**

Constructive ways of promoting fairness, minimizing favoritism, and retaining minorities in elite positions is the emphasis. Despite sweeping changes in HR practices, in some cases overseen by task forces, seemingly intractable difficulties remain in ensuring the evenhandedness of evaluations and priorities of top and often-neglected middle-level managers.

Judith L. Komaki, Baruch College, CUNY, *Chair*

Cyrus Mehri, Mehri & Skalet, PLLC, *Task Forces as a Settlement Model in Creating Meaningful Change*

Judith L. Komaki, Baruch College, CUNY, *The Diversity Challenge: Effectively Motivating Managers in the Middle*

Georgia T. Chao, Michigan State University, *Pitfalls and Progress Toward Reducing Employment Discrimination Internationally*

Theodore M. Shaw, NAACP Legal Defense & Educational Fund, Inc., *Listening for Forewarnings of Injustices From Employees of Color*

James L. Outtz, Outtz and Associates, *Discussant*

Submitter: Judith L. Komaki, judith\_komaki@baruch.cuny.edu

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272. Symposium: Sunday, 8:30–9:50

Hart (4th floor)

### **Shared Cognition: Delving Into Metrics (An Examination of Measurement Methodologies)**

Global economic and social interdependencies are driving the need for organizational teams. Research suggests team effectiveness is heavily dependent on members having compatible cognitive frameworks (shared

cognition). This symposium reports on cutting edge theory building and empirical research regarding the construct of shared cognition and the metrics surrounding it.

C. Shawn Burke, University of Central Florida, *Chair*

Gerald F. Goodwin, U.S. Army Research Institute, *Co-Chair*

C. Shawn Burke, University of Central Florida, Gerald F. Goodwin, U.S. Army Research Institute, Brandy Burke, University of Central Florida, Jonathon Bryson, Consortium of Universities, *A Conceptual Examination of the Who, How, and What of Shared Cognition*

Christian J. Resick, Florida International University, Leslie A. DeChurch, Florida International University, Toshio

Murase, Florida International University, Milani Jimenez, Florida International University, Garth Headley, Florida

International University, Stavroula Perdikogiannis, Florida International University, *Strategic Mental Model*

*Consensus and Adaptation in Decision-Making Teams*

Moshe Feldman, University of Central Florida, Hoeft Raegan, University of Central Florida, Florian G. Jentsch,

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

*Among Perceived and Actual Shared Mental Models*

Leslie A. DeChurch, Florida International University, Jessica Mesmer-Magnus, University of North Carolina–Wilmington,

*The Impact of Measurement Practices on Team Cognition–Team Outcome Relationships: A Meta-Analysis*

Joan R. Rentsch, University of Tennessee, *Discussant*

Submitter: C. Shawn Burke, sburke@ist.ucf.edu

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273. Panel Discussion: Sunday, 8:30–9:50

Plymouth (6th floor)

### **Women in Academe: New Solutions to a Persistent Problem**

This session will bring together panelists from across career stages who offer personal and professional insight into individual and institutional strategies that address the persistent problem of gender inequity in academics. It is intended that aspiring academicians, program directors, department chairs, and practitioners will benefit from an interactive, solution-focused discussion.

Eden B. King, George Mason University, *Chair*

Joyce E. Bono, University of Minnesota, *Panelist*

Lisa Finkelstein, Northern Illinois University, *Panelist*


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

Madeline E. Heilman, New York University, *Panelist*

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

Submitter: Eden B. King, eking6@gmu.edu


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 274. Symposium: Sunday, 8:30–9:50  
Majestic (6th floor)

### **Leadership, Trust, Retention: Generational Differences in North America and Europe**

Myths abound regarding how generational cohorts differ in organizations and about how their differences in attitudes pervades all aspects of their work life. This forum examines the question of whether generational cohorts in North America and Europe differ in their leadership perceptions and how these perceptions impact trust and retention.


Fred Zijlstra, University of Maastricht, *Chair*  
 Jennifer J. Deal, Center for Creative Leadership, *Co-Chair*  
 Fred Zijlstra, University of Maastricht, Mary J. Waller,  
 University of Maastricht, *Setting the Tone: Leader's  
 Ability to Create an Open and Supportive Climate in  
 New Crews*  
 Alessia D'Amato, Center for Creative Leadership-Brussels,  
 Jennifer J. Deal, Center for Creative Leadership, *Cross-  
 Generational Talent Retention in Europe and North  
 America*  
 Lindsey M. Kotrba, Denison Consulting, Sandy Lim,  
 Singapore Management University, Daniel R. Denison,  
 International Institute for Management Development, *Self-  
 and Colleague Perceptions of Leadership: Do Age  
 Differences Exist?*  
 Deanne N. Den Hartog, University of Amsterdam, *Differences  
 in Preferred Leadership Characteristics for Different  
 Age Groups*  
 Submitter: Alessia D'Amato, damatoa@leaders.ccl.org

 275. Symposium: Sunday, 8:30–9:50  
 Soho (7th floor)

### Global Cognitive Ability Testing: Psychometric Issues and Applicant Reactions

Multinationals are increasing efforts to standardize their global selection procedures by using common selection instruments globally, but little is known about how these instruments function cross culturally. This symposium seeks to address this gap by examining the cross-cultural psychometric operation of, and applicant reactions to 3 types of cognitive ability tests.

Anthony S. Boyce, Michigan State University, *Chair*  
 Robert E. Gibby, Procter & Gamble, *Co-Chair*  
 Suzanne Tsacoumis, HumRRO, Dan J. Putka, HumRRO, Carrie  
 N. Byrum, HumRRO, Magda Colberg, Logos Corp, *A  
 Cross-Cultural Look at Items of Logic-Based Reasoning*  
 Robert E. Gibby, Procter & Gamble, Anthony S. Boyce,  
 Michigan State University, *A Cross-Cultural Look at  
 Items of Numerical Reasoning*  
 Stephan Dilchert, University of Minnesota, Deniz S. Ones,  
 University of Minnesota, *Influence of Figural Reasoning  
 Item Characteristics on Group Mean-Score Differences*  
 Andrew Michael Biga, University of South Florida, Angela K.  
 Pratt, Procter & Gamble, Robert E. Gibby, Procter &  
 Gamble, Jennifer L. Irwin, Procter & Gamble Company,  
*Cross-Cultural Differences in Applicant Reactions to  
 Online Cognitive Ability Items*  
 Rodney A. McCloy, HumRRO, *Discussant*  
 Submitter: Anthony S. Boyce, anthonyboyce@gmail.com

 276. Symposium: Sunday, 8:30–9:50  
 Gramercy (7th floor)

### International I-O Psychology: Growing Roles at the United Nations

Only a handful of I-O psychologists today work among the 3,000 nongovernmental organizations (NGOs) at the United Nations. This symposium reviews the growing roles

of psychologists in international work, and the U.N., a systematic new model developed to assess outcomes of NGO workers' efforts, and I-O consultation in U.N. operations.

Harold Takooshian, Fordham University, *Chair*  
 Richard H. Wexler, Personnel Systems, Inc., John R.  
 Fulkerson, Fulkerson & Associates, Ann M. O'Roark,  
 Self-employed, Paul J. Lloyd, Lloyd & Associates, *The  
 Emergent Roles of Consulting I-O Psychology in  
 International Work Research, Teaching, Service, and  
 Advocacy*  
 Fred Campano, Fordham University, Florence L. Denmark,  
 Pace University, *The Emergent Roles of Psychology  
 Within United Nations NGOs: Real and Ideal*  
 Harold Takooshian, Fordham University, Rivka Bertisch Meir,  
 IRM Success LLC/Private Practice, Elaine C. Bow, Nyack  
 College, *An Outcomes Model for Assessing the Efforts of  
 United Nations NGOs*  
 Walter Reichman, Sirota Survey Intelligence, Mary O'Neill  
 Berry, Sirota Survey Intelligence, *Organizational  
 Consulting With the United Nations*  
 Jeffrey A. Goldberg, Personnel Sciences Center, *Discussant*  
 John Hollwitz, Fordham University, *Discussant*  
 Submitter: Harold Takooshian, Takoosh@aol.com

277. Symposium: Sunday, 8:30–9:50  
 Chelsea (7th floor)

### Developmental Relationships: Life Savers in the Career Sea

Unprecedented changes in the psychological contract between employees and their organizations have left employees adrift in the career sea. As a consequence, developmental relationships are increasingly viewed as "career life savers." This symposium charts new waters in understanding how developmental relationships enhance career development in the new turbulent career context.

Lisa Dragoni, University of Iowa, *Chair*  
 Belle Rose Ragins, University of Wisconsin-Milwaukee, *Co-  
 Chair*  
 Lisa Dragoni, University of Iowa, Holly S. Slay, Rochester  
 Institute of Technology, Bennett E. Postlethwaite,  
 University of Iowa, Melanie J. Burns, University of Iowa,  
 Jennifer A. Marrone, Seattle University, *Getting  
 Networked: Structure, Content and Formation of  
 Developmental Networks*  
 Rowena Ortiz-Walters, Lender School of Business, Quinnipiac  
 University, Lucy L. Gilson, University of Connecticut,  
*Developing Creativity: Examining the Role of  
 Developmental Relationships for Employee Creative  
 Performance*  
 Nikos Bozionelos, University of Durham, Qin Xia, Durham  
 Business School, *Receipt of Mentoring and Work  
 Outcomes: A Study in China*  
 Belle Rose Ragins, University of Wisconsin-Milwaukee,  
 Lillian T. Eby, University of Georgia, Amy Klemm  
 Verbos, University of Wisconsin-Milwaukee,  
*Understanding the Motivated Mentor: Self-Construals  
 and Willingness to Mentor*  
 Douglas T. Hall, Boston University, *Discussant*  
 Submitter: Lisa Dragoni, lisa-dragon@uiowa.edu



278. Roundtable: Sunday, 8:30–9:50  
Sun Roof (16th floor)

### **Fear Factor: Personality Assessment in Public Sector Personnel Selection**

Personality assessment has demonstrated its value (predictive power, legal defensibility) time and again, but many public organizations are hesitant to use personality assessment to select employees. The roundtable discusses current issues that are related and how I-O psychologists can better help organizations make good quality hiring decisions using personality assessments.

