22nd ANNUAL CONFERENCE PROGRAM

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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.


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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Society for Industrial and Organizational Psychology, Inc.
## SIOP REGISTRATION HOURS
45th Street Registration (Fifth Floor) - On-site
46th Street Registration (Fifth Floor) - Preregistration

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## PLACEMENT CENTER HOURS
Astor Ballroom (Seventh Floor)

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## EXHIBIT HALL HOURS
Westside Ballroom (Fifth Floor)

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## 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
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

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
**Marriott Marquis**  
22nd Annual Conference  
**2007 SIOP Conference**

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**SIO 2007 Annual Conference Steering Committee**  
S. Douglas Pugh, Chair

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<tr>
<td>Jeff McHenry</td>
<td>SIO President</td>
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<td>Leaetta Hough</td>
<td>Joerg Dietz, Volunteer Coordinator</td>
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<tr>
<td>John Thomas</td>
<td>John Thomas, Local Arrangements</td>
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* Strategic Program Planning Subcommittee
The Pinocchio-Test: How honest are your prospective employees?

We will be available at the SIOP Conference 2007.
Contact us in advance for a personal meeting or a research or business partnership at info@HR-Diagnostics.com

Honest and loyal employees are vital to your organizational success. With our psychological integrity scale PIA, you can identify honest employees and decrease bullying, theft, and absenteeism. The PIA is a unique personality-based inventory that it is well accepted by the applicants and it is legal in its application in most countries world-wide.

HR Diagnostics AG integrates web-based personnel selection methods with a state-of-the-art applicant tracking system. We take pride in having the confidence of numerous international customers in various industries. Our customers trust in our expertise in both personality testing and the assessment of knowledge, skills, abilities, and other qualifications (KSAO). We not only provide support in employment decisions but also in assessing training needs or in providing the decisional base for promotions of actual job candidates.

Our scientific director, Prof. Heinz Schuler, is renowned for his outstanding research and publications in personnel psychology. His supervision of all our products guarantees highest scientific standards and top quality. As we are expanding our business internationally, we are looking for partners with both marketing and sales skills as well as with test authors and scientific collaborators focusing on web-based testing and KSAO assessment. We can offer comprehensive personnel selection solutions for your organization – you can select employees from different locales in different languages such as English, German, Chinese, French, Italian or Polish.

One of our must crucial organizational values states that our products are of top quality. This is true for our:
- Applicant Tracking Management System
- Personnel selection tools for a broad range of competences such as intelligence, reasoning, achievement motivation, personality-based integrity, customer orientation, the Big Five personality dimensions, technical and mechanical understanding, situational judgment tests and many more.
- Interculturally and cross-nationally applicable skills and ability assessment tests and inventories
- Job analysis
- Employee surveys
- Customized performance appraisal systems

How can you profit from our services?
- use a decentral internet-based secured application management system
- select employees with task- and job-relevant tests and inventories
- ask us for regional legal and cultural specifics to support your recruitment of employees at new sites abroad like Germany, China, etc.
- collaborate with us in the construction, validation, norming, and affirmative action evaluation of multi-lingual tests

Find out more about our services at: www.HR-Diagnostics.com or call us at our representative office New York: +1(212)6186356
Hay Group is a global consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective, and motivate them to perform at their best. With 88 offices in 47 countries, we work with over 7,000 clients around the world.

Our clients are from the private, public, and not-for-profit sectors, across every major industry and represent diverse business challenges. Our focus is on making change happen and helping people and organizations realize their potential.

Stop by Hay Group’s booth in the SIOP Exhibit Hall to learn more about our research on globalization and the war for talent.

haygroup.com
215.861.2000
In today's highly competitive, global marketplace, talent is one of the most constrained resources. As a result, companies with the best leadership talent are the most likely to succeed.

"Leadership decisions are part of an organization's talent strategy. Increasingly, they are also a key part of competitive strategy," confirms Cynthia E. Marsh, Ph.D., PDI's president and chief operating officer.

To meet the challenge of building sustainable talent pipelines, PDI offers a state-of-the-art talent framework and decision logic. This foundation underlies the systems, processes, and tools PDI uses to help organizations measure leadership performance, assess potential and readiness, and predict fit.

The result: Companies gain a Real Leadership Advantage.

