Dear Colleagues,

Welcome to the 24th annual SIOP conference in New Orleans! This year's outstanding line-up of conference programming, invited speakers, community outreach activities, and networking opportunities will be sure to engage your imagination, enhance your professional skills, and create unforgettable memories. We would like to take this opportunity to point out some exciting features of this year's conference.

Opening Plenary Session

SIOP New Orleans will kick off with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will be highlighted by Gary Latham's Presidential Address.

Excellent Peer-Reviewed Sessions

At any point in time you will have at least 20 choices of different sessions to attend. Our program content is incredibly varied. We encourage you to not only attend sessions in your specialty areas but also try some sessions that stretch your boundaries!

Theme Tracks

Attend some or all of the theme track sessions. These narrow, actionable themes focus on cutting-edge topics or trends that have broad appeal to individuals regardless of whether they work in an applied setting or academia. For those looking for a more unified and more intimate conference experience, this is a great option. The Thursday theme track focuses on I-O psychologists as the vanguard of evidence-based management and the Saturday theme track focuses on the role of I-O psychologists in corporate social responsibility. (Participants who attend the theme tracks for the entire day will receive CE credits.) The Thursday theme track will close with an invited address by SHRM President Dr. Laurence (Lon) G. O'Neil. The Saturday theme track will open with invited addresses by Mr. Ingar Skaug, Group CEO Wilh. Wilhelmsen ASA and Chairman of the Board Center for Creative Leadership, and Ms. Cynthia Williams, Professor, University of Illinois College of Law.

Featured Posters

We will once again showcase the top-rated posters (nearly perfect ratings) at an evening all-conference reception. Come view some of the best poster submissions to the conference while sipping drinks in a relaxed atmosphere with the presenters.

Invited Addresses: Dr. Peter Gollwitzer and Dr. James H. Bray

We are very fortunate to have two celebrated keynote speakers join our conference this year: Dr. Peter Gollwitzer, professor of psychology at NYU, whose research spans social psychology, cognition and perception, neuropsychology, and I-O psychology will be discussing the question of how goals and plans affect cognition and behavior; Our second keynote is Dr. James H. Bray, who is the 2009 President of the American Psychological Association, an associate professor of family and community medicine and psychiatry at Baylor College of Medicine, a NIH funded scientist, and a Fellow of 12 APA divisions. He will focus on the future of psychology practice and science education.

Volunteer Activities

In conjunction with the Saturday Theme Track topic of corporate social responsibility, this committee has coordinated one off-site and several on-site community outreach activities in New Orleans.

(a) A library makeover at a local elementary school sponsored by the Target Corporation. The project will take place on the Sunday after the conference (morning to early afternoon). A registration fee will be donated to the Make It Right Project in New Orleans.

(b) The House That SIOP Built—collections of cash donations to the Make It Right Project in New Orleans to sponsor the construction of a house. Donations will be collected during the conference or can be made anytime (starting immediately!) at www.makeitrightnola.org.

(c) Collections on site at the conference hotel for local charitable organizations. Information will be provided before the conference on what to bring to donate and where it will be collected.

Continuing Education Credits

For those in need of continuing education credits, this conference has a number of varied opportunities of which you can take advantage (see page 6). Enjoy.

Try Something New

We encourage you to try a community of interest session and/or an interactive poster session at this conference. Both of these session types are unique in their approach and are very engaging. There will be 12 communities of interest (COI) sessions designed to create new communities around common themes. These sessions have no chair, presenters, or discussant. Instead, they are informally moderated by one or two facilitators. We will also have 18 interactive poster sessions, which are small gatherings of academics and practitioners who review and then discuss four thought-provoking posters.

Executive Committee Track

Friday will feature 8 hours of programming organized by the SIOP Executive Committee. Special sessions will focus on the creative the role of I-O psychologists in disaster recovery; building and managing the I-O psychology brand; the new SIOP Web initiative; international collaboration between EAWOP, IAAP, and SIOP; fostering effective international practice and research; and the value of science and evidence to practitioners and organizations. A town hall meeting has also been scheduled for Friday at 3:30 p.m., at which time SIOP leaders will be discussing important topics including implementation of SIOP's new governance structure, an update on the IAAP and SIOP United National initiative, and any other topics of interest to SIOP members.

Closing Address

We are extremely pleased to announce our closing plenary speaker, Dr. Steve Kerr of Goldman Sachs. Dr. Kerr is a senior advisor at Goldman Sachs and former chief learning officer (CLO). A pioneer in his field, Steve was one of the first corporate educators to hold the CLO title, which he assumed during his tenure at General Electric (GE). Previously, Dr. Kerr served on the faculties of The Ohio State University, the University of Southern California, and the University of Michigan, and was dean of the USC business school. Dr. Kerr is a past president of the Academy of Management. He is an acknowledged author, editor, and speaker, and he has contributed to many academic and popular publications on management and organizational behavior. His well-known publications are *The Boundaryless Organization* (Jossey-Bass, 1995; co-author); *Ultimate Rewards* (Harvard Business School Press, 1997; editor); and a *Fortune* article titled "Risky Business: The New Pay Game" (July 22, 1996). Dr. Kerr earned a PhD in management and organizational psychology from the City University of New York.

Closing Reception

Immediately following the closing plenary, SIOP will host a can't-be-missed closing reception featuring great New Orleans music and food. SIOP has managed to book New Orleans' hottest band, The Bucktown AllStars (http://www.bucktownallstars.com), a nine-piece band known for its broad appeal! The closing reception will also feature a New Orleans food tasting where you will be able to sample a wide variety of New Orleans specialties.

Final Thoughts

Creating this conference, as you would imagine, is a massive volunteer effort. We have over 1,000 volunteers involved in this effort. The SIOP conference is truly special. It is possibly one of the only conferences in the world that has roughly an equal number of academics and practitioners in attendance. It is in many ways the science–practice ideal. We have a lot to be proud of. We feel very fortunate to have served SIOP as your program and conference chair.

With this said, we are very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), Sara Weiner (incoming program chair) and Julie Olson-Buchanan (continuing conference chair), your feedback (both positive and constructive).

Enjoy the conference!

Julie Olson-Buchanan   *John Scott*
  Julie Olson-Buchanan   John Scott
   Conference Chair   Program Chair

24th ANNUAL CONFERENCE PROGRAM
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Sheraton New Orleans (Headquarters Hotel)
500 Canal Street, New Orleans, Louisiana 70130
Tel: (504) 525-2500 Fax: (504) 595-5550

Directions

From Louis Armstrong New Orleans International Airport: Take Interstate 10 East to the New Orleans Business District. Continue on to the Poydras St. Exit. Continue down Poydras St. to Camp St. Turn left on Camp St. Go 3 blocks and the hotel will be on the right side on the corner of Camp and Canal.

From South: Take Highway 90 to the Westbank Expressway. Proceed on the Westbank Expressway to the Crescent City Connection (approx. 10 miles). From the right lane, exit at Camp St. (8 lights). Turn right on Canal St.

From East: Take Interstate 10 West to the Canal St. Exit. Turn right on Canal St. The hotel is about 10 blocks down on the right (at corner of Camp St.).

From North: From the Causeway exit, take Interstate 10 East to the New Orleans Business District. Continue to the Poydras St. exit. Follow Poydras St. for approx. 8 blocks. Turn left on Camp St. Continue on Camp St. for approx. 3 blocks. The hotel will be on the right.

A searchable version of this program is available on the SIOP Web site at www.siop.org/ProgramOnWeb/?year=2009.

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

PERSONS WITH DISABILITIES

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

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SIOP REGISTRATION HOURS
Napoleon Registration (3rd Floor)

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

MEMORIAL

Bernard Bass
Thursday, April 2, 6:00–7:00 PM
Grand Chenier

EXHIBIT HALL HOURS
Napoleon ABC (3rd Floor)

THURSDAY:	10:00 AM–5:30 PM
FRIDAY:	8:30 AM–5:30 PM
SATURDAY:	8:30 AM–3:00 PM

COFFEE BREAKS

Thursday:	7:30–8:00 AM	Various Locations
	10:00–10:30 AM	Napoleon ABC (3rd Fl)
	3:00–3:30 PM	Various Locations
Friday:	7:30–8:00 AM	Various Locations
	10:00–10:30 AM	Various Locations
	3:00–3:30 PM	Various Locations
Saturday:	7:30–8:00 AM	Various Locations
	10:00–10:30 AM	Various Locations
	3:00–3:30 PM	Various Locations

PLACEMENT CENTER HOURS
Bayside ABC (4th Floor)

WEDNESDAY:	3:00 PM–5:30 PM
THURSDAY:	8:00 AM–5:30 PM
FRIDAY:	8:00 AM–5:30 PM
SATURDAY:	8:00 AM–5:30 PM

COMMITTEE MEETINGS

Committee on Ethnic Minority Affairs
Thursday, April 2, 4:00–5:00 PM
Oakley Room (4th Floor)

Lesbian, Gay, Bisexual, and Transgender Committee and Allies
Friday, April 11, from 4:00–5:00 PM
Oakley Room (4th Floor)

Committee Receptions listed below.

INTERNATIONAL CAFÉ
Salon 817/821 (8th Floor)

International Affiliates and SIOP members with international interests are invited to visit the international café to meet and connect with peers working in your geographical area or connect with peers who share similar interests from other regions.

THURSDAY:	10:00 AM–12:00 Noon
FRIDAY:	8:30 AM–10:30 AM
SATURDAY:	8:30 AM–10:30 AM

SIOP SPECIAL EVENTS

HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Wednesday, April 1, from 5:00–6:00 PM Waterbury (2nd Floor)

SIOP WELCOME RECEPTION
Wednesday, April 1, from 6:00–8:00 PM Grand Ballroom (5th Floor)

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
Thursday, April 2, from 8:00–10:00 AM Grand Ballroom (5th Floor)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
Thursday, April 2, from 5:00–6:00 PM Lagniappe (2nd Floor)

INTERNATIONAL MEMBERS' RECEPTION
Thursday, April 2, from 6:00–7:00 PM Waterbury (2nd Floor)

EVENING RECEPTION
Thursday, April 2, from 6:00–8:00 PM Grand Ballroom (5th Floor)
Top Posters on display from 6:00 to 6:50 PM

LEADING EDGE RECEPTION
Friday, April 3, from 6:00–7:00 PM Waterbury (2nd Floor)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION
Friday, April 3, from 5:00–6:00 PM Lagniappe (2nd Floor)

CLOSING CONFERENCE PLENARY
Saturday, April 4, from 4:30–5:30 PM Grand Ballroom (5th Floor)

TASTE OF NEW ORLEANS: SIOP CLOSING RECEPTION
Saturday, April 4, from 6:00–7:30 PM Entire 2nd Floor

24th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

Preconference Workshops
Wednesday, April 1, 2009

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 preregister for two workshop sessions and receive confirmation that you are registered! Please pick up your packet Tuesday from 4 p.m. to 8 p.m. or Wednesday beginning at 6:30 a.m. at the Registration desk (Napoleon Registration, 3rd Floor).