James H. Killian, Hogan Assessment Systems, *Chair*  
Rick R. Jacobs, Pennsylvania State University, *Co-Chair*  
Donna L. Denning, City of Los Angeles, *Co-Host*  
Howard D. Fortson, Cooperative Personnel Services, *Co-Host*  
Ann M. Quigley, Transportation Security Administration, *Co-Host*

Doren L. Schott, Arapahoe County Sheriff's Office, *Co-Host*

Submitter: James H. Killian, jk\_psyched@hotmail.com

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**SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)**

279. Sunday Seminar: Sunday, 9:00–10:50  
Odets (4th floor)

### **Evolutionary Theory, Behavioral Genetics, and Leadership Development**

Richard D. Arvey, National University of Singapore, *Presenter*  
Stephen M. Colarelli, Central Michigan University, *Presenter*  
John Kello, Davidson College, *Coordinator*

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**SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)**

280. Sunday Seminar: Sunday, 9:00–10:50  
Wilder (4th floor)

### **Cutting-Edge Qualitative Research Techniques: An Opening of New Doors to I-O Psychologists**

Cliff Scott, University of North Carolina Charlotte, *Presenter*  
Kevin Dooley, Arizona State University, *Presenter*  
Lisa M. Penney, University of Houston, *Coordinator*

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**SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (3 hrs. CE credit earned)**

281. Sunday Seminar: Sunday, 9:00–10:50  
O'Neill (4th floor)

### **One Cup of High-Performance Climate, Spice With Engagement and Stir: Using Linkage Research to Bake Organizational Change**

Scott M. Brooks, Kenexa, *Presenter*  
Kyle Lundby, Kenexa, *Coordinator*

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**SUNDAY SEMINARS REQUIRE ADVANCE REGISTRATION AS WELL AS AN ADDITIONAL FEE! (No CE credits)**

282. Sunday Seminar: Sunday, 9:00–10:50  
Ziegfeld (4th floor)

### **Journal Editing: An Opening of the Black Box**

Herman Aguinis, University of Colorado at Denver and Health Sciences Center, *Presenter*

Yehuda Baruch, University of East Anglia, *Presenter*

Alison M. Konrad, University of Western Ontario, *Presenter*

William H. Starbuck, University of Oregon, *Presenter*

Wayne F. Cascio, University of Colorado at Denver and Health Sciences Center, *Presenter*

Angelo S. DeNisi, Tulane University, *Presenter*

Dov Eden, Tel Aviv University, *Presenter*

John R. Hollenbeck, Michigan State University, *Presenter*

Ann Marie Ryan, Michigan State University, *Presenter*

Theresa M. Welbourne, University of Michigan, *Presenter*

Sheldon Zedeck, University of California-Berkeley, *Presenter*

Melissa L. Gruys, Wright State University, *Coordinator*

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283. Poster Session: Sunday, 9:00–9:50  
Westside (5th floor)

### **Job Analysis & Performance Appraisal**

283-1. A Propensity Score Analysis of Work Status and Job Attitudes

This paper demonstrates how propensity score analysis can be used to investigate differences between part-time and full-time employees on job attitudes. Using propensity scores, part-time and full-time workers were matched on a variety of variables (e.g., age, sex). Analyses revealed few differences between part-time and full-time workers on job attitudes.

Todd J. Thorsteinson, University of Idaho

Submitter: Todd J. Thorsteinson, tthorste@uidaho.edu

283-2. The Feedback Environment and OCB: An Examination of Mediators

The relationship between the feedback environment and OCB was examined in the current study. Job satisfaction and organizational justice were found to be mediators of this relationship. Further, components of organizational justice (interactional justice) were stronger mediators than were components of job satisfaction (satisfaction with supervision).

Charlene Alayne Bogle, Florida Institute of Technology

Lisa A. Steelman, Florida Institute of Technology

Submitter: Charlene Alayne Bogle, Jacob99@aol.com

283-3. Effects of Rater Individual Differences on Job Performance Evaluations

The current study examined the moderating effects of 4 rater individual differences on the relationships among ratee task and contextual behaviors, and rater judgments of overall performance and its dollar value. Although no moderating effects of rater self-monitoring, collec-

tivism, and individualism were found, rater nationality had a significant moderating effect.

Dalia L. Diab, Bowling Green State University  
John T. Hazer, Indiana University-Purdue University  
Indianapolis

Submitter: Dalia L. Diab, ddiab@bgsu.edu

#### 283-4. Why Poor Performers Receive Good Ratings: Accountability and Self-Rating Information

This study examined the influence of feedback accountability and self-rating information on performance appraisals. Participants evaluated a fictitious "subordinate" and were given (or not given) self-rating information and expected (or not expected) to provide feedback to their rate. Self-rating information and feedback accountability independently and jointly resulted in inflated ratings.

Ted H. Shore, California State University, San Marcos

Submitter: Lynn M. Shore, lshore@mail.sdsu.edu

#### 283-5. Validation Study of the Army Core Leader Competencies

This paper describes the criterion-related validation of a leadership competency model. Our random sample included subordinate and supervisors ratings for 140 leaders at various levels in the organization. Multiple regressions were performed to estimate the criterion-related validity of the competencies to leadership effectiveness. Results were statistically significant.

Heidi L. Keller-Glaze, Caliber, an ICF International Company  
Jeffrey Horey, Caliber, an ICF International Company  
Jennifer L. Harvey, Caliber, an ICF International Company  
Patrick Curtin, Caliber, an ICF International Company  
Jon J. Fallesen, Center for Army Leadership

Submitter: Heidi L. Keller-Glaze,  
hkeller-glaze@icfconsulting.com

#### 283-6. Social Distance and Managerial Style: Predictors of Influence Tactics Usage

Raven's (1993) power interaction model presupposes that influence tactics used by an influencing agent to gain compliance from a target individual is rational and fulfills personal needs. A study conducted with Israeli policemen indicated that managerial style partially mediated between social (power) distance and usage of harsh influence tactics.

Meni Koslowsky, Bar-Ilan University  
Joseph Schwarzwald, Bar-Ilan University  
Hadar Aminov, Bar-Ilan University

Submitter: Meni Koslowsky, koslow@mail.biu.ac.il

#### 283-7. Job Embeddedness as an Antecedent of Teachers' Job Performance

Job embeddedness (JE) is a unique combination of individual variables that reflect a variety of contextual

influences on and off the job. The study, using a multi-source evaluation of teachers, demonstrates that JE explains significant variance in job performance (contextual vs. technical) beyond job satisfaction and organizational commitment.

Meni Koslowsky, Bar-Ilan University  
Smadar Lev, Bar-Ilan University

Submitter: Meni Koslowsky, koslow@mail.biu.ac.il

#### 283-8. Predicting Leader Performance: Big Five Personality and Leadership Developmental Levels

This study investigates the predictive abilities of Big 5 personality dimensions and leadership developmental levels (constructive/developmental theory) in a model of leader performance. Leadership developmental level predicted leader performance and appears to capture an aspect of leadership that is distinct from personality.

Sarah Elizabeth Strang, University of Georgia

Submitter: Sarah Elizabeth Strang, sestrang@uga.edu

#### 283-9. Self-Serving Bias Effects on Job Analysis Ratings

This study tested the hypothesis that importance ratings in a worker-oriented job analysis may be influenced by perceived ability level and that this relationship is moderated by self-esteem. Support was found for the relationship between ability and importance ratings but not for the moderating effect of self-esteem.

Jeffrey M. Cucina, U.S. Customs and Border Protection  
Nicholas R. Martin, Office of Personnel Management  
Henry F. Thibodeaux, Defense Logistics Agency  
Nicholas L. Vasilopoulos, George Washington University  
Kashi G. Sehgal, Georgia Institute of Technology

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

#### 283-10. The Development and Validation of the Feedback Orientation Scale

Feedback orientation, a construct proposed by London and Smither (2002), is an individual's overall receptivity to feedback. The current research developed and validated a multidimensional measure of feedback orientation. This new instrument will be a valuable tool for researchers and practitioners to better understand individual differences in the feedback process.

Beth Grete Linderbaum, O.E. Strategies  
Paul E. Levy, University of Akron

Submitter: Beth Grete Linderbaum,  
linderbaumb@oestrategies.com

#### 283-11. Incentives and Alternative Rating Approaches: Roads to Greater Accuracy?

We investigated the effects of incentives and 2 approaches to BOS rating on performance appraisal accuracy. An incentive prior to observation mitigated negative effects of a parallel (behavior-blocked) approach. Overall, the BOS seems well-suited to a serial (person-blocked) format.

R. Blake Jelley, University of Western Ontario/Ontario Police College

Richard D. Goffin, University of Western Ontario  
Deborah M. Powell, University of Western Ontario  
Robert L. Heneman, Ohio State University

Submitter: R. Blake Jelley, blake.jelley@jus.gov.on.ca

#### 283-12. Personality Correlates of Leniency Bias in Performance Ratings

We compared and contrasted 2 theories on the association between personality and leniency in performance appraisal. In Study 1, 74 respondents made self- and other ratings for the purpose of developmental feedback. In Study 2, 226 respondents made such ratings for administrative purpose. Results lend supported on the conditional dispositional theory.

C. Harry Hui, University of Hong Kong  
Wayne F. Cascio, University of Colorado  
Kevin H. C. Cheng, Lingnan University  
Siu-On Kwan, City University of Hong Kong  
Mario Goh, Nanyang Technological University

Submitter: Kevin H. C. Cheng, chenghck@ln.edu.hk

#### 283-13. Examining and Reducing Rater Stereotype Affects on Performance Ratings

Results of this study provide support for the argument that group differences on performance ratings should only be found when the majority of raters endorse the negative stereotype in question. The results also support the efficacy of a structured-free recall intervention at reducing stereotype effects on performance ratings.

Ludmila Zhdanova, Wayne State University  
Boris B. Baltes, Wayne State University  
Madhura Chakrabarti, Wayne State University  
Coy Camden Ferrell, Wayne State University  
Lisa Finkelstein, Northern Illinois University  
Mark V. Roehling, Michigan State University  
Agnieszka K. Shepard, Wayne State University

Submitter: Ludmila Zhdanova, lucia@wayne.edu

#### 283-14. Constructing a Comprehensive Empirical Model of Managerial Work Role Requirements

From a sample of 8,633 incumbents spanning 52 managerial occupations, we empirically derived a comprehensive competency model. Results showed 18 distinct competencies existed across multiple domains including behaviors, skills, knowledge, and traits. Further, results showed variance across occupations and differential contribution of each competency to managerial behavior.