Recently, PDI partnered with a maturing manufacturer to build a global set of tools and processes to identify, develop, and promote candidates into business unit leader roles. This accelerated their growth strategy while earning them public recognition as a great place for leaders.

PDI also helped a Fortune 50 retailer make better decisions about their leaders' development after finding that managers with high PDI leadership scores could predictably deliver significantly higher employee engagement, higher unit sales, and higher profitability.

PDI partners with organizations to develop a talent framework tailored to their strategy and business challenges. This allows them to:

- build a decision framework for selecting and developing leaders.
- pinpoint the factors that distinguish the highest performers within pivotal talent pools.
- identify talent constraints that limit growth.
- allocate development resources to the talent pools most critical to an organization's success.
- ensure successful, rapid transition into new roles.
- confidently provide significant rewards to top performers based on what they achieve and how they achieve it.

Talk to us about developing a Real Leadership Advantage for your organization.
Every day you face difficult questions. Which leaders do you reward and promote? Where do you concentrate limited resources for development? What factors do you consider for management succession?

As one of the world’s leading human resources consulting firms, PDI has spent decades accumulating information about leaders from around the world and across all functions and leadership levels. The insights gleaned from training and coaching tens of thousands of leaders and conducting hundreds of thousands of talent assessments can help you find the right answers. To learn more, call us or visit our Web site.

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Is there an ELEPHANT in the room at your ORGANIZATION?

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888.316.9544
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 Whightner, 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

Submitter: Gwenith G. Fisher, gwenithf@umich.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-Shortridge, 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
Brech (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


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, OCBIs, 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: Annebel 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, kchod1hm@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. Tippins, Vailer, 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 Interpersonal 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
Olesksandr 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. Heggestad, 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, Discussant
Laura Ann Preston, Personnel Decisions International, Panelist
Lise M. Saari, IBM, Panelist
Janine Waclawski, Pepsico-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, Marlyn 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-AbuAyassy, 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 Hershovis, University of Manitoba, Co-Chair
M. Sandy Hershovis, 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, Loraleigh 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. Holmvall, 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 Heijjend, 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
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, dl ferris@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, Inc., 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
Regina O’Neill, Suffolk University, Panelist
Audrey J. Murrell, University of Pittsburgh, Panelist
David Thomas, Harvard University, Panelist
Romila Singh, University of Wisconsin-Milwaukee, Panelist
Eric 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

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
Victente 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. Esso, 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 F. 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, vloh2904@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 collective 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


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


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


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
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 School 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 DíazGranados, University of Central Florida
Kaoruoku M. Nakano, University of Central Florida
Heiko Grossmann, Queen Mary, University of London

Submitter: Rebecca L. Greenbaum, rgray@bus.ucf.edu
Welcome to Dr. James Goodrich, Our Founding Dean

Dr. James A. Goodrich became the Dean of the Marshall Goldsmith School of Management at Alliant International University in March 2007. A proven leader of business and management programs and a long-time colleague of Dr. Marshall Goldsmith, Dr. Goodrich brings enormous experience to the school. He will define the Marshall Goldsmith School of Management as a center of innovation and excellence with a focus on the human side of enterprise.

Dr. Goodrich previously served as Dean of the Atkinson Graduate School of Management at Willamette University in Oregon and as Associate Dean of the Graziado School of Business and Management at Pepperdine University in Los Angeles.

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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)*

**Sunday 8:30  Cheksea/Gramercy/Olmstead Room**
*Mary O’Neill Berry, Walter Reichman*
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31. Practice Forum: Friday, 12:00–1:20
O’Neill (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, Evin Abrahams, State Farm Insurance, Amy Mast, Illinois State University, Retention Research and Initiatives at State Farm Insurance Companies
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
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
Scott Bedwell, IPAT/University of Illinois, Matching Method to Inquiry: Measurement Equivalence of the 16PF Fifth Edition in Multiple Languages
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, Wynee Whyman, Center for Creative Leadership, Critical Issues of Coaching With Technology
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, briter@coastal.edu

36. Panel Discussion: Friday, 12:00–1:20
Winter Garden (6th floor)
Σ(1/OY) = 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. Lobenz, 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.