1. Communicating Organizational Strategy to Employees: Building Buy-In and Fostering Involvement
2. Reliability, Ratings, and Reality: Oh My!
3. Development in Place: Leveraging the Other 90% of Your Organization's Talent
4. The Future of HR Metrics: It's a Brave New World
5. Analyzing Survey Data: Choosing the Method and Message That Best Answers the Question
6. O*NET Products and Tools: What's New and What's Useful for Your Research and Practice
7. Is That Really Any of Your Business? Privacy in the Workplace
8. Diversity, Complexity, Uncertainty…Managing Them as Both Leadership and Change Challenges
9. Preparing the Play Book–Offense and Defense: Litigation Fundamentals and Statistical Analyses
10. Selection of First-Line Supervisors: What We Know
11. Exploring New Frontiers in Test Security: Approaches for Protecting Your Testing Program
12. Evidence-Based Approaches to Training Teams
13. Financial and Accounting Concepts for I-O Psychologists
14. Managing I and O Work in a Union Environment: Lessons of Experience
15. The Psychology of Executive Coaching: Best Practices in Accelerating Learning

24th Annual SIOP Conference Friday Seminars
Friday, April 3, 2009

To attend Friday Seminars, you must preregister for one or two and receive registration confirmation.

AM Sessions (8:30 AM–11:30 AM)
1. Frontiers of Personality Research and Practice
2. Health and Safety: Research and Practice Issues

PM Sessions (12:00 Noon–3:00 PM)
3. Making HR Measurement Strategic
4. Illustrating Social Network Analysis's Potential for I-O: Workplace Interpersonal Affect

Master Tutorials

One and one-half hours of CE are available for these two sessions:

    Session 4: What SNA Means: Why I-O Psychologist Will Use SNA; Deborah Peck, SEITY, Inc.

    Session 169: Integrated Talent Assessment, Leadership Development, and Career Management; Charlie Brooks, State Personnel Administration

Two hours of CE are available for these two sessions:

    Session 29: Catching Up With the Supreme Court; Donald Zink, Personnel Management Decisions

    Session 243: How to Score Biodata Measures: A Master Tutorial; Jeffrey Cucina, U.S. Customs and Border Protection

Theme Tracks
(must attend entire day's sessions to receive 7 hours of CE credit)

<u>**Thursday: I-O Psychologists as Leading Edge in Evidence-Based Management**</u>

Session 2:   Opening Keynote: The First Ten Years of Evidence-Based Management—and the Next
Session 23: EBMgt as a Decision Science: Fundamentals of Evidence-Informed Decisions
Session 39: Practicing I-O Psychology From EBMgt Perspective—Is This What We Do Now?
Session 64: Conducting Synthetic Reviews as a Basis for EBMgt Beyond Meta-Analyses
Session 69: Teaching I-O From an EBMgt Perspective: Frameworks, Tools, and Lessons Learned
Session 95: Closing Keynote: SHRM President Laurence (Lon) G. O'Neil

<u>**Saturday: Corporate Social Responsibility**</u>

Session 217: Keynote: Corporate Social Responsibility as a Driver for Innovation and Opportunities
Session 237: The CSR Trend in Global Business: Global Banks as Global Regulators
Session 241: Behavioral Ethics: Linking Managerial Ethics and Corporate Social Responsibility
Session 266: Leadership for CSR/Sustainability: A Global Perspective
Session 286: Public Engagement: Service Learning Projects in the Classroom
Session 289: Corporate Social Responsibility (CSR) at Work: Examples of CSR Practices in Organizational Settings
Session 309: The Science and Practice of CSR: What I-O Psychologists Can Contribute

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Mark Griffin	Michael Horvath	Theresa J. B. Kline	Paul Maloney	Roger A. Myers
Richard L. Griffith	Pierce J. Howard	Reid E. Klion	Phillip M. Mangos	Mark S. Nagy
James E. Griffith	John C. Howes	Donald H. Kluemper	Gregory G. Manley	Loren J. Naidoo
James W. Grosch	Crystal L. Hoyt	Lisa Kobe Cross	Catherine C. Maraist	Kevin R. Nash
Markus Groth	Changya Hu	Cornelius J. Koenig	Eric C. Marcus	Gino Natalicchio
Amy Dawgert Grubb	Xu Huang	Jennifer M. Kohler Giancola	Alyson Landa Margulies	Hazel R Natividad
Melissa L. Gruys	Ting-Pang Huang	Meera Komarraju	Val H. Markos	Emily Nelson
Stephen J. Guastello	Yu-Mei Huang	Lee J. Konczak	Anne Marrelli	Leissa Nelson
Christian Gubitz	Vandra L. Huber	Meni Koslowsky	Theresa Martelli	Richard C. Nemanick
Ashley M. Guidroz	John Peter Hudson Jr.	Lindsey M. Kotrba	Scott L. Martin	Yvette M. Nemeth
Abhishek R. Gujar	Timothy J. Huelsman	Janet L. Kottke	Thomas W. Mason	Daniel A. Newman
Christina Hain	Joseph W. Huff	Autumn D. Krauss	Laura A. Mastrangelo	K. Yee Ng
Rosalie J. Hall	Allen I. Huffcutt	Allen I. Kraut	Nancy Matheson	Hannah-Hanh Du Nguyen
Jane A. Halpert	Ann H. Huffman	David A. Kravitz	Russell A. Matthews	Nhung T. Nguyen
Scott Hamilton	Jennifer L. Hughes	Hennie J. Kriek	David M. Mayer	Jessica M. Nicklin
Mary Ann Hannigan	C. Harry Hui	Amy L. Kristof-Brown	Clifton Mayfield	Jennifer Nieman-Gonder
Lawrence M. Hanser	Len Dang (Karina)	Kelley J. Krokos	Douglas C. Maynard	Ioannis Nikolaou
Donald A. Hantula	Hui-Walowitz	Chris Kubisiak	Morgan W. McCall	Kevin J. Nilan
Richard Harding	Ute R Hulsheger	John Kulas	Keith D. McCook	Lisa H. Nishii
Michael B. Hargis	Stephen E. Humphrey	Ivan Kulis	Lauren E. McEntire	Christina Norris-Watts
Peter D. Harms	Steven T. Hunt	Mei-Chuan Kung	Lynn A. McFarland	Gail Nottenburg
Crystal M. Harold	Sam T. Hunter	Eugene J. Kutcher	Timothy P. McGonigle	Kimberly E. O'Brien
Lisa Grant Harpe	Carrie S. Hurst	Bob Kuziej	Christopher McGrath	Michael P. O'Driscoll
Michael M. Harris	Gregory M. Hurtz	Tatiana N Kuzmenko	Joanne McInnerney	Anne Offner
Todd C. Harris	Jody J. Illies	Jeffrey R. Labrador	Scott E. McIntyre	Idowu M.A. Ogunkuade
Michelle M. Harrison	Kevin Impelman	Ken Lahti	Frank M. McIntyre	In-Sue Oh
Robert L. Hartford	Michael Ingerick	David M. LaHuis	John M. McKee	Sandra Ohly
Sandra Hartog	Larry Inks	Dawn Lambert	Amy McKee	Brian J. O'Leary
Robert J. Harvey	Sharon A. Israel	Lisa Schurer Lambert	Jessica McKenzie Peterson	Joy Oliver
Paul Harvey	Uma J. Iyer	James K. Lamphere	Richard A. McLellan	David H. Oliver
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John P. Hausknecht	Vikki L. Jacobson	Richard N. Landers	Christy L. McLendon	Julie B. Olson-Buchanan
Mary Sue Hay	Arthur G. Jago	Ronald S. Landis	Margaret A. McManus	Thomas A. O'Neill
Theodore L. Hayes	Joan Jakobsen	Marian E. Lane	Laurel A. McNall	Bonnie S. O'Neill
Bryan C. Hayes	Irwin N. Jankovic	Jessica Lang	Alan D. Mead	Deborah A. Orban
Rosemary Hays-Thomas	Chantale Jeanrie	Laurent M. Lapierre	Adam W. Meade	Dennis W. Organ
Jerilyn Hayward	R. Blake Jelley	Maria V. Lasio	Kathleen M. Melcher	Karin A. Orvis
John T. Hazer	Jaclyn M. Jensen	Elliot D. Lasson	Klaus G. Melchers	Patrick Gavan O'Shea
Joy F. Hazucha	Jeff W. Johnson	Rebecca Lau	Jalane M. Meloun	David E. Ostberg
Janet E. Hecht	Gene K. Johnson	Amie D. Lawrence	John P. Meriac	Frederick L. Oswald
Teresa M. Heckert	John A. Johnson	Huy Le	Stephanie M. Merritt	Claire J. Owen
Cynthia A. Hedricks	Russell E. Johnson	James Lea	Jessica Mesmer-Magnus	Michael Palanski
Tonia S. Heffner	Stefanie K. Johnson	Julia A. Leaman	Rustin D. Meyer	Jone Papinchock
Paul R. Heintz	Paul D. Johnson	Megan K. Leasher	Lia L. Meyer	Ellen M. Papper
Michael C. Helford	Hazel-Anne M. Johnson	James M. LeBreton	Kevin D. Meyer	Anthony R. Paquin
Katie Helland	Sheena J. Johnson	Robert J. Lee	Paul G. Michael	Joyce Pardieu
Monica A. Hemingway	David A. Jones	Christopher W. LeGrow	Jesse S. Michel	Ernest S. Park
John A. Henderson	Raymond S. Jones	Elizabeth M. Lentz	Vidican Mihaela	Mavee Park
Harold L. Hendrick	Robert G. Jones	Arnold L. Leonard	Carol M. Milberger	Debra K. Parker
Cheryl L. Hendrickson Caster	April Jones	Julia Levashina	Corey E. Miller	Cindy Wassenaar Parker