Erich C. Dierdorff, DePaul University  
Robert S. Rubin, DePaul University  
Ewelina Ignasiak, DePaul University

Submitter: Erich C. Dierdorff, edierdor@depaul.edu

#### 283-15. Relationship Between 360-Degree Feedback Program Purpose and Scores Over Time

Change in behavior ratings following 360-degree feedback implemented under varying conditions is analyzed. Results indicated that scores from performance management programs were initially higher than scores from managerial development programs. More substantial score increases over time were reported for participants involved in programs for development, as opposed to performance management.

Greg Robinson, 3D Group  
Katrina Mongeon, 3D Group

Submitter: Greg Robinson, grobinson@3dgroup.net

#### 283-16. Meta-Analysis of Moderators of Self-Other Job Performance Ratings

This meta-analysis investigates moderators of the correlation between self-evaluations and other sources of job performance ratings. Moderators investigated include raters' expectations about whether the ratees will see their performance appraisal ratings, the number of scale points used for the instrument, and the use of anchors. Reasons for findings are discussed.

Kristophor G. Canali, University of Connecticut

Submitter: Kristophor G. Canali, kristophor.canali@uconn.edu

#### 283-17. Using Frame-of-Reference Training to Understand Rater Idiosyncrasy, Agreement, and Accuracy

When taught to evaluate employee behavior using prescribed dimensions and behaviors, raters may naturally hold theories of work performance that conflict with the training material. Comparing frame-of-reference and control trainees, we found multiple forms of performance theory idiosyncrasy and that idiosyncrasy relates to rating accuracy directly, and indirectly through agreement.

Krista L. Uggerslev, I. H. Asper School of Business  
Lorne M. Sulsky, Wilfrid Laurier University

Submitter: Krista L. Uggerslev, uggersle@cc.umanitoba.ca

#### 283-18. The Prevalence of Self-Enhancement in an Organizational Assessment Context

This study investigated whether previous research indicating the predominance of self-enhancement strivings on feedback dimensions that are critical to relationships (e.g., attractiveness in romantic relationships) could be extended to an organizational assessment context. Whereas self-enhancement dictated ratings participants initially desired from an assessor, self-enhancement did not dictate actual feedback-seeking behavior.

Alison L. O'Malley, University of Akron  
Paul E. Levy, University of Akron

Submitter: Alison L. O'Malley, alison@uakron.edu



### 283-19. Applicant Perceptions of Recruitment Sources: A Romanian Sample

Data were gathered from a sample of Romanian college students concerning their perceptions of various recruitment sources (e.g., job boards, newspaper ads). Networking was perceived to be most effective source; Internet-based sources were seen on par with other traditional sources. Privacy was a significant predictor of some Internet-based sources.

Michael M. Harris, University of Missouri-St. Louis  
Dan Ispas, University of South Florida  
Haim Mano, University of Missouri-St. Louis

Submitter: Michael M. Harris, mharris@umsl.edu

### 283-20. Representing Source Perceptions in Multisource Feedback Using Structural Equation Modeling

This study challenges the prevailing methods for analyzing multitrait-multirater datasets via structural equation modeling. A new model is proposed that incorporates latent variables reflecting the role of perception in the rating process. This model provided comparable fit and more interpretable parameter estimates than the correlated uniqueness model.

David M. Waldschmidt, Wonderlic, Inc.  
Nambury S. Raju, Illinois Institute of Technology  
Scott B. Morris, Illinois Institute of Technology

Submitter: Scott B. Morris, scott.morris@iit.edu

### 283-21. The Relationship Between Behavioral Specificity, Rater Agreement, and Performance Ratings

This study examined the relationship between behavioral specificity, rater agreement, and performance ratings. The results, based on 299 raters, suggest that raters agree more on nonspecific items. Prior exposure to the items increases rater agreement; however, agreement is still higher for nonspecific items.

Traxler W. Littlejohn, Western Kentucky University  
Anthony R. Paquin, Western Kentucky University

Submitter: Anthony R. Paquin, tony.paquin@wku.edu

### 283-22. Let's Make It Clear: Written Feedback Attributes' Relationship With Performance

This study examined the relationship between written feedback attributes and objective performance outcomes. Results indicated narrative comment attributes are associated with objective performance measures. Exploratory analyses showed performance measures may function differently across narrative comment characteristics. Given the findings, the utility of qualitative feedback should not be dismissed.

Corbin C. Wong, Hofstra University  
Joe Ryan, Citigroup Private Bank  
Michael T. Barriere, Citigroup

Submitter: Corbin C. Wong, cor.wong@gmail.com

### 283-23. Using O\*NET in Validity Transport

The Uniform Guidelines specify that validity support for a job may be transported to another job or context when the two positions "perform substantially the same major work behaviors." This study proposes a method based on O\*NET "Generalized Work Behaviors" to operationally define similarity in major work behaviors.

Victor Jockin, PSI

Submitter: Victor Jockin, tjockin@hotmail.com

### 283-24. The Impact of Perceived Method of Match on Protégé Satisfaction

The present study experimentally manipulated the perception that one had been matched to his/her mentor based on similarity. Results indicated that despite the fact all protégé-mentor matches were made on the basis of convenience, those who were told they were matched based on similarity reported greater satisfaction with the relationships.

Dana L. Kendall, University of Central Florida  
Kimberly A. Smith-Jentsch, University of Central Florida  
Shannon Scielzo, University of Central Florida  
Catherine Kiley, University of Central Florida

Submitter: Dana L. Kendall, dana1976@juno.com

### 283-25. Measuring the Emotional Intelligence Requirements of Occupations

Using employees from multiple professions, we developed and validated a work analysis tool, the Emotional Ability Rating Scale (EARS), to assess the degree to which emotional intelligence is required for job performance. Despite mixed CFA results, the EARS' subscales were reliable, and the scales demonstrated convergent and discriminant validity.

Sonya Melnyk, Saint Mary's University  
Arla L. Day, Saint Mary's University  
Victor M. Catano, Saint Mary's University

Submitter: Sonya Melnyk, sonya.melnynk@smu.ca

### 283-26. Decomposed and Holistic Job Analysis Judgments: Experience as a Moderator

We investigated whether holistic judgments in job analysis are more susceptible to inflation than decomposed judgments. Moreover, we examined whether experience moderates the relationship between decomposed judgments and holistic judgments. We find that more experienced incumbents will display less convergence in their decomposed and holistic judgments than less experienced incumbents.

Matthias Spitzmuller, Michigan State University  
Frederick P. Morgeson, Michigan State University  
Michael A. Campion, Purdue University

Submitter: Matthias Spitzmuller, spitzmuller@bus.msu.edu

### 283-27. Influence of Subject Matter Expert Personality on Job Analysis Ratings

This research investigates the impact of an individual's personality on his/her evaluation of the personality characteristics necessary for success in a job. Results indicated that personality of the rater explained additional variance in ratings over demographic characteristics.

Shonna D. Waters, University of Minnesota  
Richard N. Landers, University of Minnesota  
Nicholas Brenckman, University of Minnesota

Submitter: Shonna D. Waters, wate0120@umn.edu

### 283-28. Race Differences in Job Analysis and Adverse Impact

This study investigated how racial differences in job analysis ratings could influence the adverse impact of a selection system. Results of a Monte Carlo simulation suggest that the racial composition of the job analysis sample and the task composition of the jobs rated can indirectly influence adverse impact.

Cecily McCoy, University of Central Florida  
Phillip M. Mangos, NAVAIR Orlando Training Systems Division  
Richard D. Arnold, Human Performance Architects

Submitter: Phillip M. Mangos, phillip.mangos@navy.mil

### 283-29. Should Ability Requirements Be Rated at the Molecular Level?

Two field studies ( $n = 44$  and  $94$ ) investigated the relationship and comparability between molecular and molar ratings of ability requirements in law enforcement jobs. Molar ratings were comparable to a composite of molecular ratings, thereby challenging the need for molecular descriptors of ability requirements.

Juan I. Sanchez, Florida International University

Submitter: Juan I. Sanchez, sanchezj@fiu.edu

### 283-30. Do Rater Perceptions Relate to Performance Evaluation Quality?

This paper explores to what extent rater accuracy perceptions relate to rating and behavioral accuracy within a motivational framework. Based on 327 participants, it appears that both raters' self-reported motivation and their accuracy perceptions relate to their behavioral accuracy but not necessarily to their rating accuracy.

Sylvia G. Roch, University at Albany, SUNY

Submitter: Sylvia G. Roch, roch@albany.edu

### 284. Invited Speaker: Sunday, 9:00–9:50 Broadway S (6th floor)

### Special Invited Event Sponsored by the SIOP Program Committee: Global Trends in HR

From the push for offshore outsourcing to changes in pensions and growing security concerns, the future direc-

tion of human resource management in the U.S. increasingly will be shaped by events that take place outside its boundaries. Learn how the blurring of borders will affect your organization's business goals and HR practices.

Brian J. Glade, Society for Human Resource Management (SHRM), *Speaker*

Autumn D. Krauss, Kronos-Unicru, Inc., *Chair*

### 285. Interactive Posters: Sunday, 9:00–9:50 Harlem (7th floor)

#### Sexual Harrassment

Mindy Bergman, Texas A&M University, *Facilitator*

### 285-1. A Shortened Sexual Harassment Climate Inventory: Does It "Measure Up?"

This study was an investigation of the reliability and validity of a shortened sexual harassment climate measure. Four competing models were tested via Confirmatory Factor Analysis. Results reveal the best fitting model as one with a general climate factor and 3 factors measuring Risk, Seriousness, and Action of harassment complaints.

Maria C. Lytell, University of Illinois-Urbana Champaign

Submitter: Maria C. Lytell, lytell@cyrus.psych.uiuc.edu

### 285-2. Sexual Harassment in the Police Force: Does Source Matter?

This study argues, based on attribution, power, and identity theory, that sexual harassment will have different effects on job satisfaction and turnover intentions, depending on whether the perpetrator is a supervisor, coworker, or member of the public. Results support our predictions. Implications for theory and practice are discussed.

M. Sandy Hershcovis, University of Manitoba

Sharon K Parker, Australian Graduate School of Management

Submitter: M. Sandy Hershcovis,  
sandy\_hershcovis@umanitoba.ca

### 285-3. Attractiveness and Likelihood to Sexually Harass Effects on Performance Appraisals

Landy and Farr's model of the performance appraisal process was our basis. Attractive female employees received higher mean performance rating than unattractive females. An interaction between raters' likelihood to sexually harass (LSH) and employees' attractiveness was found, suggesting that influence of attractiveness on performance ratings may depend on LSH.