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
Lieve 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, Mariela 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 Manheim, 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 Manheim, 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 cooperated 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, cnye2@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


The present study compared ambiguous categorical response alternatives, also known as vague quantifiers, to quantitative estimates of behavioral frequency. Results indicated that the 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
Nicolle Gullekson, Ohio University
Paul D. Bliese, U.S. Army Medical Research-Europe
Submitter: Jeffrey B. Vancouver, vancouve@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, jbreauagh@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—produce 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, lftthompson@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


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

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.

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.

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.

Facilitator: Marcus W. Dickson, Wayne State University

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.

Facilitator: David Baker, AIR

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.

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

52. Interactive Posters: Friday, 12:30–1:20

Harlem (7th floor)

Training

Facilitator: Amy L. Kristof-Brown, University of Iowa

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.

Kenneth G. Brown, University of Iowa

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

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

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

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

This symposium examines the prediction, explanation, and consequences of employee misbehavior and counterproductive 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 Counterproductive Behaviors: Differential Validity and Prediction?
Jeff Foster, Hogan Assessment Systems, Tina T. Chen, Sempra 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

Submitter: Jessica Rae Saul, jessica.saul@cba.ufl.edu

58. Symposium: Friday, 1:00–2:50

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

59. Practice Forum: Friday, 1:30–2:50

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

Submitter: Jessica Rae Saul, jessica.saul@cba.ufl.edu

42 Society for Industrial and Organizational Psychology, Inc.
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

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


This study identified and classified the constructs assessed by situational judgment tests (SJT). 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, mpetersen30@cfi.rr.com


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
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

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

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

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

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

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.

Irin Kokkinou, Purdue University
Submitter: Irini Kokkinou, irini@psych.purdue.edu

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

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.
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).

Submitter: Chad H. Van Iddekinge, cvanidde@fsu.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.

Submitter: Melanie J. Burns, melanie-burns@uiowa.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.

Submitter: Robert E. Ployhart, ployhart@moore.sc.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.

Submitter: Chad H. Van Iddekinge, evanidde@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.

Submitter: Jessica L. Bradley, jbradl@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.

Submitter: Nathan R. Kuncel, nkuncel@uiuc.edu


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.

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.

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
Urism (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

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,
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—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

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. Heedcker, 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

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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

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 be 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 City, New York
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

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 Oseadach, 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.
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, interactive 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. Bublitz, 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
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, University of New Haven, 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
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,
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.

Ranada Wilson, University of Houston
Lisa M. Penney, University of Houston
Jennifer Reeves, University of Houston
Submitter: Lisa M. Penney, lpenney@uh.edu

84-3. 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

84-4. 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, ry13003@ohio.edu

84-5. The Decoy Effect as a Covert Personnel Selection Influence Tactic

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Ranada Wilson, University of Houston
Lisa M. Penney, University of Houston
Jennifer Reeves, University of Houston
Submitter: Lisa M. Penney, lpenney@uh.edu

84-6. 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.

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Jennifer Reeves, University of Houston
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Jeffrey B. Vancouver, Ohio University
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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 modification 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 structural 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


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


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, Assesio International
Anders R. Sjoberg, Psykologiforlaget 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


Behavioral reasoning theory was used to examine managers’ 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 Interational 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. Holmvall, Saint Mary’s University
Sonya Melnyk, Saint Mary’s University
Natasha N. Chestnut, Saint Mary’s University
Submitter: Camilla M. Holmvall, camilla.holmvall@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
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
James C. Beatty, Previsor, Discussant
Submitter: Ben-Roy Do, benroydo@uiuc.edu

87. Community of Interest: Friday, 3:30–4:20
Urjs (6th floor)
Work–Family Interface

Ellen E. Kossek, Michigan State University, Facilitator
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 *Ergometrika* 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, pauline.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 OCB 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 a 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  


Dana M. Glenn, George Washington University, Tyler D. Maxey, HumanR, Amber Beckes, George Mason University, The Role of Survey Content in Item-Level Nonresponse  


Steven G. Rogelberg, University of North Carolina Charlotte, Discussant  

Submitter: Dana M. Glenn, dg Glenn@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 Bernstheyn, SuccessFactors, Meeting the Efficiency Demands of Talent Management Systems  

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  


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  
Ronni 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, Ronni 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)
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