Chris P. Parker
Kizzy M. Parks
Ernie Paskey
Subhra Pati
Cheryl J. Paullin
Edward Pavur, Jr.
Stephanie C. Payne
Craig L. Pearce
Jone L. Pearce
Kenneth Pearlman
Kenneth R. Pederson
Patricia R. Pedigo
Gloria M. Pereira
Lisa M. Perez
Carl R. Persing
Norman G. Peterson
Lester G. Phares
Gary V. Pheiffer
Henry L. Phillips
Ronald F. Piccolo
Shaun Pichler
Linda G. Pierce
Caroline L. Pike
John N. Pinto
Jaclyn P. Pittman
Mary Mannion Plunkett
Nathan P. Podsakoff
Corrie E. Pogson
David M. Pollack
Samuel B. Pond
Patrick R. Powaser
Deborah M. Powell
Guido Pozo
Sunjeev Prakash
Ludmila Praslova
Angela K. Pratt
Cynthia A. Prehar
Tahira M. Probst
Karin Proost
Daren S. Protolipac
Rachel L. Radwinsky
Aarti Ramaswami
Anuradha Ramesh
Marjorie L. Randall
Patricia Raskin
Jana L. Raver
Elizabeth C. Ravlin
Patrick H. Raymark
Christie Raymond
Andor H. Reiber
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Todd Reichenbach
Walter Reichman
Richard R. Reilly
Christopher E. Reilly
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Roni Reiter-Palmon
Christian J. Resick
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Andreas W. Richter
Dawn L. Riddle
Douglas D. Riddle
Eric F. Rietzschel
Ryan P. Riley
Tracey Rizzuto
Christopher Robert
Michelle Lynne Roberts
Chet Robie
Steven J. Robison
Sylvia G. Roch
Robert A. Roe

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J. J. Roomsburg
Heather D. Rooney
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Dale S. Rose
Christopher C. Rosen
Patrick J. Rosopa
Lawrence Roth
Teresa J. Rothausen
Hannah R. Rothstein
Christopher T. Rotolo
Denise M. Rousseau
Vincent Rousseau
Kate Rowbotham
Justin D. Rueb
Brian J. Ruggeberg
Steven M. Rumery
Deborah E. Rupp
Molly L. Russ
Craig J. Russell
Marilyn F. Rutherford
Sara L. Rynes
Syed Saad
Lise M. Saari
Daniel Sachau
Alandria G. Saifer
Arnond Sakworawich
Jesus F. Salgado
Aino Salimaki
Nicholas P Salter
Andria M. Salva
David M. Sanchez
Rudolph J. Sanchez
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Shreya T. Sarkar-Barney
Sue Ann Corell Sarpy
Irene A. Sasaki
Marshall Sashkin
Robert C. Satterwhite
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Kraig L. Schell
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Charles A. Scherbaum
Lisa L. Scherer
Julie A. Schilligo
Aaron M. Schmidt
Lacey L. Schmidt
Mark J. Schmit
Eugene Schmuckler
Kimberly T. Schneider
Thomas E. Schoenfelder
Lyle F. Schoenfeldt
Rebecca G. Schoepfer
Dora M. Scholarios
Brian W. Schrader
Heinz Schuler
Mathis Schulte
Monica Schultz
Shannon A. Scielzo
Kristyn A. Scott
Donald R. Scott
Brent A. Scott
Steven E. Scullen
Karen Sears
Lance W. Seberhagen
Gerard Seijts
Meridith P. Selden
Katherine A. Selgrade
Valerie I. Sessa
Bruce A. Sevy
Jarrett H. Shalhoop

Christina E. Shalley
Linda R. Shanock
Terri Shapiro
John C. Shaw
M. Kathleen Sheehan
Tilman Sheets
William Shepherd
Reginald Ronald Shepps
Ann M. Sherman
Elizabeth L. Shoenfelt
Carol F. Shoptaugh
Kenneth S. Shultz
Stuart D. Sidle
Frederick M. Siem
Nanette Silverman
Hock-Peng Sin
Evan F. Sinar
Andrea Sinclair
Robert R. Sinclair
Howard Sisco
Traci Sitzmann
Kelley J. Slack
Jerel E. Slaughter
Celia Sloan
Karen B. Slora
Dale Smalley
Jonathan Smilansky
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Gregory J. Smith
Matthew R. Smith
Kristin Smith-Crowe
Lori Anderson Snyder
Emily G. Solberg
Andrew L. Solomonson
Cathlyn K. Sommerfield
Zhaoli Song
Robert W. Sopo
Astrid Soto-Lopez
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Shelley W. Spilberg
Annette C. Spychalski
Abhishek Srivastava
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Deborah R. Stairs
Christian Stamov Rossnagel
Susan W. Stang
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Debra Steele-Johnson
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Jay H. Steffensmeier
Laura A. Steighner
Robert C. Steilberg
Lyra Stein
Stephen D. Steinhaus
Amy L. Stellmack
Kim M. Stepanski
Joseph H. Stewart
David Stewart
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Jeroen Stouten
Jill Mowry Strange
Mahesh V. Subramony
James K. Summers
Kenneth Sumner
Jian Min Sun
Eric A. Surface
Meagan T. Sutton
Daniel J. Svyantek
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Tracey Tafero
Riki Takeuchi
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Yvette N. Tazeau
Lisa Teeter
Amanuel G. Tekleab
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Lois E. Tetrick
Robert P. Tett
James W. Thacker
Paul W. Thayer
Lisa Lynn Thomas
Christopher H. Thomas
Lori Foster Thompson
Jennifer Thompson
Charles N. Thompson
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Carol W. Timmreck
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Annette Towler
Mary C. Triana
D. Matthew Trippe
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Michael L. Trusty
Donald M. Truxillo
Daniel B. Turban
Thomas C. Tuttle
Graham Tyler
Elizabeth Umphress
Mark S. Urban
Linn Van Dyne
Edwin A. J. Van Hooft
Greet Van Hoye
Chad H. Van Iddekinge
Paul T. Van Katwyk
David L. Van Rooy
Jeffrey B. Vancouver
Robert J. Vandenberg
Otmar E. Varela
Veronica Vargas
Arup Varma
Nicholas L. Vasilopoulos
Adam Vassar
Robert P. Vecchio
Robert A. Vecchiotti
Jennifer M. Verive
Anton J. Villado
Michael H. Vinitsky
Toby S. Vitek
Ada-Helen B. Volentine
Judith Volmer
Clement von Kirchenheim
Patrick L. Wadlington
David B. Wagner
Stephen H. Wagner
Darryl A. Wahlstrom
William J. Waldron
Vicki A. Walia
Thomas B. Walk
Alan G. Walker
Audrey M. Wallace
T. Gary Waller

Ashley A. Walvoord
Mo Wang
Ethan P. Waples
Stephen Ward
Maxine A. Warnath
Laurie E. Wasko
Guillermo Wated
Shonna D. Waters
John D. Watt
Gordon Waugh
Marie Waung
Bart L. Weathington
Todd J. Weber
Jeff A. Weekley
Juergen Wegge
John A. Weiner
Steve Weingarden
Jaye Weisman
Karin Weissenberg
Diane Keyser Wentworth
Scott Wesley
L. Jean Whinghter
Steven W. Whiting
David J. Whitney
Eliza W. Wicher
Katherine E. Wiegand
Joel P. Wiesen
Diane Wilcox
Christina D. Williams
Cyrell Williams
Jane Williams
Margaret L. Williams
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Chelsea R. Willness
Elisabeth Wilson-Evered
Christine V. Wingfield
Rebecca B. Winkler
Michael Wise
P. Gail Wise
L. A. Witt
Jenell L.S. Wittmer
Paige Porter Wolf
Laura L. Wolfe
Sarah L. Wright
Thomas A. Wright
Xian Xu
Francis J. Yammarino
Liu-Qin Yang
Gillian B. Yeo
George M. Yorba
David Youssefnia
Jennifer E. Yugo
Gunna (Janet) Yun
Stephen J. Zaccaro
K. D. Zaldivar
Antonio E. Zapata Sola
Cindy P. Zapata-Phelan
Michelle Zbylut
John Zehr
Zhen Zhang
Chunyin Zhao
Weichun Zhu
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THURSDAY AM

1. Special Events: 8:00 AM–9:50 AM
Grand Ballroom A

Opening Plenary Session

Kurt Kraiger, Colorado State University, ***Chair***
Gary P. Latham, University of Toronto, ***Presenter***

2. Special Events: 10:30 AM–11:20 AM
Armstrong

 Opening Keynote: The First Ten Years of Evidence-Based Management—and the Next

The keynote speaker, Dr. Anthony Kovner, is a founder of the evidence-based management (EBMgt) movement. He relates its history, trends, and critical issues and compelling reasons why I-O psychology is positioned to move it into the mainstream of teaching, practice, and research.

Denise M. Rousseau, Carnegie Mellon University, ***Chair***
John C. Scott, APT, Inc., ***Co-Chair***
Anthony Kovner, New York University, ***Presenter***

3. Symposium/Forum: 10:30 AM–12:20 PM
Borgne

Some New Developments in the Study of Organizational Citizenship Behavior

Although there have been numerous studies published on OCBs, there are some areas that have been relatively neglected in this domain. The research presented in this symposium seeks to address these areas, including the causes and consequences of OCBs, the reciprocal nature of these behaviors, and group-level effects.

Nathan P. Podsakoff, University of Arizona, ***Co-Chair***
Philip M. Podsakoff, Indiana University, ***Co-Chair***
Steven W. Whiting, Indiana University, Philip M. Podsakoff, Indiana University, Jim Link, Georgia State University, Lisa Johnson, Georgia State University, Deborah Butler, Georgia State University, ***Effects of OCBs on Employees' Merit Pay and Bonuses***
Mark G. Ehrhart, San Diego State University, Lynn M. Shore, San Diego State University, William H. Bommer, California State University-Fresno, ***Reciprocity and Helping Exchange in Teams***
Nathan P. Podsakoff, University of Arizona, Bruce L. Rich, University of Florida, Valentina Kuskova, Indiana University, ***Covenantal Relationships: Links With Transformational Leadership and Employee OCB***
Stefanie E. Naumann, University of the Pacific, Mark G. Ehrhart, San Diego State University, ***Moderators of the Relationship Between Helping Norms and Individual Helping***
Philip M. Podsakoff, Indiana University, Scott B. MacKenzie, Indiana University, Nathan P. Podsakoff, University of Arizona, ***Effects of Helping, Voice, and Sportsmanship OCB on Organizational Effectiveness***

Submitter: Nathan Podsakoff, podsakof@email.arizona.edu

4. Master Tutorial: 10:30 AM–12:00 PM
Cornet

1.5 CE credits for attending. Register at session!

What SNA Means: Why I-O Psychologists Will Use SNA

Social network analysis is a vital tool to visualize work relationships in organizations. It pinpoints tactics and strategies to develop other relationships and enhance human behavior to improve performance and achieve business objectives and results. Why I-O psychologists will use social network analysis will be presented.