Jo Ann Lee, University of North Carolina Charlotte

Wesley A. Hoke, Carolinas Medical Center-Union

Jennifer Welbourne, University of North Carolina Charlotte

Joyce Beggs, University of North Carolina Charlotte

Submitter: Jo Ann Lee, jolee@email.uncc.edu

#### 285-4. Men's and Women's Responses to Same- and Opposite-Sex Sexual Harassment

Using self-report data from 453 students, we examined coping responses across multiple forms of scenario-based, same- and opposite-sex sexual harassment. Compared to men considering opposite-sex harassment, men considering same-sex harassment responded more negatively. Men's reactions to same-sex harassment were similar to women's responses to same- and opposite sex harassment.

Travis Tubre', University of Wisconsin-River Falls  
Bryan D. Edwards, Auburn University  
Maureen F. Casey, University of Wisconsin-River Falls  
O'Neal Hampton III, University of Wisconsin-River Falls  
Rhiana Wegner, University of Wisconsin-River Falls

Submitter: Travis Tubre', travis.tubre@uwrf.edu

#### 286. Symposium: Sunday, 10:30–11:50 Hart (4th floor)

##### Information Exchange in Teams

Information exchange is critically important for team performance. This symposium highlights current empirical research investigating team information exchange, providing unique perspectives on antecedents and boundary conditions.

Stephen E. Humphrey, Florida State University, *Chair*  
Anne Nederveen Pieterse, Erasmus Research Institute of Management, Daan van Knippenberg, Erasmus University Rotterdam, Michaela C. Schippers, Erasmus University Rotterdam, *Diversity in Goal Orientation, Group Process and Performance*

Stephen E. Humphrey, Florida State University, James K. Summers, Florida State University, Frederick P. Morgeson, Michigan State University, Remus Ilies, Michigan State University, *Team Composition, Role Negotiation, and Information Exchange: Creating and Developing a Context for Information Exchange in Teams*

Wendy van Ginkel, Erasmus University Rotterdam, Daan van Knippenberg, Erasmus University Rotterdam, *The Use of Distributed Information in Decision-Making Groups: The Role of Shared Task Representations*

Susan Mohammed, Pennsylvania State University, *Discussant*

Submitter: Stephen E. Humphrey, stephen.humphrey@fsu.edu

#### 287. Special Event: Sunday, 10:30–12:20 Broadway S (6th floor)

##### Special Invited Event Sponsored by the SIOP Program Committee: The Scientific and Practical Implications of Globalization

This panel discussion brings together scientists and practitioners with first-hand experience witnessing and researching the influence of globalization on the science and practice of I-O psychology. Specific topics include strategic and international human resource management, leadership, expatriate management, and organizational culture.

George P. Hollenbeck, Hollenbeck Associates, *Host*

Stephanie C. Payne, Texas A&M University, *Co-Chair*  
Carrie A. Bulger, Quinnipiac University, *Co-Chair*  
David P. Campbell, Center for Creative Leadership, *Panelist*  
Angela M. Lynch, IBM, *Panelist*  
Christopher Robert, University of Missouri, *Panelist*  
Mark A. Royal, Hay Group, *Panelist*  
Randall S. Schuler, Rutgers University, *Panelist*

#### 288. Practice Forum: Sunday, 10:30–11:50 Broadway N (6th floor)

##### Top-Rated Practice Forum: Creation and Application of Global Personality Norms

A recent development in I-O psychology is the need to distinguish between candidates of different cultural backgrounds. Global organizations that use personality assessments are required to compare these candidates in an unbiased manner. This forum will discuss methods and issues regarding the aggregation of personality scores to create global norms.

Cynthia A. Hedricks, Caliper, Inc., *Chair*  
Dave Bartram, SHL Group PLC, *Global Norms? Some Guidelines for Aggregating Personality Norms Across Countries*  
Robert E. Lewis, Microsoft Corporation, *Global Norms and Organizational Decisions*  
Rob Kabacoff, Management Research Group, *Issues of Global and Local Norm Use in Assessments of Motivation*  
Cynthia A. Hedricks, Caliper, Inc., Chet Robie, Wilfrid Laurier University, John V. Harnisher, New York University, *Creating Personality Norms for Global Talent Management Strategies*

Submitter: Cynthia A. Hedricks, chedricks@calipercorp.com

#### 289. Education Forum: Sunday, 10:30–12:20 Plymouth (6th floor)


##### Internationalizing I-O Education: Needs, Problems, and Models

The globalized economy and the internationalization of work have created pressures toward the increased internationalization of I-O psychology education. This session focuses on obstacles and approaches to successfully adapting I-O education to the new demands of the globalized workplace of the 21st century.

Keith James, Portland State University, *Chair*  
Jose M. Peiro, University of Valencia, *Co-Chair*  
Mo Wang, Portland State University, *Potential Problems With Incorporating International*  
Robert A. Roe, University of Maastricht, Beverly G. Burke, Middle Tennessee State University, Richard G. Moffett III, Middle Tennessee State University, John T. Hazer, IUPUI, *Qualification Standards for Psychologists in Industrial-Organizational and Work Psychology: Comparison Between the United States and Europe*  
Jose M. Peiro, University of Valencia, Vicente Martinez-Tur, University of Valencia, Isabel Rodriguez, University of Valencia, *European Initiatives Towards the Internationalization of Education in Work and Organizational Psychology (WOP): The Erasmus Mundus Master in WOP*



Keith James, Portland State University, *A Global I-O Collaboration for 21st-Century Organizational Needs*  
 Michael Horvath, Clemson University, *Discussant*  
 Milton Hakel, Bowling Green State University, *Discussant*  
 Submitter: Keith James, KeithJ@pdx.edu

 290. Practice Forum: Sunday, 10:30–11:50  
 Majestic (6th floor)

### Global High-Potential Assessment: Supporting a Global Talent Pipeline

Many organizations seek to identify and develop employees with growth potential in order to ensure talent is available and ready for key leadership positions. This session will describe high-potential assessment in 2 large global organizations, as well as provide guidance to organizations on best practices and pitfalls to avoid.

Leah T. Podratz, Shell Oil Company, *Chair*  
 Leah T. Podratz, Shell Oil Company, Melissa K. Hungerford, The Coca-Cola Company, Jeffrey R. Schneider, Personnel Decisions International, Thi Bui, Shell Oil Company, *Global High-Potential Assessment: Supporting a Global Talent Pipeline*

Submitter: Leah T. Podratz, Leah.Podratz@shell.com


291. Panel Discussion: Sunday, 10:30–11:50  
 Winter Garden (6th floor)

### Doing the Right Thing: Hiring Employees With Vision-Related Disabilities

Though the 1990 ADA reduced employment barriers for disabled Americans, unemployment rates remain near 75% for those with vision-related disabilities. Assistive technologies (AT) have become a practical option for the employment of these Americans. The panelists will provide insights learned from successful implementation of AT and related programs in organizations.

Jonathan M. Canger, Verizon Wireless, *Chair*  
 Eric Damery, Freedom Scientific, Inc., *Panelist*  
 John Fernandez, City University of New York, *Panelist*  
 Morgan Henderson, Virtual Vision Technologies, *Panelist*  
 Barbara Lawson, Booz Allen Hamilton, *Panelist*  
 Edwin Staudt, Virtual Vision Technologies, *Panelist*

Submitter: Jonathan M. Canger, jmcanger@tampabay.rr.com


 292. Panel Discussion: Sunday, 10:30–11:50  
 Soho (7th floor)

### Global Employee Selection and Assessment: A Tale of Six Countries

As globalization increasingly becomes the new reality of business, it must also become the new reality of I-O psychology. This panel discussion will evaluate cultural, political, and historic issues of employee selection and assessment in the following countries: China, the United Kingdom, New Zealand, Brazil, Germany, and the Netherlands.

Greg A. Barnett, Hogan Assessment Systems, *Chair*  
 Tak C. Chan, Mobley Group Pacific, *Panelist*  
 Filip De Fruyt, Ghent University, *Panelist*  
 Rainer Neubauer, Metaberatung GmbH, *Panelist*  
 Beverly Marshall, Winsborough Ltd., *Panelist*  
 Tuvia Melmed, The Quo Group Ltd, *Panelist*  
 Roberto Santos, *Panelist*

Submitter: Greg A. Barnett, gbarnett@hoganassessments.com

 293. Symposium: Sunday, 10:30–12:20  
 Gramercy (7th floor)

### Service Management Around the Globe

This symposium represents the latest advances in service management research and involves data collected from 22 countries/regions. A panel of U.S. and international scholars present a consistent picture in which desirable service outcomes are determined by HR management: organizational climates: employee personalities, motivation, and performance: and customer segmentation and characteristics.

Hui Liao, Rutgers University, *Chair*  
 Jennifer A. Diamond, The Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Should Customers Evaluate Me? Service Provider Reactions to the Use of Customer Evaluations in Performance Appraisal*  
 Hwee H. Tan, Singapore Management University, Karen Chung, CFP Singapore, *The Service Encounter as Script Behaviors: Antecedents and Consequence*  
 James L. Oakley, Purdue University, Bradley J. Alge, Purdue University, *Human Resource Policies and Their Impact on Intrinsic Motivation: A Hierarchical Approach*  
 Chih-Hsun Chuang, Da-Yeh University, Hui Liao, Rutgers University, *Strategic Human Resource Management in Service Context: Dual Focus on Customers and Employees*  
 Karen Holcombe Ehrhart, San Diego State University, L. A. Witt, University of Houston, Benjamin Schneider, Valtera, *Who Benefits More? Market Segment as a Moderator of the Service Climate–Customer Satisfaction Link*  
 Lisa H. Nishii, Cornell University, Xiangmin Liu, Cornell University, *HR “Best Practices” for Service Quality: Are They Universal?*

Submitter: Hui Liao, huiliao@smlr.rutgers.edu

294. Symposium: Sunday, 10:30–11:50  
 Empire (7th floor)

### Advancing Diversity Research: Understanding Inclusion and Exclusion in Organizations

Inclusion is highlighted as a significant construct to pursue for the advancement of diversity research and practice. Three empirical papers examine experiences of inclusion and exclusion in different organizational settings. Antecedents and consequences of inclusion and exclusion are highlighted.