22nd Annual Conference 2007 SIOP Conference
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<th>Paper Number</th>
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<tr>
<td>103-4</td>
<td>Differential Item Functioning and Personality: Comparing Native and Nonnative Speakers</td>
<td>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.</td>
<td>Reanna M. Poncheri, North Carolina State University/Surface, Ward, &amp; Assoc. Adam W. Meade, North Carolina State University Eric A. Surface, SWA Consulting Inc.</td>
<td>Reanna M. Poncheri, <a href="mailto:rmponche@ncsu.edu">rmponche@ncsu.edu</a></td>
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<td>103-5</td>
<td>Core Self-Evaluations Moderating the Job Stress—Burnout Relationship</td>
<td>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.</td>
<td>Scott Boyd, Alliant International University Nurcan Ensari, Alliant International University Calvin C. Hoffman, Alliant International University Daniel A. Newman, Texas A&amp;M University</td>
<td>Scott Boyd, <a href="mailto:scottlboyd@yahoo.com">scottlboyd@yahoo.com</a></td>
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<td>103-6</td>
<td>Predicting Extreme Responding in Surveys</td>
<td>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.</td>
<td>Bobby D. Naemi, Rice University Daniel J. Beal, Rice University Stephanie C. Payne, Texas A&amp;M University</td>
<td>Bobby D Naemi, <a href="mailto:bnaemi@rice.edu">bnaemi@rice.edu</a></td>
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<td>103-7</td>
<td>The Development and Validation of the Machiavellian Personality Scale</td>
<td>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.</td>
<td>Jason Dahling, University of Akron Brian G. Whitaker, University of Akron Paul E. Levy, University of Akron Samantha Le Chau, University of Akron</td>
<td>Jason Dahling, <a href="mailto:jjd12@uakron.edu">jjd12@uakron.edu</a></td>
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<td>103-8</td>
<td>Do Organizations Have Personalities? Spontaneous Trait Inferences and Organizational Behaviors</td>
<td>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.</td>
<td>Stephen D. Risavy, University of Waterloo Douglas J. Brown, University of Waterloo Shawn Komar, University of Waterloo</td>
<td>Stephen D. Risavy, <a href="mailto:srisavy@uwaterloo.ca">srisavy@uwaterloo.ca</a></td>
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<td>103-9</td>
<td>Predicting Teleworker Success: Personality and Motivational Traits</td>
<td>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.</td>
<td>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</td>
<td>Laura A. Hambley, <a href="mailto:laurah@pobox.com">laurah@pobox.com</a></td>
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<td>103-10</td>
<td>Do the Big Five Relate to Goal Orientation?</td>
<td>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.</td>
<td>Jesse Erdheim, Bowling Green State University Mo Wang, Portland State University</td>
<td>Jesse Erdheim, <a href="mailto:jerdhei@bgnet.bgsu.edu">jerdhei@bgnet.bgsu.edu</a></td>
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<td>103-11</td>
<td>Implicit Theories of Personality and Change in Perception</td>
<td>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.</td>
<td>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</td>
<td>Siu-On Kwan, <a href="mailto:mgakwan@cityu.edu.hk">mgakwan@cityu.edu.hk</a></td>
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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
Jeremiah 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, greguras@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.
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 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


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 (Ns = 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 E. 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.

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
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
Lycia 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
Managing I-Deals Requires Fairness for Coworkers, Too

Lois E. Tetrick, George Mason University,
Informing the Occupational Health Literature Using Social Exchange Theory

Lyman W. Porter, University of California-Irvine,
Discussant

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

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

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

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

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

22nd Annual Conference 2007 SIOP Conference
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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, jisaacso@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, jptino@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, ecjohnson@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.
**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.

**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.

**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.

**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).

**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.

**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.

**118-24: Goal Regulation Across Time: The Effects of Feedback and Affect**

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.
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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: Misty M. Bennett, tribb1mm@cmich.edu
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, Melissa 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?
Kaiguan (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
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,0 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


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

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


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

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

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

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

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, tmullen@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
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


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 Illinois
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
Urks (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 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

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. DeKoeck Koeck, 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
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
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. Radner, 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. Gatton, Tiffin University, Chair
Victoria Robson, Virginia Tech, Roseanne J. Foti, Virginia Tech, Leadership Emergence: Do Males Always Dominate?
Debra S. Gatton, Tiffin University, Cathy L. Z. DuBois, Kent State University, Robert H. Foley, 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 Ceramic, University of Washington, Socializing Masculinity in Business School
Margaret S. Stockdale, Southern Illinois University-Carbondale, Discussant
Submitter: Debra S. Gatton, dgatton@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 Schulze, 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, 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