Deborah L. Peck, SEITY, Inc., ***Presenter***

Submitter: Deborah Peck, dpeck@seity.com

5. Panel Discussion: 10:30 AM–12:00 PM
Gallery

Surviving to Thriving: Seven Leaders Share Stories Worth Knowing

Research indicates that the path to leadership in organizations is quite complex. This panel brings together women who have maneuvered the complexities of advancing to the upper echelons of leadership in their field. Topics to be discussed include how individual, family, and organizational factors impact one's path to leadership.

Erica L. Hartman, APT, Inc, ***Co-Chair***
Jennifer Thompson, Chicago School of Professional Psychology, ***Co-Chair***
Wendy S. Becker, Shippensburg University, ***Panelist***
Leaetta M. Hough, Dunnette Group, Ltd., ***Panelist***
Patricia James, Bridgestone/Firestone, ***Panelist***
Kathleen Kappy Lundquist, Applied Psychological Techniques, ***Panelist***
Suzan L. McDaniel, Bristol-Myers Squibb, ***Panelist***
Nancy A. Newton, Chicago School of Professional Psychology, ***Panelist***
Lisa Sandora, Kenexa, ***Panelist***

Submitter: Jennifer Thompson, jthompson@thechicagoschool.edu

6. Community of Interest: 10:30 AM–12:00 PM
Gallier AB

Executive Coaching

Carol W. Timmreck, The Timmreck Group, ***Host***
David B. Peterson, Personnel Decisions International, ***Host***

7. Panel Discussion: 10:30 AM–12:00 PM
Grand Ballroom A

Are CEOs Overpaid?

The debate over CEO pay has intensified with the financial decline of companies like Bear Stearns and Citigroup. Our panel of experts will address issues related to CEO compensation, including justice perceptions, employee motivation, effects on corporate performance, and the need for government regulation.

Brian J. O'Leary, University of Tennessee at Chattanooga, ***Chair***
Kathryn M. Bartol, University of Maryland, ***Panelist***
Albert A. Cannella, Jr., Tulane University, ***Panelist***
Jerald Greenberg, RAND Corp., ***Panelist***
Edwin A. Locke, University of Maryland, ***Panelist***

Submitter: Brian O'Leary, boleary@utc.edu

 Indicates Thursday Theme Track Session.

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8. Symposium/Forum: 10:30 AM–12:00 PM
Grand Ballroom B

Making Strides to Understand an Aging Workforce

Although strides have been made toward understanding work-related attitudes, behaviors, and decisions of aging workers, we need to take a more sophisticated view of these topics. This symposium responds to this need by emphasizing understudied segments of the workforce, underarticulated relationships, and complex methodological approaches.

Janet L. Barnes-Farrell, University of Connecticut, **Co-Chair**
Alyssa McGonagle, University of Connecticut, **Co-Chair**
Jeanette N. Cleveland, Pennsylvania State University, Alma McCarthy, National University of Ireland-Galway, April Jones, Pennsylvania State University, Katina Sawyer, Pennsylvannia State University, Su Chuen Foo, Pennsylvania State University, Sam T. Hunter, Penn State University, *An Emerging (Work) Force: Older Women's Work–Life Characteristics and Perceptions*
Megan L. Dove-Steinkamp, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, Alyssa McGonagle, University of Connecticut, Leslie M. Golay, University of Connecticut, *Relationships Between Age and Work-Related Attitudes: A Nonlinear Analysis*
Monika E. von Bonsdorff, University of Jyvaskyla, Finland, Pekka Huuhtanen, Finnish Institute of Occupational Health, Kaija Tuomi, Finnish Institute of Occupational Health, Jorma Seitsamo, Finnish Institute of Occupational Health, *Work and Health-Related Factors: Predictors of Employees' Early Retirement Intentions*
Mo Wang, University of Maryland, Gabriela I. Burlacu, Portland State University, Ana B. Costa, Portland State University, Fangyi Liao, Portland State University, Yujie Zhan, Portland State University, Songqi Liu, Portland State University, *Predicting Longitudinal Change Patterns of Bridge Employment: A Dynamic Perspective*
Boris B. Baltes, Wayne State University, *Discussant*

Submitter: Alyssa McGonagle, aksilver@alumni.holycross.edu

9. Symposium/Forum: 10:30 AM–12:00 PM
Grand Ballroom D

Sailing the Seas of Global Selection: Unique Challenges and Solutions

The globalization ship has sailed. I-O researchers and practitioners find themselves grappling with unique challenges as they apply U.S.-based selection systems around the world. In this session, 4 organizations share their adventures around the world of global selection, and the beginning of a compass emerges for practitioners and researchers.

Naina B. Bishop, DDI International Inc., **Chair**
Marlene Dunne, SHL USA, *Better Practice in Multinational Assessment: Practical Application of Best Practice*
Robert E. Gibby, Procter & Gamble, Emily J. Bailey, Development Dimensions International, Andrew Biga, Procter & Gamble, Dan Ispas, University of South Florida, Matthew Fleisher, Procter & Gamble, *Challenges of Developing and Deploying a Global Assessment System*
Richard T. Cober, Marriott International, Naina B. Bishop, Development Dimensions International, Ash K. Buonasera, Marriott International., Joseph A. Jones, Development Dimensions International, *Leveraging*

Assessment in a Global Talent Pool: Marriott's Journey
Scott E. Bryant, Development Dimensions International, *Implementing Assessment Centers Globally: Challenges and Best Practices*

Submitter: Naina Bishop, naina.bishop@ddiworld.com

10. Symposium/Forum: 10:30 AM–12:00 PM
Grand Ballroom E

Predictors and Moderators of Stress Effects: Insights From Applied Findings

This session will introduce applied findings yielding new insights on how to mitigate the effects of stress. Presentations will identify mechanisms through which stress occurs and examine factors that decrease the effects of high stress or work demands. A discussant will integrate the findings and discuss directions for future research.

Jennifer L. Gibson, Fors Marsh Group, **Chair**
Jennifer L. Gibson, Fors Marsh Group, Kara Marsh, Fors Marsh Group, Fahima Z. Vakalia, Fors Marsh Group, Scott Turner, University of Tennessee, *Job Demands–Resources Interactions in Predicting Burnout and Performance*
Wendy J. Casper, University of Texas at Arlington, Meghna Virick, University of Texas at Arlington, *Moderators of the Work–Family Conflict—Job Performance Relationship*
M. Gloria Gonzalez-Morales, George Mason University, Lois E. Tetrick, George Mason University, Jeffrey L. Thomas, Walter Reed Army Institute of Research, Paul D. Bliese, Walter Reed Army Institute of Research, *Combat Exposure and Stress: The Role of POS and Cohesion*
Ellen E. Kossek, Michigan State University, *Discussant*

Submitter: Jennifer Gibson, JGibson@forsmarshgroup.com

11. Symposium/Forum: 10:30 AM–12:20 PM
Grand Chenier

The Many Faces of Perfectionism in Organizations

Perfectionism has seen little research focus within applied contexts. The research presented here represents efforts to consider the complexity and richness of the underlying construct while linking it to key work attitudes and outcomes. These studies seek to move the research area forward within the workplace context.

R. Jason Weiss, Development Dimensions International, **Chair**
Stephen Nichols, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, *The Pros and Cons of Perfectionism in the Workplace*
Mindy M. Krischer, University of Houston, L. A. Witt, University of Houston, *Other-Oriented Perfectionism and Task-Focused Interpersonal Citizenship Behavior*
Lindsay A. Bousman, Starbucks Coffee Company, Roni Reiter-Palmon, University of Nebraska-Omaha, *The Applied Side of Perfectionism: From Academia to the Boardroom*
Timothy J. Huelsman, Appalachian State University, Shawn Bergman, Appalachian State University, Megan M. Occhio, Appalachian State University, Robert W. Hill, Appalachian State University, *Finding the Perfect Fit: Matching Employee Perfectionism With Occupation Perfectionism*
Jacqueline K. Mitchelson, Auburn University, Victoria Brown, Auburn University, Sarah E. Teague, Auburn University, *Person and Situation Predictors of Perfectionism in Work and Family*

Submitter: R. Jason Weiss, jweiss@ddiworld.com

12. Symposium/Forum: 10:30 AM–11:20 AM
Grand Couteau

Leadership and Work–Family: Bridging the Literatures

This session focuses on presenting theoretical models and empirical results of studies that bridge the leadership and work–family literatures. Using the rich research traditions of each topic area, this symposium examines work–family and leadership as it pertains to leaders themselves, their followers, and their followers' spouses.

Beth A. Heinen, ICF International/George Mason University, *Co-Chair*
Jesse S. Michel, Florida International University, *Co-Chair*
Jesse S. Michel, Florida International University, *The Influence of Family-to-Work Conflict, Enrichment, and Affectivity on Leadership*
Beth A. Heinen, ICF International/George Mason University, *Leadership's Influence on Nonwork Outcomes: The Role of Work–Family Culture*
Michelle M. Harrison, University of Limerick, Kelly D. Davis, The Pennsylvania State University, Ann C. Crouter, The Pennsylvania State University, Jeanette N. Cleveland, The Pennsylvania State University, *The Influence of Transformational Leadership in Spousal Cross-Over*
Stephen J. Zaccaro, George Mason University, *Discussant*

Submitter: Beth Heinen, bethheinen@gmail.com

13. Panel Discussion: 10:30 AM–12:00 PM
Maurepas

Rewards and Challenges of Telework: Managing the Virtual Work Space

Challenges and approaches to maintaining a virtual workforce will be reviewed. Topics will include desired traits in virtual workers, technology, organizational change and teaming, and bottom-line value to organizations. Guidance will be provided on maximizing the effectiveness of virtual workforce approaches.