Debra A. Major, Old Dominion University, *Chair*  
 Debra A. Major, Old Dominion University, Donald D. Davis, Old Dominion University, Thomas D. Fletcher, University of Missouri-St. Louis, *Antecedents and Consequences of Inclusive Climate*

Kecia M. Thomas, University of Georgia, Matthew S. Harrison, University of Georgia, Brian Roote, University of Georgia, Paul Gora, University of Georgia, ***The Relationship of Diversity Climate to Employee Commitment and Engagement***

Donna Chrobot-Mason, University of Cincinnati, Belle Rose Ragins, University of Wisconsin-Milwaukee, ***The Bystander Racial Harassment Effect: Assessing Antecedents and Consequences***

Quinetta M. Roberson, Cornell University, ***Discussant***

Submitter: Debra A. Major, dmajor@odu.edu

295. Practice Forum: Sunday, 10:30–11:50  
Chelsea (7th floor)

### **All the World's a Stage: Leadership Development Using Interactive Theater**

In order to create dynamic training that impacts performance by increasing self-efficacy, the presenters have started to use training that uses live, interactive theater as a way to help participants to understand not only the behaviors of others but also the thinking that drives those behaviors.

Cyrellene Clark, The Hay Group, ***Chair***

Seth Hayes, The Hay Group, ***Co-Chair***

Heather Bock, Howrey LLP, Cyrellene Clark, The Hay Group, ***Using Interactive Theater With Diverse Audiences***

Peter Hertsgaard, Invizion Consulting, ***Discussant***

Seth Hayes, The Hay Group, ***Discussant***

Submitter: Seth Hayes, seth\_hayes@haygroup.com

296. Practice Forum: Sunday, 10:30–11:50  
Duffy (7th floor)

### **Creating Results Through Performance Management Practices: Practical Considerations and Lessons**

This session will feature a discussion between practitioners with extensive experience developing and implementing performance management systems in the private and public sector. Presentations will address how performance management systems and related management training can be better leveraged and framed within organizational contexts to be positive enablers of organizational performance.

Richard T. Cober, Marriott International, ***Chair***

Adam S. Rosenberg, Booz Allen Hamilton

Solly Thomas, Office of Personnel Management, ***Guiding Better Performance Management in the Federal Government: Development of a Model for High Performance Government Cultures***

Stanley B. Silverman, University of Akron, ***Performance Management Lessons Learned: Is Science Driving Practice or Is Practice Driving Science?***

David Hamill, U.S. Immigration & Naturalization Service, ***Leveraging New Technologies to Improve Performance Management***

Josh Sanderson, GE Energy, Allen M. Kamin, GE Energy, ***Enhancing the Sales Effectiveness of the Energy Services Sales Force***

Submitter: Richard T. Cober, richard.cober@marriott.com

297. Panel Discussion: Sunday, 10:30–11:50  
Marquis C (9th floor)

### **More Survey Ponderables: Questions and Answers on Effective Employee Surveys**

Panel and audience discussion on 7 research inquiries is inspired by practitioner experiences and their implications for employee survey design. Topics include factors to consider when choosing an administration method, differences between response scales, the impact of financial results announcements on survey responses, and differences in interpretation of demographics across countries.

Sarah R. Johnson, Genesee Survey Services, ***Chair***

Ingwer Borg, ZUMA, ***Panelist***

Lindsay A. Bousman, University of Nebraska-Omaha/  
Microsoft Corporation, ***Panelist***

David L. Van Rooy, Marriott International, ***Panelist***

Kristin Chase, Universal Orlando, ***Panelist***

Larry D. Eldridge, Genesee Survey Services, Inc., ***Panelist***

Heather M. Prather, U.S. Office of Personnel Management, ***Panelist***

Submitter: Sarah R. Johnson, sarah.johnson@gensurvey.com

298. Panel Discussion: Sunday, 10:30–11:50  
Marquis B (9th floor)

### **I Meets O: Implementing New Selection Systems as Change Management**

There is an abundant literature on designing and developing tests and assessments. However, little attention has been paid to contextual factors that influence the successful implementation of newly designed selection processes. This panel discussion will explore a variety of lessons learned and spark ideas for research.

Therese H. Macan, University of Missouri-St Louis, ***Chair***

Seymour Adler, Aon Consulting, ***Panelist***

Amy Dawgert Grubb, Federal Bureau of Investigation, ***Panelist***

Lee J. Konczak, Anheuser-Busch Companies, Inc., ***Panelist***

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

Submitter: Therese H. Macan, Therese.Macan@umsl.edu

299. Symposium: Sunday, 10:30–11:50  
Cantor (9th floor)

### **Understanding Nepotism: Examining the Elephant in the Room**

Industrial psychology has sought scientific, merit-based solutions to organizational decision making for more than a century. Yet, a common alternative to merit—nepotism—has received almost no attention. This symposium will explore and discuss the nature, effects, and adaptiveness of nepotism.

Robert G. Jones, Missouri State University, ***Chair***

Tracy L. Stout, Southwest Missouri State University, Chantal Levesque, Missouri State University, Robert G. Jones, Missouri State University, ***Career Choice and Nepotism: Opportunities, Coercion, and Self-Determination***

Bridgette Harder, DePaul University, *On Nepotism: An Examination of Kinship, Merit, and Perceptions of Fairness*

Jonathan D. Levine, Workforce Dynamics, Edward L. Levine, University of South Florida, *Nepotism Pros and Cons From a Father and Son I-O Tandem*

Juan I. Sanchez, Florida International University, *Discussant*

Submitter: Robert G. Jones, RobertJones@missouristate.edu

300. Symposium: Sunday, 10:30–12:20

Barrymore (9th floor)

### Advancing Diversity Research Using Social Network Analysis

Diversity research is abundant, but results are often contradictory. A more refined examination of the connections among people in groups of varying diversity can be conducted using social network analysis. This series of studies shows how network perspectives can be applied to diversity research and presents preliminary results from studies.

Kirsten Keller, University of Maryland, *Chair*

Andrew A. Schmidt, University of Maryland, *Co-Chair*

Cheri Ostroff, University of Maryland, *Co-Chair*

Mark A. Clark, American University, *Team Diversity*

*Representation: A Network Analytic Approach*

Kirsten Keller, University of Maryland, Andrew A. Schmidt,

University of Maryland, Cheri Ostroff, University of

Maryland, Charles Stangor, University of Maryland, *The*

*Diversity Composition of Social Networks and Their*

*Relationship to Attitudes and Behavior*

Daniel A. Newman, Texas A&M University, Janie Yu, Texas A&M University, *Race and Gender Composition of Cohesive Network Subgroups*

Lili Duan, University of Maryland, *Diversity and Social Network Centrality*

Katherine J. Klein, University of Pennsylvania, *Discussant*

Submitter: Andrew A. Schmidt, aschmidt@psyc.umd.edu

301. Roundtable: Sunday, 10:30–11:50

Sun Roof (16th floor)

### Programmatic Adverse Impact Research: Discussing Implications and Future Research

This roundtable session will discuss recent programs of adverse impact research and will focus on (a) methods of adverse impact detection and (b) predicting the magnitude of adverse impact associated with various selection systems. Applications and limitations of current research will be discussed, as will directions for future research.

Eric M. Dunleavy, American Institutes for Research, *Host*

Scott B. Morris, Illinois Institute of Technology, *Co-Host*

Philip Bobko, Gettysburg College, *Co-Host*

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

Robert E. Ployhart, University of South Carolina, *Co-Host*

Fred S. Switzer, Clemson University, *Co-Host*

Submitter: Eric M. Dunleavy, edunleavy@air.org

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EDITOR: Professor John Arnold, *Loughborough University, UK*

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*Simone Kauffeld*

**But what does it mean in practice? The *Journal of Occupational and Organizational Psychology* from a practitioner perspective**  
*Garry Gelade*

**Reproducing gender inequalities? A critique of realist assumptions underpinning personnel selection research and practice**  
*Penny Dick & Sara Nadim*

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*Leanne Atwater & Joan Brett*

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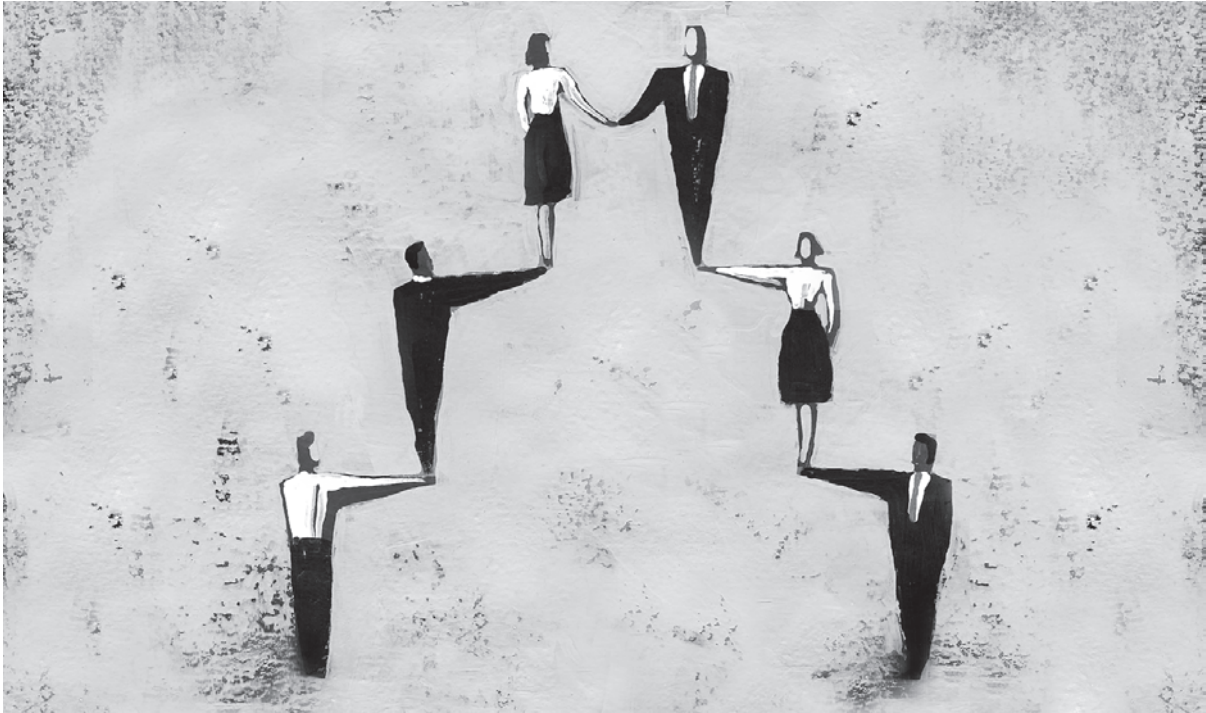
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This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters (symposia, discussions, and so forth) only the main title is indexed, not subsidiary presentation titles. Visit [www.siop.org/ProgramOnWeb/?year=2007](http://www.siop.org/ProgramOnWeb/?year=2007) to search the electronic version of the conference program by keywords, all content area codes, and authors' names.