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. DeVeille, 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. Weifald, 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 Shraga, 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
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

Submitter: S. Morton McPhail, mmcphail@valtera.com

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
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@wk.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).
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@bsu.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. Fiscarco, 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, ldelise@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 (rs = .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. Prottas, 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.
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@bgnet.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-
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 training they receive, and the challenges and opportunities available in these organizations providing an overview of the work they do, the specialized training they receive, and the unique opportunities in these organizations providing an overview of 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

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
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

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, changcl@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. Getman, 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

155-5. 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

155-2. 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

155-6. 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 Swartzenruber, University of Akron
Erin Jackson, University of South Florida
Russell E. Johnson, University of South Florida
Submitter: Erin Jackson, erinmjackson@gmail.com

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

155-7. 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

155-4. 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

155-8. 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

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, merrit44@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


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


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

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. Stufft, 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. Stufft, carolyn.stufft@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, nph02@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.

Andrew A. Luchak, University of Alberta
John P. Meyer, University of Western Ontario
Submitter: Ian R. Gellatly, ian.gellatly@ualberta.ca
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, cullekr@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 relationships 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
Rupsmita 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. Facteau, Facteau 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
Marriott Marquis 2007 SIOP Conference

22nd Annual Conference 95

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, reichard@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 Binnnewies, 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
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 Boosting: 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

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

Submitter: Nathan D. Ainspan, ainspan@cna.org

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

Submitter: Nathan D. Ainspan, 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
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

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.Berenthal@ddiwold.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.

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 Fehr, Florida Institute of Technology

Submitter: Stacey Fehr, 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 mana-
gerial practices and organizational processes more strongly
impacted employee engagement than financial perform-
ance. Past research and advanced analysis techniques are
discussed along with best practices and tactical considera-
tions. A second case study is presented highlighting the
development process of academic–practitioner collabora-
tive 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. Kloockner, Accenture, Douglas A. Klein, Sirotas
Survey Intelligence, Angela Grotto, Baruch College,
CUNY/ Sirotas 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 interdepend-
ence in implementing selection systems. This symposi-
um addresses cut scores as an extension of the valida-
tion process, exploring psychometric and practical
issues in using validity evidence to set cut scores and
assessing the validity of cut scores.
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
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 C. 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.

Phillip M. Mangos, NAV AIR Orlando Training Systems Division. Chair
Joshua A. Isaacson, Florida Institute of Technology, Co-Chair
Henry L. Phillips, Chief of Naval Air Training, Tatiana 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

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: Patrick D. Converse, pconvers@fit.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.
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 Ghumman, Michigan State University

Submitter: Sonia Ghumman, 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 (SJT) 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 Ogretan, JHT Corporation
Submitter: Mary Kosarzycki, rombert@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


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.

Chanhoon 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


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, saulf@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. Bazzy, University of Tennessee-Knoxville
Submitter: Adam R. Smith, 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, tmullen@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

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

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

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. Yamarino, 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

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

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, pauline.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

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Better Organizations Through Better Science®
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, Tiffany Stanush, Valero Energy Corporation, 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, employees, and customers. This symposium will present and discuss the factors that drive companies success.

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
Ziegefeld (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

Submitter: Erika Harden, harden@rsu.edu
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

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 school-yard 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, Omnah Kassar, 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 A. 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, workfordynamics@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, j_bomer@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 immerged 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 Yankelevich, 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. Stoppek, 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


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


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 J. 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


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


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.

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


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


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


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 hardness 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 relationships 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, wagner1sw@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
Scott A. Davies, Pearson, Patrick L. Wadlington, Birken International, Inc., Interactions in Test Administration Settings: The Effect of Applicant Personality

Submitter: Brennan D. Cox, coxbren@auburn.edu
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 within 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-Orientation 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

Submitter: John A. Weiner, jweiner@psionline.com

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
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, Personel 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 paper examined 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
Karín Klenke, Regent University
Submitter: Karín 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


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 Jerusalim, University of Guelph
Submitter: Rebecca S. Slan Jerusalim, 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 workforce 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 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 Impact of Work Satisfaction on Career Decision Making**
Paul E. Levy, University of Akron, Discussant
Submitter: Anthony Sterns, drtone@gmail.com