Mitchell W. Gold, Aon Consulting, *Chair*
Brian D. Lownds, JetBlue, *Panelist*
Linda Diefendorff, Brio Performance Solutions LLC, *Panelist*
Barbara LoRusso, LOMA, *Panelist*
Charles N. Thompson, Aon Consulting, *Panelist*
Pat M. Caputo, Aon Consulting, *Panelist*
Miriam T. Nelson, Aon Consulting, *Panelist*

Submitter: Mitchell Gold, mitchell_gold@aon.com

14. Posters: 10:30 AM–11:20 AM
Napoleon ABC

Counterproductive Behavior/Workplace Deviance/Emotions/Emotional Labor

14-1 Supervisors' Influences Upon Subordinate Help-Seeking Behavior: An Exploratory Study

We hypothesize that subordinates' help-seeking behaviors will be influenced by 2 supervisor behaviors: job-related support and socioemotional support. Results indicate that both supervisor behaviors are significant predictors of subordinates' help-seeking behaviors. Dominance analysis revealed supervisors' socializing with subordinates is the dominant factor influencing subordinates' help-seeking behaviors.

Rebecca Thacker, Ohio University
Jason Stoner, Ohio University

Submitter: Jason Stoner, stonerj@ohio.edu

14-2 Explanatory Style of Bullying Targets

This interview study was conducted to analyze the explanatory style of bullying targets who had developed depression. Through interviews, it became clear that bullying targets with depression apply a significantly different explanatory style than nonbullied people with depression. In contrast to the latter, they attribute externally.

Kathrin D. Schmitt, J.W. Goethe-University

Submitter: Myriam Bechtoldt, m.n.bechtoldt@uva.nl

14-3 Predicting Counterproductive Behaviors in College

A comprehensive scale of Counterproductive College Behaviors (CCB) was developed, measuring a wide variety of negative behaviors. Among 537 students across 80 majors, personality dimensions predicted self-reported (admitted) and peer-reported (observed) CCB with uncorrected validities up to .37. In prediction, the personality test was superior to an emotional intelligence measure.

Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

14-4 Incivility: Is It in the Eye of the Beholder?

This study aimed to determine whether individual differences bias objective perceptions of incivility in the workplace, such that what one person deems as rude behavior, another may not. Results showed that gender, age, personality and past experience with workplace incivility contributed to differences in the perception of rudeness.

Barbara Griffin, University of Western Sydney
Josephine Paparo, University of Western Sydney

Submitter: Barbara Griffin, b.griffin@uws.edu.au

14-5 Personality, Situation, and Person–Situation Interaction Predictors of Coworker Abuse

We examined predictors of abusive employee behavior toward coworkers. Results indicated that political skill and team member relationship quality were negatively related to coworker abuse, whereas negative affectivity (NA) and conflict were positively related. Conflict and relationship quality also moderated the impact of NA and political skill on coworker abuse levels.

Samantha L. Booth, Indiana University Southeast
Kenneth J. Harris, Indiana University Southeast
Paul Harvey, University of New Hampshire

Submitter: Paul Harvey, paul.harvey@unh.edu

14-6 The Relation Between Perceived Exclusion, Personality, and Counterproductive Work Behavior

This study examined the unique and interactive effects of perceived exclusion and personality on counterpro-

ductive work behavior (CWB). Exclusion via coworkers was related to both interpersonal and organizational CWB, whereas exclusion via supervisors related to organizational CWB. Moderate support also emerged for the moderating effects of personality on CWB.

Jennifer M. Noel, Allied Insurance

Submitter: Robert Hitlan, rob.hitlan@uni.edu

14-7 The Relationship Between Incivility and Affect: Entitlement as a Moderator

This study tested the relationship between incivility and affect, with entitlement as a moderator. Data were collected from 225 university employees. The relationship between experienced incivility and negative affect and perpetrated incivility and positive affect was stronger for those higher in entitlement.

Jason M. Kain, Bowling Green State University
Steve M. Jex, Bowling Green State University

Submitter: Jason Kain, jmkain@bgsu.edu

14-8 Exploring the Effects of Ostracism on Task Performance and Motivation

This study sought to explore the effects of experiencing ostracism on a number of work-relevant variables: affect, relatedness, performance, and task interest. Results suggest that experiencing ostracism can lead to decrements in positive affect, relatedness, and performance. However, no effects for ostracism on relatedness were found.

Donald E. Lustenberger, Purdue University
Carolyn M. Jagacinski, Purdue University

Submitter: Donald Lustenberger, dlustenb@purdue.edu

14-9 Who Helps and Who Harms Others in the Workplace?

Antecedents of helping and harming behaviors were examined among 490 adults. Social dominance orientation (SDO) was positively related to interpersonal deviance and negatively related to interpersonal citizenship. Psychological collectivism was positively related to interpersonal citizenship. Abusive supervision was positively related to interpersonal deviance and moderated the SDO to behavior relationships.

Ping Shao, Drexel University
Christian J. Resick, Drexel University
Michael B. Hargis, University of Central Arkansas

Submitter: Christian Resick, cresick@drexel.edu

14-10 Predicting Deviance-Role of Ability, Personality, Social Responsibility, and Ethics

This study identifies and investigates cognitive and non cognitive predictors of deviance and examines the role of social responsibility and ethics as mediators. Results support the validity of cognitive and noncognitive predictors as well as the indirect effect through the proposed mediators.

Ruchi Sinha, Mihigan State University

Submitter: Ruchi Sinha, sinharuc@msu.edu

14-11 Negative Performance Feedback: Testing the Frustration–Aggression Hypothesis

Emotional reactions and aggression were assessed following negative performance feedback in a sample of university students. Results support the frustration–aggression hypothesis and indicate that participants were more likely to conduct direct aggression against the source of feedback than displaced aggression. Differences based on feedback characteristics were not detected.

Darin S. Nei, University of Oklahoma
Lori Anderson Snyder, University of Oklahoma
Lauren V. Blackwell, University of Oklahoma
Erica L. Hauck, University of Oklahoma

Submitter: Lori Snyder, lsnyder@psychology.ou.edu

14-12 How Do Counterproductive Work Behavior and Organizational Citizenship Behavior Interrelate?

An experiment investigated if measurement features affected observed relationships between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). Correlations were higher with ratings of behavior agreement rather than frequency, when OCB scale content overlapped with CWB than when it did not, and with supervisor rather than self-ratings.

Paul E. Spector, University of South Florida
Jeremy Bauer, University of South Florida
Suzy Fox, Loyola University-Chicago

Submitter: Paul Spector, spector@shell.cas.usf.edu

14-13 Incivility Among Coworkers: Exchanges, Interpersonal Justice, and Commitment

The purpose of this study was to investigate the relationship between experiencing incivility from coworkers and an employee's affective commitment to the organization. In a sample of employees, we confirmed that coworker incivility is negatively related to affective commitment and that this effect is mediated by interpersonal justice and coworker exchange.

Mary Triana, Texas A&M University
María Fernanda Garcia, University of Texas at El Paso
Adrienne J. Colella, Tulane University

Submitter: Maria Triana, mtriana@bus.wisc.edu

14-14 Workplace Harassment and Revenge: The Role of Trait Forgiveness

This study examined the mediators and moderator in the workplace harassment–revenge relationship. Rumination, state anger, and blame attribution fully mediate the relationship between workplace harassment and revenge. Also, the effects of anger and blame attribution on revenge were moderated by trait forgiveness.

Qiang Wang, Wright State University
Nathan A. Bowling, Wright State University

Submitter: Qiang Wang, talenttree@gmail.com

14-15 Moral Intensity, Affect, and Behavior When Responding to Unethical Events

In a study of the effect of affect and moral intensity, 136 employees described what they did in response to observed unethical activities. Results were that moral intensity was related to fight, flight, and problem-solving behaviors, and that positive affect mediated the effect of moral intensity on flight and problem solving.

Kaylene W. Ascough, University of Queensland
Neal M. Ashkanasy, University of Queensland

Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

14-16 The Influence of Power and Solidarity on Emotional Display Rules

This study examined the influence of 2 relationship dimensions, relative power and solidarity (closeness), on employee emotional display rules. These relationship dimensions impacted the display rules employees reported they would adopt, with display rules involving greater control over expressions for higher relative power or low closeness targets.

James M. Diefendorff, University of Akron
Josh Morehart, University of Akron
Allison S. Gabriel, University of Akron

Submitter: James Diefendorff, jdiefen@uakron.edu

14-17 Guilt in the Workplace: A Multilevel Approach

This theoretical paper uses a multilevel approach to investigate the affective state of "guilt" in organizational settings. I discuss definitions used to describe the state, followed by individual- and group-level antecedents, and moderators of guilt based on each level. Research propositions and future directions are provided.

Emily G. Feinberg, University of Maryland

Submitter: Emily Feinberg, efeinberg@psyc.umd.edu

14-18 When Does Emotional Labor Predict Emotional Exhaustion and Life (Dis)Satisfaction?

We examined the interactions between emotional labor (EL) and perceived requirements to engage in EL on emotional exhaustion and life satisfaction. Results revealed that the extent to which employees experience emotional exhaustion and life dissatisfaction is partly determined by perceptions of control over engaging in EL.

Neena Gopalan, Kansas State University
Satoris S. Culbertson, Kansas State University

Submitter: Neena Gopalan, ngnair@ksu.edu

14-19 Emotional Labor: Scale Development and Validation

In this study, we developed a measure of emotional labor that was comprised of 3 factors: faking positive emotions, hiding anger/dislike, and hiding sadness/fear/jealousy. Reponses predicted higher levels of burnout and continuance commitment, and lower levels of affective commitment, job satisfaction, and empowerment.

Leah Hamilton, University of Western Ontario
Stephanie Hastings, University of Western Ontario
Leah D. Sheppard, University of Western Ontario
Joan E. Finegan, University of Western Ontario

Submitter: Stephanie Hastings, shastin@uwo.ca

14-20 Consequences of Emotion Regulation on Counterpart's Attitudes in Conflict Resolution

We examined the consequences of strategically managing emotions in negotiations on the counterpart's attitudes about future interaction. Results showed regulating anger and using surface-acting strategies led to less desire for future interaction. The relation between surface acting and future interaction was mediated by low perceived trust.

Ivona Hideg, University of Toronto
Stephane Cote, University of Toronto
Gerben A. Van Kleef, University of Amsterdam

Submitter: Ivona Hideg, ivona.hideg07@rotman.utoronto.ca

14-21 Exploring the Relationship Between Positive Affect and Cognitive Test Performance

We investigated the relationship between cognitive test performance and positive affect within individuals across time. We found a weak relationship between positive affect and subsequent test performance. In contrast, performance was positively related to subsequent reports of positive affect; however, the strength of the relationship depended on the testing context.