*Absenteeism/Turnover*

- 9-13 Investigating Absenteeism From a Social Perspective: A Multilevel Examination
- 9-20 How Modeling Voluntary Turnover Decisions Increases Ability to Predict Turnover
- 21-1 Moderating and Mediating the HRM Effectiveness-Intent to Turnover Relationship: The Roles of Supervisors and Job Embeddedness
- 21-2 Occupational Turnover: Understanding Nurses' Intent to Leave the Nursing Profession
- 21-3 Turnover Among Knowledge Workers in High-Tech and Low-Tech Industries
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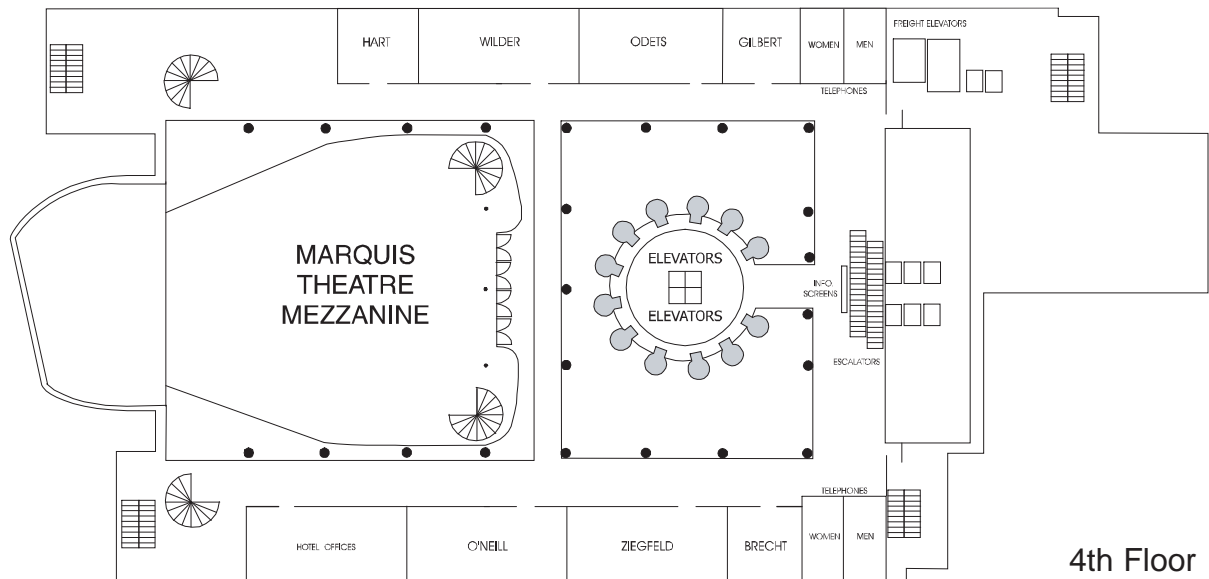
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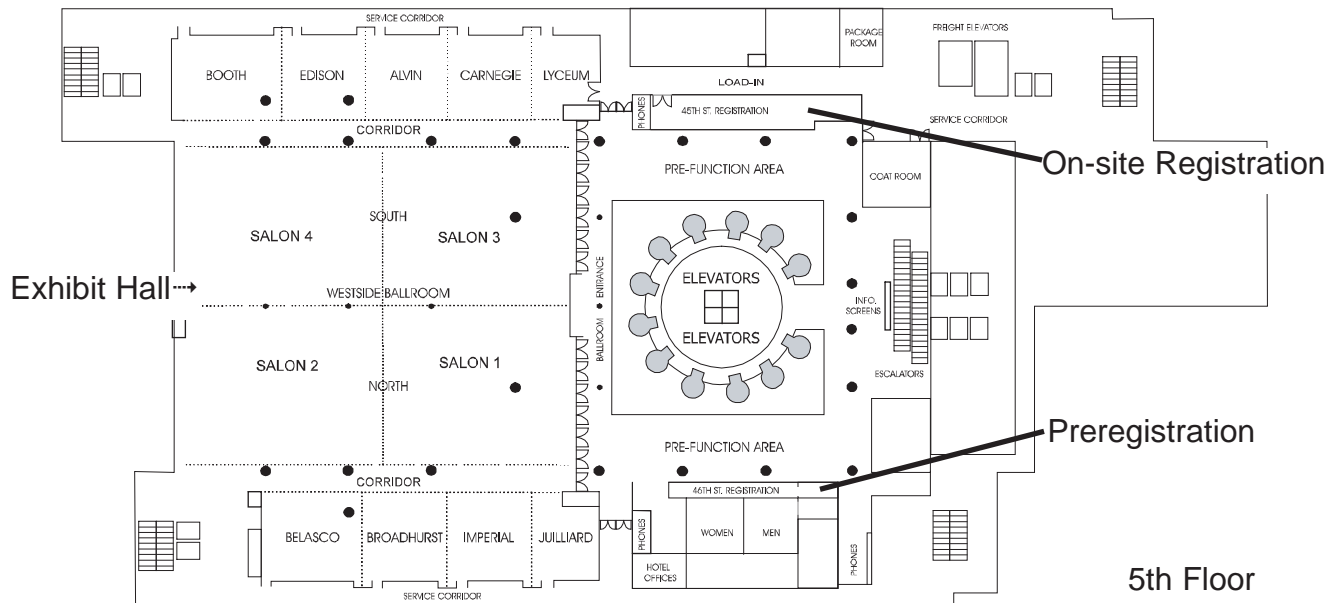
	FRIDAY, APRIL 27																						
7:30	Coffee Break, Multiple Locations																						
8:00	1. Plenary Session in Broadway: Plenary Session: Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results																						
8:30																							
9:00																							
9:30																							
10:00	Coffee Break, Multiple Locations																						
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10:30	2. Work & Retirement Process	3. I-O and OHP Research at Work	4. Launching Org. Learning at the Front Lines	5. Positive Psychology & Org. Stress	6. Perf. Appraisal: Science-Practice	7. New Directions in EI Research	8. Great Bear Disaster: Team Learning	9. Absenteeism & Performance	10. The Scientist-Practitioner Model	11. The Employment Interview	12. COE: Issues in IRT	13. Frontiers: Conflict in Orgs											
11:00																							
11:30																							
12:00					31. Employee Retention						32. Maximizing I-O Capabilities		33. Perfect Measurement Equivalence		27. Work Groups & Training		34. E-Coaching	28. COE: Multilevel Rsrch	29. Frontiers: Entrepreneurship				
12:30	43. Embracing/Supporting Aging Workforce	59. Advances in Newcomer Socialization	44. Organizational Identification	45. Analyses of Postural Ergonomics	60. Initiatives That Develop Women Leaders	46. Assessment Process Under Court Scrutiny	47. Statistical Methods	48. Perils of Accentuating the Positive	61. Selection	55. Visibility Committee: I-O in the News	49. COE: Cross-Cultural Rsrch	50. Frontiers: Org. Fit											
1:00																							
1:30	71. Women's Well-Being Work		72. Dist. Early Career Contrib.	73. Applied Program Eval.		74. Role-Play Assessments					62. COE: Int'l Practice	63. PhDs at the Top of HR											
2:00																							
2:30																							
3:00	Coffee Break, Multiple Locations																						
3:30	78. Retention of Older Employees		79. P-E Fit During Employment Life Cycle	80. To PhD or Not to PhD	81. Self-Interest in Organizational Behavior	82. Adaptive Skills & Adaptive Performance	83. Focus Groups: Best Practices & Case Studies	84. Justice, Deviance	85. Role of I-O in Employment Discrimination	86. Unproctored Internet Testing	87. COE:Work-Family Interface	88. Prof. Contrib. Award											
4:00																							
4:30		102. I-O Frontier: Wage and Hour Litigation						103. Personality				104. Time and Job Performance											
5:00	106. Regression Analysis in I-O		107. Overqualification: P-J Fit	108. Comparing I-O Career Paths				109. Teaching is Lifelong Learning			112. COE: Exec. Assessment												
5:30																							
6:00																							
6:30									118. Top Posters Reception														
	Lesbian, Gay, Bisexual, and Transgender Committeeand Allies Reception, 4:30–5:30 PM Sun Roof (16th Floor)																						
	Reception for the Committee on Ethnic and Minority Affairs, 5:00–6:00 PM Empire (7th Floor)																						
	Evening Reception, 6:00–8:00 PM (Top Posters 6:00 to 6:50 PM) Broadway Ballroom (6th Floor)																						
	SATURDAY, APRIL 28																						
7:30	Coffee Break, Multiple Locations																						
	Gilbert	Odets	Wilder	Hart	O'Neill	Ziegfeld	Brecht	Westside	Broadway S	Broadway N	Uris	Plymouth											
8:00	119. Social Support Research	120. Faces of Multicultural Experience	121. Safety Climate: One Construct Fits All?	122. Determinants of Age-Related Change	123. Personality Assessment in Non-Western Cultures	124. Leadership for Critical Response Organizations	125. Job-Seeking as a Self-Regulatory Process	126. Motivation & Innovation	127. Doing Competencies Well	128. Predicting Leadership	129. COE: Entry-Level Selection	130. Integrating Culture Into Interpersonal Performance											
8:30																							
9:00																							
9:30																							
10:00	Coffee Break, Multiple Locations																						
10:30	148. I-O Psychology: It's Not Just a Job	149. A Perfect and Just Weight, a Perfect and Just Measure	150. Innovation: Role of Org. Human Capital	151. Self-Based Individual Diff's in Orgs.	152. Cross-Cultural Perspectives on Mentoring Rsrch	153. Enhancing Effectiveness of Exec. Coaching	154. Consulting Function in I-O Master's Prgrm	155. Job Attitudes	156. Advanced Approaches to Basic Qvals.	157. Evolving Corp. Culture: Microsoft's Culture Change	172. COE: Org. Justice	158. Research on Positive Forms of Leadership											
11:00																							
11:30																							
12:00																							
12:30	190. Measure of Job Satisfaction	191. Where is the Kernel of Truth?	176. Performance Management	177. Stress in Service Interactions	192. Mentor Programs	178. Optimizing Personality Measure Usefulness	179. LMX: Exploration and Exploitation	193. OHP & Stress	180. Assessment Center (Modern) Validity	194. Impact of Testing Conditions	181. COE: Aging & I-O	195. OHP Challenges Direct-Care Workers											
1:00																							
1:30	202. Job Satisfaction Across Career	214. Validity Generalization	203. Change Through Strat. Implement.	215. Studying Multitasking			204. Achilles' Heel of LMX	205. Selection: Barriers/Practice	216. Leading Edge Session	217. Marginal-ized Workers	218. COE: S & P of Mentoring	219. I-O Master's Careers											
2:00																							
2:30																							
3:00	Coffee Break, Multiple Locations																						
3:30	222. Indiv./Team Adaptability	223. Perceived Organizational Support	224. Social Responsibility	225. Fellowship Committee	226. Situational Judgment Tests: Future Directions	227. Self-Develop. & Work Experiences	228. Work as a Job, Career, or Calling	229. Careers & Work/Family	230. Talent Attraction	231. To Prosper, Organizational Psychology Should ...	232. Masters Council Session	233. Multilevel Approaches to Study of Ldrship											
4:00																							
4:30	253. Designing Surveys		Psychologists as Chief HR Officer	247. I-O	248. Using Blended Project Teams		254. Learning in Higher Ed	249. Diversity & Emotions	250. Job Analysis Approaches (Manhattan 8th Fl)		251. Meeting of Educators	255. I-O Guide Orgs Thru Merge											
5:00																							
5:30																							
	Leading Edge and Beyond Reception, 4:30–5:30 PM Sun Roof (16th Floor)																						
	Evening Reception, 6:00–8:00 PM Broadway Ballroom (Sixth Floor)																						
	SUNDAY, APRIL 29																						
7:00	Coffee Break, Multiple Locations																						
	Gilbert	Odets	Wilder	Hart	O'Neill	Ziegfeld	Brecht	Westside	Broadway S	Broadway N	Uris	Plymouth											
8:00				272. Shared Cognition: Metrics	281. SS 3: One Cup of High-Perf. Climate, Spice W/ Engagement	282. SS 4: Journal Editing: An Opening of the Black Box		261. Recruit, Tech, Legal	262. U.S. Int'l Competitiveness	263. SIOP KARES: Dealing With Disaster		273. Women in Academe: New Solutions											
8:30																							
9:00								279. SS 1: Evol. Theory, Behav. Genetics, Leadership Dev.	280. SS 2: Cutting-Edge Qualitative Rsrch Techniques						263. Job Analysis	284. Global Trends in HR							
9:30																							
10:00	Coffee Break, Multiple Locations																						
10:30				286. Info Exchange in Teams					287. Scientific & Practical Implications of Globalization	288. Global Personality Norms		289. Int'lizing I-O Education											
11:00																							
11:30																							
12:00																							