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**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*
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

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**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. Bemrth, 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

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**205. Poster Session: Saturday, 1:30–2:20**

**Westside (5th floor)**

**Selection: Barriers and Practice**

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**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. Fritzschke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Kevin C. Stagl, kcs224488@hotmail.com

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**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

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**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

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**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


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 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.inestcom.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 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. Isaacman, 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


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, jisaacso@fit.edu


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 score 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. Gerjets, 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


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@bgsnet.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. Gayer, 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@psyc.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, dcies0018@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 malleusance 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 Kamar, 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
Norbert K. Tanzer, Alliant International University/University of Graz
Submitter: Deborah L. Gebhardt, Dlgebhardt@humanperf.sys.com
Discussant: Todd Baker, Human Performance Systems, Inc.
Marilyn Sharp, U.S. Army Research Institute Environmental Medicine
Submitter: Victoria A. Davis, davis.va@gmail.com
Discussant: James C. Sharf, Employment Risk Advisors, Inc.

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. Burns, University of Wisconsin Oshkosh, Partitioning Faking Variance: A Latent Variable Approach in Within-Subject Designs
Gary N. Burns, University of Wisconsin Oshkosh, Neil D. Christiansen, Central Michigan University, Combating the Effects of Faking: Method Factors and Discriminate Validity
Andrea F. Snell, University of Akron, Chris Fluckinger, University of Akron, Matthew Nordlund, University of Akron, 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.

Submitter: James D. Westaby, westaby@columbia.edu
Presenter
Rick R. Jacobs, Pennsylvania State University,
Jonathan A. Rhoades, Mercer Delta,
Harold W. Goldstein, Baruch College, CUNY,
W. Warner Burke, Columbia University,
Presenter
Lisa Sandora, Microsoft Corporation, Presenter

Chair
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.

Submitter: James D. Westaby, westaby@columbia.edu

Chair
Timothy S. Kroecker, Cambria Consulting, Chair
John Hendrickson, Cambria Consulting, Co-Chair
Lisa Sandora, Microsoft Corporation, Presenter

Chair
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 Noncognitive 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 Polychronity on Job Performance
Jeffrey M. Conte, San Diego State University, Discussant

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

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.

Submitter: John A. Weiner, jweiner@psionline.com

Chair
John A. Weiner, PSI, Chair
Wanda J. Campbell, Edison Electric Institute, Panelist
Nancy T. Tippins, Valtera, Panelist
Ryan A. Ross, Hogan Assessment Systems, Panelist

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 Noncognitive 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 Polychronity 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.

Submitter: John A. Weiner, jweiner@psionline.com
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

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

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. Tetrick, George Mason University, Panelist
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 Predictive Effect 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
Brech (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, Motivation to Develop Leadership Capability From Motivation to Lead
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