Carolyn M. Jagacinski, Purdue University
Donald E. Lustenberger, Purdue University

Submitter: Carolyn Jagacinski, jag@psych.purdue.edu

14-22 Measuring Trait Affectivity Using an Implicit Technique

Trait affectivity is believed to impact behavior at subconscious levels. For this reason, we validated an implicit technique for measuring trait affectivity and assessed its criterion-related validity for predicting job performance relative to an explicit technique. Results suggested that the implicit measure was more effective than the explicit one.

Eunae Cho, University of South Florida
Russell E. Johnson, University of South Florida
Ozgun Burcu Rodopman, University of South Florida
Anna L. Tolentino, Booz Allen Hamilton

Submitter: Russell Johnson, rjohnson@cas.usf.edu

14-23 Expanding the Emotional Labor Construct to Include Perceived Difficulty

This study investigated expanding the emotional labor construct to include perceived difficulty in performing surface and deep acting. Participants were service workers at a large coffee company. Factor analysis demonstrated that frequency and difficulty were separate components of emotional labor. Perceived difficulty and frequency predicted the outcome measure emotional exhaustion.

Kevin T. Mahoney, Louisiana Tech University
Diane M. Monaghan, University of Akron
Dennis Doverspike, University of Akron

Submitter: Kevin Mahoney, kmahoney@LaTech.edu

14-24 Promotion Frustration Enhances the Emotional Intelligence–Job Performance Relationship

Emotional intelligence (EI) has a weak main effect on job performance ratings. We demonstrate a significant curvilinear (inverted U-shaped) EI effect and an interaction effect of EI with promotion frustration. As predicted, employees who were less satisfied with opportunities for promotion exhibited a stronger positive relationship between EI and performance.

Dana Rhodes, Texas A&M University
Daniel A. Newman, University of Illinois at Urbana-Champaign
Ted B. Kinney, Select International
Jaclyn P. Pittman, Select International

Submitter: Dana Rhodes, dlrhodes@gmail.com

14-25 Sex Differences in Emotional Intelligence: Implications for Adverse Impact

We meta-analyzed sex differences on several emotional intelligence (EI) constructs and methods, including ability and mixed EI under self-report and performance-based testing formats. Male–female differences are far greater for performance-based EI tests, compared to self-reports. We also estimated female–male adverse impact attributable to EI composites with personality and cognitive ability.

Dana Rhodes, Texas A&M University
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Dana Rhodes, dlrhodes@gmail.com

14-26 Relationships Between Climate and Emotional Labor: Moderating Effects of Affectivity

The current study examined the roles of psychological climate and trait affectivity as antecedents to the experience of emotional labor. Results suggest that an interaction exists between climate and affectivity in the prediction of emotional labor, such that affectivity moderates the relationship between climate and emotional labor.

Brandon W. Smit, Saint Louis University
Liam C. Ryan, Saint Louis University
Courtney A. Nelson, University of Tulsa
Kevin E. Fox, Saint Louis University

Submitter: Brandon Smit, smitbw@gmail.com

14-27 Organizational Impact of Sanctioned Versus Nonsanctioned Political Tactics

Political tactics employed by leaders are work events with an affective component that can be perceived and responded to positively and negatively. Results suggest that sanctioned tactics have more positive effects on affect, justice perceptions, and leader effectiveness ratings than unsanctioned tactics.

Jason H. Hill, University of Oklahoma
Chase E. Thiel, University of Oklahoma
Shane Connelly, University of Oklahoma
Josh Davis, University of Oklahoma

Submitter: Chase Thiel, cm.thiel@yahoo.com

14-28 Getting Emotional in Negotiations: The Effects of Discrete Emotions

This study examined the influence of a negotiator's discrete emotion (happiness, anger, sadness, surprise) on the other negotiator's behavior. The behavior of 88 students was investigated in a computer-based scenario study. Results showed that negotiators use their adversary's emotion as strategic information and adjust their own negotiation behavior accordingly.

Judith Volmer, University of Erlangen
Katharina Schill, University of Erlangen

Submitter: Judith Volmer,
　　judith.volmer@sozpsy.phil.uni-erlangen.de

14-29 Identity, Stress and Emotion: I Feel Bad, We Feel Good?

We investigate in an experiment with 96 trained call center agents how emotions are linked to organizational identification (self-report), personal identification (behavioral data), and strain (self-reports; immunoglobulin A in saliva). Organizational identification was promoted by positive and reduced by negative emotions. Moreover, only organizational identification buffered stress at work.

Rolf Van Dick, Johann Wolfgang Goethe University Frankfurt

Submitter: Juergen Wegge, wegge@psychologie.tu-dresden.de

14-30 Job Attitudes and Counterproductive Work Behaviors

This study investigated the relationship between job attitudes and counterproductive work behaviors, especially with regard to the moderating role of attitude strength. The role of specificity in predictors and outcomes was also explored. Results from a sample of employed undergraduates ($N = 296$) provided partial support for the hypotheses.

Gregory Hammond, Wright State University
Nathan A. Bowling, Wright State University

Submitter: Gregory Hammond, grego782@yahoo.com

15. Interactive Posters: 10:30 AM–11:20 AM Napoleon D1-D2

Global leadership: A 23rd Century Perspective

George B. Graen, University of Louisiana-Lafayette, *Facilitator*

15-1 Global Mindset Defined: An Empirical Interpretation and Investigation

Global mindset is a theoretical concept often described as important for effective job performance within global context work settings. An empirical conceptualization of global mindset is developed incorporating personality, ability, and knowledge components. The model is tested against predictors of successful cross-cultural behavior and performance.

Sean Cruse, Hofstra University
Seymour Adler, Aon Consulting

Submitter: Sean Cruse, scruse@abilitiesonline.org

15-2 Culture and Leadership: Project GLOBE in the South Pacific

Cultural dimensions and perceptions of leadership in the South Pacific countries of Fiji, Tonga, Samoa, Vanuatu, and the Solomon Islands were measured. Results are compared with countries from previous GLOBE projects. Contrasts between societal practices ("as is") and societal values ("should be") are also discussed.

Anthony R. Paquin, Western Kentucky University
Reinout E. de Vries, Vrije Universiteit Amsterdam
Raghuvar D. Pathak, University of the South Pacific
Rafia Naz, University of the South Pacific

Submitter: Anthony Paquin, tony.paquin@wku.edu

15-3 The World Is Flat...and so Are Leadership Competencies

This study investigated how strengths and weaknesses of corporate leaders vary throughout international regions and what skills are critical to executive performance. Results from a multirater survey, rating over 4,000 leaders, indicated that leadership similarity across regions far outweighs differences. Implications for leadership selection and development are discussed.

Kenneth P. De Meuse, Lominger International
Kevin J. Mlodzik, KornFerry International
Lisa-Marie Hanson, KornFerry International
Vicki Swisher, KornFerry International
Guangrong Dai, Lominger International
King Yii Tang, KornFerry International

Submitter: Guangrong Dai, daigr@yahoo.com

15-4 Emotional and Cultural Intelligence in Global Leadership Effectiveness

This study proposes a distinction between general and cross-border leadership effectiveness and argues that the antecedents to these 2 criteria might differ. Specifically we suggest that EQ predicts general leadership effectiveness whereas CQ predicts cross-border effectiveness. We find support for our hypotheses in a sample of Swiss military cadet officers.

Thomas Rockstuhl, Nanyang Technological University
K. Yee Ng, Nanyang Technological University
Stefan Seiler, Swiss Military Academy at ETH Zurich
Soon Ang, Nanyang Technological University
Hubert Annen, Swiss Military Academy at ETH Zurich

Submitter: Thomas Rockstuhl, thom0003@ntu.edu.sg

16. Symposium/Forum: 10:30 AM–11:20 AM
Napoleon D3

Job Analysis: A Solid Foundation for Building Talent Management in *Fortune* 500 Companies

Job analysis and job-specific competency modeling requires a substantial amount of time and resources from the organization, but the investment has big payoff for creating valid talent management processes. Practitioners will discuss how job analysis and job-specific competency modeling efforts are the foundation for talent management.

Celia Sloan, Lowe's Companies, Inc., *Chair*
Rachel N. Vernon, Lowe's Companies, Inc., Celia Sloan, Lowe's Companies, Inc., Maria Pannozzo, Lowe's Companies, Inc, *Building Integrated Talent Management at Lowe's With Job Analysis*
Veronica Vargas, UPS, *Job Models: The Foundation to Several HR Processes at UPS*
Mary Amundson, Target Corporation, *Talent Alignment at Target Corporation Through Competency Modeling*
William H. Macey, Valtera, *Discussant*

Submitter: Celia Sloan, celia.w.chandler@lowes.com

17. Symposium/Forum: 10:30 AM–12:00 PM
Nottaway

Leadership and Innovation: What We Know and Need to Know

This symposium is based on the assumption that evidence-based leadership is a key leverage to improve the success rate of innovation. We quantitatively review empirical findings on the effectiveness of different leadership styles, present new empirical evidence, and discuss how future research can add value by testing recent theoretical propositions.

James L. Farr, Pennsylvania State University, *Chair*
Ronald Bledow, University of Giessen, *Co-Chair*
Ute R. Hulsheger, Maastricht University, Neil R. Anderson, University of Amsterdam, Jesus F. Salgado, Universidad de Santiago de Compostela, *Leadership and Innovation: A Meta-Analysis*
Ronald Bledow, University of Giessen, James L. Farr, Pennsylvania State University, *Leading the Implementation of Innovation: Is There One Best Way?*
Bjoern Michaelis, University of Heidelberg, Kizzy M. Parks, K. Parks Consulting Inc., Jochen Menges, University of St. Gallen, Karlheinz Sonntag, University of Heidelberg, Ralf Stegmaier, University of Heidelberg, Daniel P. McDonald, Defense Equal Opportunity Management Institute, *Leadership Credibility Climate and Innovation: A Large-Scale Empirical Study*
Sam T. Hunter, Pennsylvania State University, Lily Pesin, Pennsylvania State University, Christian Thoroughgood, Pennsylvania State University, *The Paradoxes of Leading for Innovation*
Michael Frese, University of Giessen, *Discussant*

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

18. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Oak Alley

Making the Case for Selection Procedures: Legal-Professional Challenges and Strategies

Organizations are under increasing pressure to justify their use of selection procedures to federal regulatory agencies. This session will provide an opportunity to discuss recent court cases and legal trends that illustrate key issues in defending selection procedure use, along with corresponding measurement considerations and strategies for minimizing risk.