Notes: Sessions shaded in gray are part of the Leading Edge mini-track.  
Session 250 is in the Manhattan Ballroom (8th Floor).

FRIDAY, APRIL 27												
Coffee Break, Multiple Locations												
1. Plenary Session in Broadway:												
Plenary Session: Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results												
Coffee Break, Multiple Locations												
	Winter Garden	Soho	Gramercy	Empire	Chelsea	Duffy	Harlem	Marquis C	Marquis B	Cantor	Barrymore	Sun Roof
10:30	15. Prepare	16. Workplace	17. Uses of 360°	18. The Daily	19. Employ.	20. Model of	21. IP: Losing	22. Children in	23. Multi-Role:	24. New in	25. Applicant	26. Mentoring
11:00	Students to be	Stereotypes & Legal	Feedback	Affective	Discrimination	Workplace	Bench: Turnover	Work-Family	Boundary/Individual	Employee Surveys	Perception	Theory, Research
11:30	0 Practitioners	Defensibility		Experience	Immigrants	Aggression	30. IP: Ethics	Research	Differences		Research	and Practice
12:00	36. Strategic		37. ROI for	38. Stressors &	39. SHRM	40. Motivational				41. Global	42. Predictors of	
12:30	Formula for	51. Entrepreneur-	Multisource	Minority Health	Foundation Grant	Perspective on Org.	52. IP: Training	53. Innovation &		Employee Surveys	Academic	54. Roundtable
1:00	Success	ship: Benefits	Feedback	56. Job Demands	57. Misbehavior &	Justice		Creativity			Performance	Discussion on
1:30	65. Tying	66. I-O Research	67. Speaking the	and Performance	Outcomes at Work	68. Role of the Self			58. Influences on	69. Unsolved Issues	70. Closing the Gap:	Humor and Work
2:00	Orientations to	Apps. in Health	Language of			in Org. Justice			Work & Nonwork	in Pers. Selection	Org Impacts	
2:30	Outcomes	Care	Business				75. CEMA-	76. Skills	Role Integration			77. Why Use SJT?
							Sponsored	Portability				
Coffee Break, Multiple Locations												
3:30	90. Effects of	91. Competency				92. Optimizing	93. IP: Helping	94. Individual, Org.	95. Breakthroughs	96. Applied Rsrch	97. Motivational	98. LGBT Comm.
4:00	Nonwork	Modeling & Job				Value of Most		& Survey on	in Talent	To Understand How	Effects on Creativity	Meeting
4:30	Experiences	Analysis	99. Business Impact	100. CEMA Meeting	101. Int'l Affairs	Optimal Staff		Nonresponse	Management	Language		104. Reception
5:00			for Employee	114. CEMA	115. Int'l Affairs	110. Succession	116. IP: Innovation	117. Worker-		111. Disaster		LGBT & Allies
5:30			Surveys	Reception	Reception	Management	& Creativity	Oriented Analysis		Predict/Recover		
6:00												
6:30												
Lesbian, Gay, Bisexual, and Transgender Committee and Allies Reception, 4:30–5:30 PM Sun Roof (16th Floor)												
Reception for the Committee on Ethnic and Minority Affairs, 5:00–6:00 PM Empire (7th Floor)												
Evening Reception, 6:00–8:00 PM (Top Posters 6:00 to 6:50 PM) Broadway Ballroom (6th Floor)												
SATURDAY, APRIL 28												
Coffee Break, Multiple Locations												
	Winter Garden	Soho	Gramercy	Empire	Chelsea	Duffy	Harlem	Marquis C	Marquis B	Cantor	Barrymore	Sun Roof
8:00	132. Talking With	133. Smiles	134. Social	135. Living Up to	136. Work Group	137. Interviews:	138. IP:	139. Employee	140. Alternative	141. Assessment	142. Organizational	143. Issues Cut
8:30	Clients: What to	Required: Display	Support,	Expectations:	Diversity	Max Recall &	Engagement	Engagement:	Validation	Center Validity	Culture at a	Scores
9:00	Say, When to Shut	Rules & Emotional	Leadership, and	Gender Stere-		Minimizing	146. IP: Abuse &	Where Are We &	Strategies	Paradox	Crossroads	147. Knowledge
9:30	Up	Labor	Work-Family	otyping & Work		Deception	Incivility	Where Going?				Management
			Outcomes									
Coffee Break, Multiple Locations												
10:30	160. Individual	161. Standards for	162. Multisource	163. Findings in	164. Dynamic	165. Unifying	166. IP: Global	167. Determinants	168. Cut Score	169. Competency	170. Forced-Choice	171. Ed. Rsrch
11:00	Assessment: What	Retaliation Claims	Feedback on	Disability	Research in I-O	Theories of	Leadership	of Engagement	Development	Models	Measures in	Funding for I-O
11:30	Works & What		Indiv/Org	Employment		Motivation	174. IP: Charisma				Selection	175. SIOP E & T
12:00	Doesn't		Performance				Ldrship	186. Promise and	187. Systems	188. O*NET in	189. Personnel	Committee
12:30	197. Applying Six	183. Adverse		183. New in	184. Performance	185. Crisis of	199. IP: Coaching	Peril of Employee	Thinking	Practice	Selection Systems	
1:00	Sigma to I-O	Impact: The	198. M. Scott Myers	Affirmative Action	Feedback	Etiquette		Engagement				201. Critical Issues
1:30		Experts Discuss	Award	Research			210. IP: P-O Fit		211. Statistically	212. Targeted	213. Strategic	in I-O Research
2:00									Modeling Applicant	Recruiting Process	Helping Theory in I	
2:30			206. Measuring and	207. Strategies for	208. Survey	209. Physical		221. Dist. Sci.	Faking	through Structured	0	
3:00			Molding Learners' Minds	Reduction of	Stakeholders	Performance Testing		Contrib. Award				
Coffee Break, Multiple Locations												
3:30	235. Goal	236. Applicant	237. Qualitative	238. Psychology of	239. Discrim. in	240. NBAS for	241. IP: Expatriates	242. Unproctored	243. Item	244. Embedding	245. Time in Orgs:	246. Language &
4:00	Orientations Across	Selection Fairness	Methods:	Sexual Harassment	Contemporary	Survey Researchers		Internet Testing	Degradation	Engagement	Theory, Research, &	Diversity
4:30	Levels		Publishable?	Law	Workplace						Practical Issues	252. LE & Beyond
5:00	256. Calling Your			257. Protecting			258. Power &	259. Transition	260. Interesting &			Recep.
5:30	Lawyer			Intell. Prop.			Influence Tactics	Corps. to UIT	Applied I-O			
Leading Edge and Beyond Reception, 4:30–5:30 PM Sun Roof (16th Floor)												
Evening Reception, 6:00–8:00 PM Broadway Ballroom (Sixth Floor)												
SUNDAY, APRIL 29												
Coffee Break, Multiple Locations												
	Winter Garden	Soho	Gramercy	Empire	Chelsea	Duffy	Harlem	Marquis C	Marquis B	Cantor	Barrymore	Sun Roof
8:00	264. Coaching in			265. Incivility,		266. Understanding	267. IP: Burnout	268. Driving Org.	269. Future of I-O	270. Employee	271. Promoting	
8:30	the AP Region:	275. Global	276. Int'l I-O:	Undermining		Dark Org. Behavior		Change Thru Perf.	Psychology at Risk?	Engagement: New	Social and	278. Personality
9:00	Applications and	Cognitive Ability	Growing roles at	Experiences, &	277. Developmental		285. IP: Sexual	Mgmt Process		Research Findings	Economic Justice	Assessment in
9:30	New Directions	Testing	U.N.	Diversity Climate	Relationships		Harassment					Public Sector
10:00												
Coffee Break, Multiple Locations												
10:30	291. Hiring	292. Global	293. Service	294. Advancing	295. Leadership	296. Performance		297. Q & A on	298. New Selection	299. Understanding	300. Diversity	301. Adverse
11:00	Employees With	Selection &	Management	Diversity Research	Dev. Interactive	Mgmt Practices		Effective Employee	Sys. as Change	Nepotism	Research Using	Impact Research
11:30	Vision-Related	Assessment	Around the Globe		Theater			Surveys	Mgmt		Social Network	
12:00	Presentations										Analysis	