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


We review recent conceptual advances addressing intranidividual 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. Youncourt, University of Wisconsin-River Falls
Wendy R. Boswell, Texas A&M University
Erie 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.
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<th>Session</th>
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<tr>
<td>229-9</td>
<td>Supervisor Support and Interactions With Work–Family Programs on Employee Outcomes</td>
<td>Mark Alan Smith, American Institutes for Research, Alexander Alonso, American Institutes for Research, Lorin M. Mueller, American Institutes for Research</td>
<td>Alexander Alonso, <a href="mailto:aalonso@air.org">aalonso@air.org</a></td>
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<td>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.</td>
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<td>229-10</td>
<td>Family-to-Work Conflict and Organizational Citizenship Behavior Among Spanish Employees</td>
<td>Cheryl Tay, Nanyang Technological University, Hesan A, Quazi, Nanyang Technological University</td>
<td>Cheryl Tay, <a href="mailto:actay@ntu.edu.sg">actay@ntu.edu.sg</a></td>
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<td>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.</td>
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<td>229-11</td>
<td>The Opt-Out “Revolution”: Pull to Motherhood or Escape From Work?</td>
<td>Barbara Beham, University of Hamburg, Steven A.Y. Poelmans, IESE Business School</td>
<td>Barbara Beham, <a href="mailto:barbara_beham@hotmail.com">barbara_beham@hotmail.com</a></td>
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<td>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.</td>
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<td>229-12</td>
<td>What Constitutes a “Working Parent Friendly School?”</td>
<td>Abigail K. Quinn, Michigan State University, Diane F. Halpern, Claremont McKenna College, Alan A. Hartley, Scripps College</td>
<td>Abigail K. Quinn, <a href="mailto:quinnabi@msu.edu">quinnabi@msu.edu</a></td>
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<td>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.</td>
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<td>229-13</td>
<td>Odd Jobs, Good Thoughts, and Bad Habits</td>
<td>Ryan Bannan, Michigan State University, Alyssa Friede, Michigan State University, Ann Marie Ryan, Michigan State University</td>
<td>Alyssa Friede, <a href="mailto:friedead@msu.edu">friedead@msu.edu</a></td>
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<td>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.</td>
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<td>229-14</td>
<td>Flexible Work Arrangements: Why Do Employees Use Them?</td>
<td>E. Kevin Kelloway, St. Mary’s University</td>
<td>E. Kevin Kelloway, <a href="mailto:kevin.kelloway@smu.ca">kevin.kelloway@smu.ca</a></td>
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<td>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.</td>
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<td>229-15</td>
<td>Individual Differences in Ideal Mentor Perceptions</td>
<td>Alysa D. Lambert, Moravian College, Janet Marler, University at Albany-SUNY, Hal G. Gueutal, University at Albany-SUNY</td>
<td>Alysa D. Lambert, <a href="mailto:alysalambert@yahoo.com">alysalambert@yahoo.com</a></td>
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<td>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.</td>
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<td>229-16</td>
<td>Role Sending Through Faculty Work Absorption, Work–Family Conflict, and Crossover</td>
<td>Rebecca A. Bull, Purdue University, Stephen G. Green, Purdue University, Shelley M. MacDermid, Purdue University, Howard M. Weiss, Purdue University</td>
<td>Rebecca A. Bull, <a href="mailto:rbull@purdue.edu">rbull@purdue.edu</a></td>
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<td>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.</td>
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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, 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.
234. Symposium: Saturday, 3:30–5:20
Majestic (6th floor)

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.

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 Multi-level 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

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
Submitter: Sonja Schinkel, s.schinkel@uva.nl
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

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, sgrogelb@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*
Submitter: Theodore L. Hayes, theodore.l.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 Intraiindividual 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?
Jefrey 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 TAP 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, krisinc@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


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 then her more attractive counterparts. Extreme attractiveness did not appear to be of benefit in this study.

Melissa A. Comisso, Northern Illinois University
Lisa Finkelstein, Northern Illinois University
Submitter: Melissa A. Comisso, melissacomisso@hotmail.com


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.

Annefleur H. M. Klep, Vrije Universiteit Amsterdam
Barbara van Knapenberg, Free University
Henk van der Flier, Vrije Universiteit Amsterdam
Submitter: Annefel H. B. de Hoogh, a.h.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, Foley, 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


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

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, dmgrelle@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. Heggestad, 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

Submitter: Elisha P. Wiggins, elisha.wiggins@wachovia.com

New York City, New York

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, Presenter
Elizabeth B. Kolmstetter, Transportation Security Administration, Panelist
Jerad 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
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, Kathleia 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, Ogletorpe 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)

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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, ggiuemet@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 videoconference 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.
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, abuonasera@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 preenlistment 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

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


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, KathrynKEeeton@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, mollo4@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 have 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
Marriott Marquis

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

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

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, Jonathan L. Johnson, University of Arkansas, Social Exclusion Motives for Undermining Behavior: A Social Network Perspective
Jerald Greenberg, 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

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
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 Waczlowski, 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

Submitter: Michelle A. Marks, mmarks@gmu.edu
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
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

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 even-handedness of evaluations and priorities of top and often-neglected middle-level managers.