Keith M. Pyburn, Fisher & Phillips, LLP, *Host*
John A. Weiner, PSI, *Host*

19. Symposium/Forum: 10:30 AM–12:20 PM
Rhythms 1

Beyond r_{xy}: Communicating the Impact and Value of Selection Programs

The fate of employee selection procedures often is determined by stakeholders who are unfamiliar with the value of testing and skeptical of the outcomes of validation research. This session will provide guidance from selection researchers and practitioners about effective strategies for communicating the impact and value of selection programs.

Jeffrey D. Facteau, PreVisor, ***Chair***
Jana Fallon, Prudential Financial, ***Results Only an I-O Psychologist Can See***
Nathan R. Kuncel, University of Minnesota, Sara R. Cooper, University of Minnesota, Jana Rigdon, University of Minnesota, ***Communicating Validation Findings: A Test of Five Metrics***
Maya Yankelevich, Bowling Green State University, Margaret E. Brooks, Bowling Green State University, ***Communicating the Value of Testing Using Return on Investment Graphs***
Donald R. Scott, Development Dimensions International, ***Nobody Cares About a Criterion-Related Validation Study (Present Company Excluded)***
Tom Snider, PreVisor, Eric C. Popp, PreVisor, ***Telling the Story: Good Science Leading to Good Business Decisions***

Submitter: Jeffrey Facteau, jfacteau@previsor.com

20. Symposium/Forum: 10:30 AM–12:20 PM
Rhythms 2

Grace to Help in Time of Need! I-O Methodological Developments

The question of whether or not analysis needs are being met is an open one. The papers in this symposium address this question by extending existing techniques, by revisiting current practices, and by comparing directly the needs of researchers to the topics that are pursued in methods research.

José M. Cortina, George Mason University, ***Chair***
Robert E. Ployhart, University of South Carolina, William I. MacKenzie, University of South Carolina, Chad H. Van Iddekinge, Florida State University, ***Mediated Latent Growth Models***
Richard Hermida, George Mason University, Elizabeth A. Conjar, George Mason University, Julius Najab, George Mason University, Seth A. Kaplan, George Mason University, José M. Cortina, George Mason University, ***On the Practice of Correlating Residuals in SEM***
Goran Kuljanin, Michigan State University, Michael T. Braun, Michigan State University, Richard P. DeShon, Michigan State University, ***A Cautionary Note on Applying Multilevel Models to Longitudinal Data***
Scott Tonidandel, Davidson College, James M. LeBreton, Purdue University, ***Determining the Relative Importance of Predictors in Logistic Regression***
Herman Aguinis, University of Colorado Denver, Charles A. Pierce, University of Memphis, Frank A. Bosco, University of Memphis, Ivan S. Muslin, University of Memphis, ***Are Methodologists Listening? The Case of***

Organizational Research Methods
Lawrence R. James, Georgia Institute of Technology, ***Discussant***

Submitter: José Cortina, jcortina@gmu.edu

21. Symposium/Forum: 10:30 AM–12:20 PM
Rhythms 3

Closing the Gap Between Research Discovery and Service Delivery

This session will present case studies from different industries describing successful research to practice interventions. Presenters will describe the translation of research findings into end-user oriented dissemination and interventions. In addition, experts in translation and dissemination from both the applied and academic worlds will serve as discussants.

Peter Y. Chen, Colorado State University, ***Chair***
April E. Smith, Colorado State University, ***Co-Chair***
Susanne M. Bruyere, Cornell University, ***Knowledge Diffusion in Employment and Disability Policy***
Alexander Alonso, American Institutes for Research, James N. Kurtessis, George Mason University, David P. Baker, Carilion Clinic, ***Using Diffusion of Innovation Theory to Guide Health Care Interventions***
L. Jean Whinghter, Harrah's Entertainment, ***Translating Surveys Into Profitable Action: Case Study at Harrah's Entertainment***
Scott Finlinson, NORESCO, ***Applying Behavior Change Research to Organizational Energy Conservation***
Kizzy M. Parks, K. Parks Consulting Inc., Lisa A. Steelman, Florida Institute of Technology, ***Getting Workers to Work Out: An Application of Translational Research***
Garrett O'Keefe, Colorado State University, ***Discussant***
Brian J. O'Connell, ICF International, ***Discussant***
James W. Dearing, Kaiser Permanente, ***Discussant***

Submitter: April Smith, apriles@colostate.edu

22. Symposium/Forum: 10:30 AM–12:00 PM
Waterbury

Implementing Talent Management in Complex Organizations—Challenges and Approaches

Practitioners from 4 complex, rapidly changing, global organizations will discuss approaches for implementing talent management processes when facing the challenges of decentralization, changes in strategic direction, complex organization structures, and growth through acquisition and movement into emerging markets.

Lyse Wells, Payless ShoeSource, ***Chair***
Amy Buhl Conn, Johnson & Johnson, Michael J. Benson, Johnson & Johnson, ***The Challenge of Talent Management in a Decentralized Organization***
Lyse Wells, Payless ShoeSource, ***Aligning Talent Practices Through the Integration of Acquired Companies***
Michael Erisman, Microsoft Corporation, Tobin V. Anselmi, Creative Metrics, Inc., ***Talent Management Challenges in a "Shadow" Organization***
Jennifer Saavedra, Dell, Inc., Lucy H. Dahl, Dell Inc., ***Talent Management At Dell: I Want That!***
Brian J. Ruggeberg, Aon Consulting, ***Discussant***

Submitter: Lyse Wells, lyse@the-wells.com

THURSDAY AM

23. Special Events: 11:30 AM–12:20 PM
Armstrong

EBMgt as a Decision Science: Fundamentals of Evidence-Informed Decisions

EBMgt is more than benchmarking and best practices. It is mindful decision making to design effective processes for recurring decisions and reflective approaches to novel decisions. I-O psychology research informs how best to make both kinds of decisions evidence informed.

Anthony Kovner, New York University, *Chair*
John W. Boudreau, University of Southern California, ***Presenter***

24. Symposium/Forum: 11:30 AM–1:20 PM
Grand Couteau

Exploring the Validity and Utility of the O*NET

The O*NET provides a comprehensive description of occupations that can be used for a variety of purposes. However, additional evidence of the O*NET's validity and utility is still needed. The research presented here seeks to provide new insights on the validity and utility of the O*NET.

Mark Rose, Pearson, *Chair*
Judy Chartrand, Pearson, Zhiming Yang, Pearson, ***Utility and Validity of O*NET's Work Styles Taxonomy***
Andrea Sinclair, HumRRO, Teresa Russell, HumRRO, Jesse Erdheim, HumRRO, Michael Ingerick, HumRRO, Kimberly S. Owens, U.S. Army Research Institute, Norman G. Peterson, SPR Center, Inc., Kenneth Pearlman, Independent Consultant, ***Using O*NET Abilities and Skills to Describe Military Jobs***
Jonathan D. Levine, Workforce Dynamics, ***Adequacy of O*NET-SOC for Job Classification and Data Mapping***
P. Richard Jeanneret, Valtera, *Discussant*
Kenneth Pearlman, Independent Consultant, *Discussant*

Submitter: Mark Rose, Mark.Rose@pearson.com

25. Posters: 11:30 AM–12:20 PM
Napoleon ABC
Motivation/Withdrawal/Rewards/Justice

25-1 Emotion Regulation Failure: Emotional Deviance and Withdrawal of Service Providers

Conforming to normative expectations about the display of emotion in service organizations may be difficult for service providers who experience mistreatment and disrespect from customers. In this connection, I examine how failure to regulate adverse emotions—that is, emotional deviance—may affect service providers' withdrawal behaviors.

Paraskevi T. Christoforou, National University of Singapore
Submitter: Paraskevi Christoforou, christoforou@nus.edu.sg

25-2 Tests of Micro-Meditational Turnover Processes Using Structural Equation Modeling

This study examines new micro-meditational processes intervening between job dissatisfaction and turnover. Using a large sample of RNs, we use causal modeling to test the presence of these additional processes. Although we rejected the original model, results support a revised model. We discuss implications for future turnover theory.

Samantha Morris, Ohio University
Nicole Gullekson, Ohio University
Ronald McKinley, Cincinnati Children's Hospital Medical Center
Myra Huth, Cincinnati Children's Hospital Medical Center
Ming Guo, Cincinnati Children's Hospital Medical Center
Myroslav Gerasymchuk, Ohio University
Sean Robinson, Ohio University
Rodger W. Griffeth, Ohio University

Submitter: Rodger Griffeth, griffeth@ohio.edu

25-3 Understanding the Relationships Between Affect-Laden Dispositions and Job Search Behaviors

The results from this study of 363 managers showed that the effects of Extraversion and Neuroticism on job satisfaction and job search behaviors were mediated through several contextual factors. Due to the complexity of the personality constructs, each trait had both positive and negative indirect effects on job search behaviors.

Ryan D. Zimmerman, Texas A&M University
Wendy R. Boswell, Texas A&M University
Abbie J. Shipp, Texas A&M University
Benjamin B. Dunford, Purdue University
John W. Boudreau, University of Southern California

Submitter: Ryan Zimmerman, rzimmerman@mays.tamu.edu

25-4 The Big Five Personality Factors and Turnover Among College Students

This study was conducted to investigate the relationship between the Big 5 personality factors and student turnover in an undergraduate sample. Using linear and logistic regression, each of these factors was analyzed in relation to both withdrawal intentions and actual turnover with student satisfaction and perceived fit as mediators.

Mark Zorzie, Michigan State University
Abigail K. Quinn, Michigan State University

Submitter: Mark Zorzie, zorziema@msu.edu

25-5 Withdrawal of Full- and Part-Time Employees: Examining Supervisor–Subordinate

We examine effects of demographic dissimilarity on withdrawal behavior. Using survey data from two samples ($N = 1,820$; $1,347$), we examined relationships among self-reported tardiness, absenteeism, employment status, and supervisors–subordinate sex, age, and racioethnic similarity. The effects of supervisor–subordinate sex and racioethnic similarity on withdrawal behaviors were more pronounced for part timers.

Sabrina Volpone, University of Houston
Derek R. Avery, University of Houston
Patrick F. McKay, Rutgers University
Eden B. King, George Mason University
David C. Wilson, University of Delaware

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

25-6 An Examination of Employee Arrival and Departure Behavior

Although previous research has examined late arrival to and early departure from work, little is known about the predic-

tors and correlates of early arrival and late departure. This study examines conscientiousness and job attitudes as predictors and organizational citizenship and counterproductivity as correlates of arrival and departure behavior.