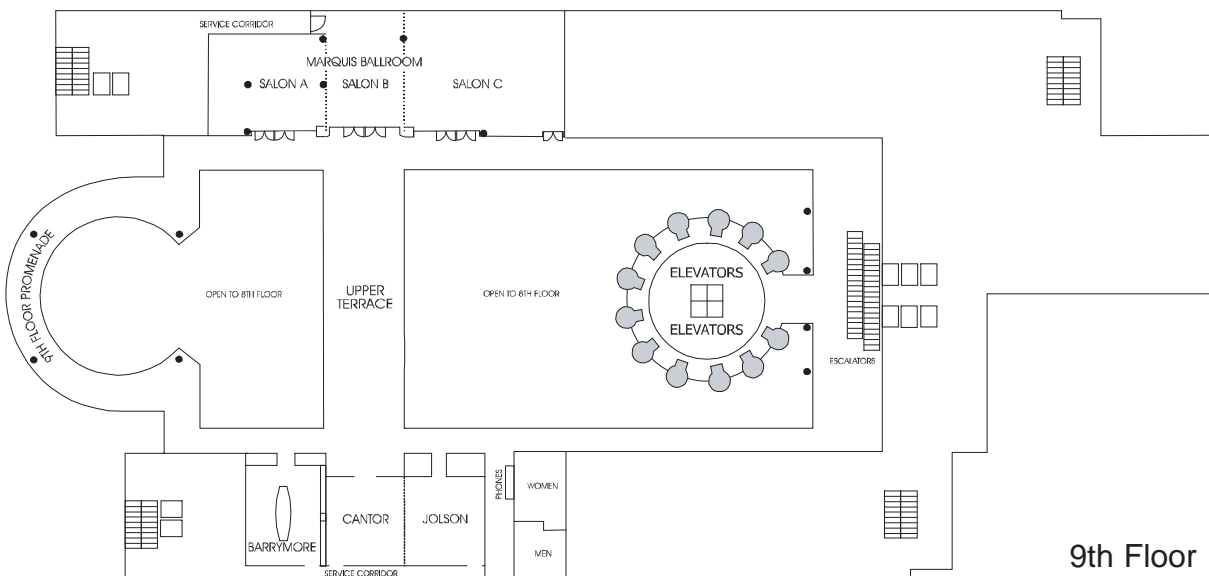
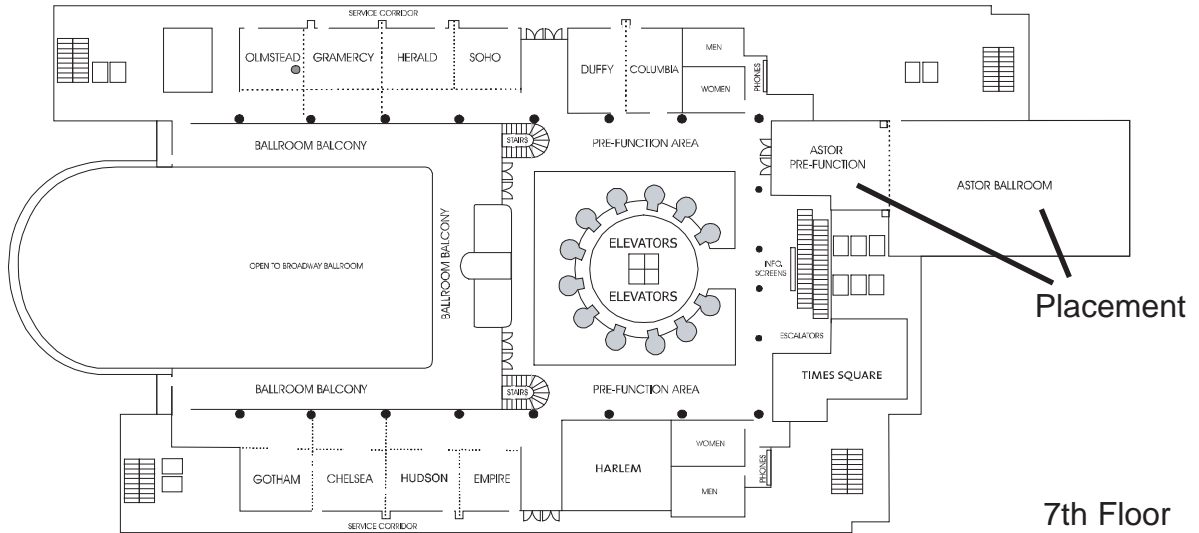
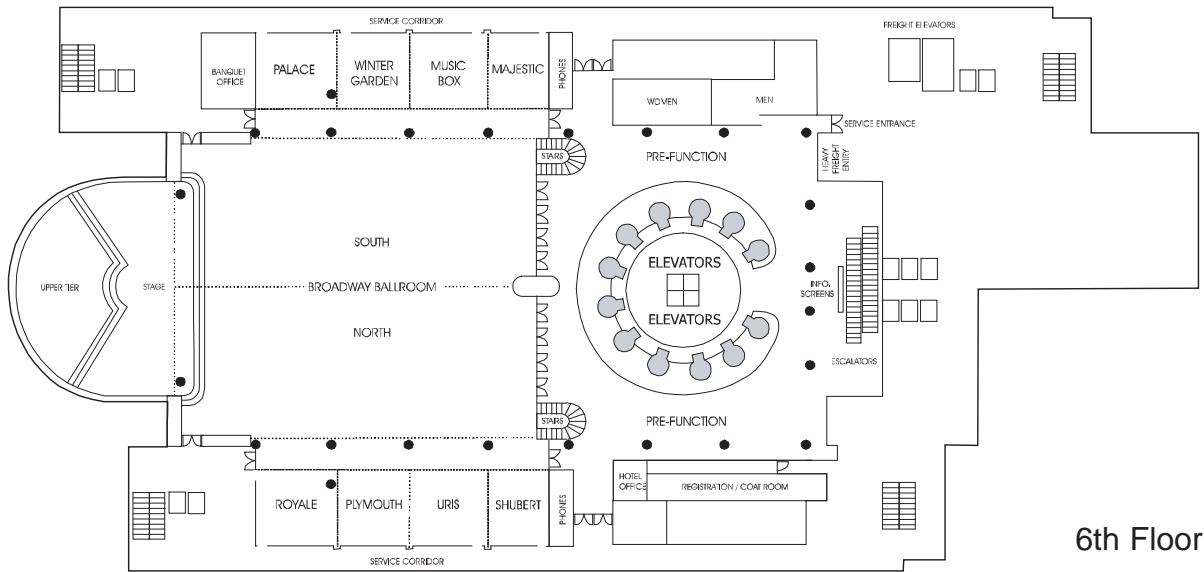


4th Floor



5th Floor







## Committee Volunteer Form

Society for Industrial and Organizational Psychology, Inc.  
Division 14 of the American Psychological Association  
Organizational Affiliate of the American Psychological Society

Committees are generally made up in the spring and summer, but you may submit this form at any time. Please submit a completed form to the address given at the bottom of this page.

### Mailing Address and Contact Information

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City \_\_\_\_\_ State/Province \_\_\_\_\_  
Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_  
Office Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Home Phone \_\_\_\_\_  
E-mail Address \_\_\_\_\_

Job Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Highest Degree \_\_\_\_\_  
Year Granted \_\_\_\_\_  
Institution \_\_\_\_\_  
Society Status: ☐ *Member* ☐ *Associate Member*  
☐ *Fellow* ☐ *International Affiliate*

**Committee Preference:** If you have preferences concerning placement on committees, please indicate them by writing the number 1, 2, and 3, respectively, by the names of your first, second, and third most-preferred committee assignments. Note, however, that you need not provide these rankings if you are indifferent about committee placement.

____ Awards	____ Membership	____ State Affairs
____ Education & Training	____ Placement	____ Visibility
____ Electronic Communication	____ Professional Practice	____ Program Review-SIOP Conference ( <b>signup only</b> <b>online at <a href="http://www.siop.org">www.siop.org</a></b> )
____ Ethnic & Minority Affairs (CEMA)	____ Program Review-APA Convention	
____ History	____ Scientific Affairs	

\_\_\_\_ **Please check here if you are an APA member, and are willing to serve on an APA committee.**

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\_\_\_\_ **Please check here if you would be willing to serve as a mentor for a new SIOP member.**

**Prior Society Service:** If you have previously served on SIOP committees, please list their names and the years you served.

\_\_\_\_\_  
\_\_\_\_\_

**Prior APA/APS Service:** If you have previously served on APA or APS boards or committees, please list their names and the years you served.

\_\_\_\_\_  
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**References:** Please provide the names and addresses of two Members or Fellows of the Society who SIOP may contact to obtain additional information about you.

Name	Address	City	State	Zip/Postal Code
____	____	____	____	____
Name	Address	City	State	Zip/Postal Code
____	____	____	____	____

Date \_\_\_\_\_ Signature \_\_\_\_\_

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2010 April 8–10  
Atlanta, GA  
Hilton

2011 April 14-16  
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Hilton

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$\frac{\text{Agenda}}{(\text{Survival} + \text{Injurious})} + \frac{\text{Roles to Play}}{(\text{Structure} + \text{Predictability})} + \frac{\text{Rules for the game}}{\text{Social Interaction}} + \frac{\text{Prudence}}{(\text{Moralistic} + \text{Mastery} + \text{Virtuous})} \geq X = \text{Fake good}$   
 $\{ \text{Primary Scales} + 1 \text{ Validity Scale} + 41 \text{ Subscales} \} = \text{4CPI Measurement}$   
 $\{ \text{Strengths (4CPI)} - \text{Weaknesses (4CPI)} \} \times \text{Motivation (4VPI)} = \text{Performance}$   
 $\text{Reputation (what you do)} + \text{Identity (why you do it)} = \text{24 Factor of Personality}$   
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