Judith L. Komaki, Baruch College, CUNY, Chair
Cyrus Mehri, Mehri & Skala, 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

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, Tosho Murase, Florida International University, Milani Jimenez, Florida International University, Garth Headley, Florida International University, Stavroura Perdikogianniss, Florida International University, Strategic Mental Model Consensus and Adaptation in Decision-Making Teams
Moshe Feldman, University of Central Florida, Hefy 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
Joan R. Rentsch, University of Tennessee, Discussant
Submitter: C. Shawn Burke, sburke@ist.ucf.edu

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

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.
SUNDAY AM

2007 SIOP Conference

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. Patka, 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 Dilcher, 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

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

Chicago (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-dragoni@uiowa.edu

Submitter: Harold Takooshian, takoosh@aol.com
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

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

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

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

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

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, thorstse@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@bgnet.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 Grefe Linderbaum, O.E. Strategies
Paul E. Levy, University of Akron
Submitter: Beth Grefe 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.
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 support to 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


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


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 the most effective source; Internet-based sources were seen as 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@wk.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, t.jockin@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.melynk@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 direction 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 Harrasment

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


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. 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 Pieterson, Erasmus Research Institute of Management, Daan van Knippenberg, Erasmus University Rotterdam, Michaëla 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 Iles, 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

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 globalization 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
Tale of Six Countries

Global Employee Selection and Assessment: 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

Submitter: Leah T. Podratz, Leah.Podratz@shell.com

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, jmccanger@tampabay.rr.com

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.

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 Rags, 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.

Cyrillene Clark, The Hay Group, Chair
Seth Hayes, The Hay Group, Co-Chair
Heather Bock, Howrey LLP, Cyrillene 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
Stanley B. Silverman, University of Akron, Performance Management Lessons Learned: Is Science Driving Practice or Is Practice Driving Science?
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, Genesse 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, Genesse 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
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

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
Journal of Occupational and Organizational Psychology

EDITOR: Professor John Arnold, Loughborough University, UK

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22nd Annual Conference
# 2007 SIOP Conference

**New York City, New York**

## Friday, April 27

### Gillett Brook, Multiple Locations

### 1. Plenary Session in Broadway:

**Preliminary Session: Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results**

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### Saturday, April 28

### Gillett Brook, Multiple Locations

### 8:00

### 9:00

### 10:00

### 11:00

### 12:00

### 1:00

### 2:00

### 3:00

### 4:00

### 5:00

### 6:00

### 7:00

### Sunday, April 29

### Gillett Brook, Multiple Locations

### Notes:

- Sessions shaded in gray are part of the Leading Edge mini-track.
- Session 250 is in the Manhattan Ballroom (8th Floor).

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Society for Industrial and Organizational Psychology, Inc.
# 2006 SIOP Conference

## Plenary Session in Broadway:
**Plenary Session: Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results**

### Coffee Break, Multiple Locations

### Friday, April 27

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### Saturday, April 28

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### Sunday, April 29

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### Venue Information

- **Adam's Mark Hotel**
- **2006 SIOP Conference**
- **21st Annual Conference**

---

### Session Details

- **Plenary Session:** Presidential Address, Keynote Address, Presentation of SIOP Award Winners, Fellows, and Election Results
- **Coffee Breaks:** Multiple Locations at specified times throughout the conference.

---

### Attendance and Accessibility

- **Venue:** Adam's Mark Hotel, 2006 SIOP Conference, 21st Annual Conference
- **Sessions:** Throughout Friday, Saturday, and Sunday, with coffee breaks at specified times.

---

### Conference Logistics

- **Venue:** Adam's Mark Hotel
- **Dates:** April 26-29, 2006
- **Conference Name:** 2006 SIOP Conference
- **Annual Conference:** 21st Annual Conference

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### Contact Information

- For further details, contact the conference organizers.

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### Media Resources

- **Images:** For media use, please contact the conference organizers.
- **Materials:** All conference materials are available upon request.

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- **Permission:** For permission to reproduce, please contact the conference organizers.

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### Conference Sponsors

- **Primary Sponsor:** SIOP
- **Co-Sponsors:** Various professional organizations

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### Acknowledgments

- **Gratitude:** Acknowledgments to all sponsors, attendees, and organizers.

---

### Additional Information

- **Conference Topics:** Human Resource Management, Organizational Behavior, Applied Psychology, and more.
- **Conference Themes:** Leadership, Workforce Diversity, Performance Management, and Innovation.
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.

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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 (sign up only online at www.siop.org)
☐ 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.
☐ Please check here if you are an APS member, and are willing to serve on an APS committee.
☐ 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.

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.

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Date __________ Signature __________________________

Please mail or fax the completed form to SIOP Administrative Office, PO Box 87, Bowling Green, OH 43402-0087. Fax (419) 352-2645. If you need further assistance call (419) 353-0032.
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