Nathan A. Bowling, Wright State University

Submitter: Nathan Bowling, nathan.bowling@wright.edu

25-7 The Effect of Increased Procedural Justice on Organizational Citizenship Behavior

This study assessed the effects of procedural justice on organizational citizenship behavior. Using a 2 (low/high procedural justice) x 2 (before/after manipulation) mixed design, results showed that employees assigned to the high procedural justice condition displayed significantly higher levels of altruism than employees assigned to the low procedural justice condition.

Jonathan P. Pontinen, Self-Employed
Dorothee Dietrich, Hamline University

Submitter: Jonathan Pontinen, jpontinen@lycos.com

25-8 Discrepancy, Velocity, and Goal Revision: Temporal Orientation as a Moderator

This longitudinal study examined whether goal-performance discrepancy and velocity predicted goal revision and affect. Participants engaged in more downward revision when there were large discrepancies or slow velocity. The effect of discrepancy was moderated by present orientation. In addition, only velocity predicted participants' positive emotional responses towards feedback.

Chu-Hsiang Chang, University of South Florida
Russell E. Johnson, University of South Florida
Christopher C. Rosen, University of Arkansas

Submitter: Chu-Hsiang Chang, cchang@health.usf.edu

25-9 Individual Differences in Reactions to Goal–Performance Discrepancies Over Time

Substantial research has examined self-regulatory processes across individuals, and several recent studies have explored these processes within individuals across time. This study combined these perspectives, investigating individual differences in reactions to goal–performance discrepancies over time. Results indicated that self-regulatory patterns vary across individuals based on relevant personality characteristics.

Patrick D. Converse, Florida Institute of Technology
Elizabeth Steinhauser, Florida Institute of Technology
Jaya Pathak, Florida Institute Of Technology

Submitter: Patrick Converse, pconvers@fit.edu

25-10 An Examination of Goal Orientation From a Pattern Perspective

A pattern approach was used to examine the impact of goal orientation on task goals and performance. The results indicated that certain goal-orientation patterns were associated with more challenging personal goals and higher levels of task performance, and that research examining these dimensions in isolation may be somewhat misleading.

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

Eugene J. Kutcher, Rider University
Submitter: John Donovan, jdonovan@rider.edu

25-11 State Goal Orientation and Self-Efficacy as Predictors of Goal Revision

The impact of state goal orientation and self-efficacy on goal revision processes was examined in a sample of 244 individuals. Results indicated that goal revision was a function of the goal-performance discrepancies encountered by individuals and that this relationship was moderated by both state goal orientation and task self-efficacy.

John J. Donovan, Rider University
B. Tyson Breland, Marriott International, Inc.

Submitter: John Donovan, jdonovan@rider.edu

25-12 Organizational Justice Applied: Market Inequity and Compression/Inversion

This submission illustrates how to address faculty underpayment due to market inequities and compression/inversion, guided by tenets of organizational justice theory. A joint faculty/administration committee used appropriate comparison data and procedures focused on information, accuracy, consistency, and other concepts. Details of salary increase implementation are provided.

Rosemary Hays-Thomas, University of West Florida
Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

25-13 Predicting Skill Variety: Interactive Effects of Sex and Tenure

This survey research tested the main and interactive effects of sex and tenure on skill variety. As hypothesized, more tenured physicians ($n = 1284$) reported greater skill variety; unlike men, women of greater tenure reported lower skill variety. Contrary to hypotheses, gender had no main effect on skill variety.

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center
Derek R. Avery, University of Houston
Submitter: Sylvia Hysong, hysong@bcm.edu

25-14 Multiple Task Motivation and Performance: Task Switching, Effort, and Polychronicity

This study expanded on the work motivation literature to include multiple task performance. Results demonstrated that task switching was dependent on proximity to task completion. Greatest effort was put forth when approaching completion of a superordinate goal. Polychronicity influenced task switching in the opposite direction as hypothesized. Implications are discussed.

Eugene Trombini, University at Albany, SUNY
Jessica M. Nicklin, University at Albany, SUNY
Submitter: Jessica Nicklin, jn0702@gmail.com

25-15 Managerial Support for Employee Needs: Development of a Measure

Based on self-determination theory, we developed and validated a multidimensional measure of managerial support for employee needs. The scale had a 3-factor structure that replicated in 2 samples. It demonstrated

convergent validity with other leadership measures and criterion-related validity with reference to employee need satisfaction and well-being.

Natalya M. Parfyonova, University of Western Ontario
John P. Meyer, University of Western Ontario

Submitter: Natalya Parfyonova, nparfyon@uwo.ca

25-16 Managerial Beliefs About Investing in Compensation Systems

The study was conducted to enhance our understanding of what managers responsible for compensation issues believe they can achieve with compensation systems and what kinds of challenges they perceive in achieving this. The study is based on 447 open-ended survey responses from both public- and private-sector organizations in Finland.

Aino Salimaki, Helsinki University of Technology
Timo Vuori, Helsinki University of Technology
Anu Hakonen, Helsinki University of Technology

Submitter: Aino Salimaki, aino.salimaki@tkk.fi

25-17 Idiosyncratic Work Arrangement Prevalence: An Exploratory Study of I-Deal Frequency

This exploratory study examines how frequently idiosyncratic work arrangements occur. Results indicate that, posthire, over half of workers are able to successfully negotiate terms of their employment and that the content and scope of these deals vary with demographics such as gender, age, work hours, tenure, and occupation.

Daniel J. Slater, University of Arkansas
Christopher C. Rosen, University of Arkansas
Russell E. Johnson, University of South Florida

Submitter: Daniel Slater, dslater@uark.edu

25-18 Self-Regulation and Asymmetric Hemispheric Activation: The Regulatory Activation Effect

Studies suggest that self-regulation deteriorates across tasks due to resource depletion. This research examined differential hemispheric activation as an additional mechanism affecting self-regulation over time. Findings indicated this factor may influence self-regulatory effectiveness, producing decrements or improvements depending upon whether the tasks are supported by the left or right hemisphere.

Elizabeth Steinhauser, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology

Submitter: Elizabeth Steinhauser, esteinha@fit.edu

25-19 Longitudinal Effects of Goal Orientation on Goal Setting and Performance

This study explored the effects of learning goal orientation (LGO) on goal setting and performance over time. Our results indicate that LGO was associated with maintaining higher goals and performance. In addition, we found that the relationship between performance predicting subsequent goals was stronger for those high in LGO.

Meng Uoy Taing, University of South Florida
Tiffany Smith, University of South Florida

Neha Singla, University of South Florida
Russell E. Johnson, University of South Florida
Chu-Hsiang Chang, University of South Florida
Christopher C. Rosen, University of Arkansas

Submitter: Meng Taing, mtaing@mail.usf.edu

25-20 Self-Efficacy's Different Effects on Performance Depend on Goal Process

The complex roles of self-efficacy in various goal processes are examined. Using undergraduates working on anagrams to achieve goals for pay, we found a positive effect when the processes were goal choice or revision but a slightly negative though largely null effect when the process was goal striving.

Jeffrey B. Vancouver, Ohio University
Nicole Gullekson, Ohio University
Brendan J. Morse, Ohio University
Michael Warren, Ohio University

Submitter: Jeffrey Vancouver, vancouve@ohio.edu

25-21 Autonomous Motivation for Tasks Enhances Energy Levels

This study examined autonomous versus controlled motivation as a predictor of mental and physical energy using an experience sampling methodology. Performing tasks for autonomous reasons at Time 1 (i.e. because the task was personally important or intrinsically interesting) was related to mental and physical energy at the next time period.

Melissa C. Waitsman, Clemson University
Thomas W. Britt, Clemson University
Eric S. McKibben, Clemson University
Hailey A. Herleman, Clemson University
Steven C. Sweat, Clemson University
Anthony S. Kincaid, Clemson University
Charlotte L. Powers, Clemson University

Submitter: Melissa Waitsman, mwaitsm@clemson.edu

25-22 New Developments in the Measurement of Compensation Satisfaction

We examine a measure of compensation satisfaction proposed in recent research and develop a short form to assess a comprehensive compensation satisfaction construct. Relationships with traditional pay satisfaction scales and impacts of both the long and short form of the compensation satisfaction scales on key organizational outcomes are presented.

Margaret L. Williams, Virginia Commonwealth University
Shanna R. Daniels, Tulane University

Submitter: Margaret Williams, mlwillia@vcu.edu

25-23 When Does Task Performance Lead to a Pay Raise?

In a study of 193 workers, we examined the joint effects of personality and organizational politics on salary increase. We found that high-performing extraverts interpreting organizational politics at low levels receive higher pay raise than their introverted, low-performing, and high-performing extraverted colleagues viewing organization as highly political.

Aleksandra Luksyte, University of Houston
L. A. Witt, University of Houston

Submitter: L. Witt, witt@uh.edu

25-24 Time Will Tell: Temporal Perspective and Unfair Events at Work

Drawing on memory and cognition research we develop the temporal perspective model of justice judgments. We predict that workplace distributive injustice will be more salient in future and more distant temporal horizons, whereas procedural and interactional injustice in past and more proximate. An experiment involving 82 managers confirms our predictions.

Irina Cojuharenco, Universidade Catolica Portuguesa FCEE
Michael R. Bashshur, Universitat Pompeu Fabra
David L. Patient, Universidade Catolica Portuguesa FCEE

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

25-25 Implicit Effects of Justice on Self-Identity and Regulatory Focus

We examined the effects of fairness on motivation by means of a vignette study. Results showed that fairness activated interdependent self-identities and promotion focus, whereas unfairness activated an individual self-identity and prevention focus. As expected, effects of justice were stronger when motivation constructs were measured using implicit versus explicit techniques.

Christopher Ramsey, University of South Florida
Russell E. Johnson, University of South Florida
James A. Tan, St. Cloud State University

Submitter: Russell Johnson, rjohnson@cas.usf.edu

25-26 Leaders' Organizational Justice Orientation: A Construct Definition and Measurement

This study proposes a first attempt at identifying justice concerns from the leader's perspective. In comparison to subordinates' organizational justice perceptions, we propose to address leaders' organizational justice orientation by providing a definition of this concept and a preliminary validation study of its measure.

Danielle Jouglard Tritschler, University of Nice-Sophia Antipolis
Dirk D. Steiner, University of Nice-Sophia Antipolis

Submitter: Danielle Jouglard-Tritschler, jouglarddj@aol.com

25-27 Perceived Organizational Support: An Updated Meta-Analytic Review

This review capitalizes on the 5-fold increase in perceived organizational support studies since the Rhoades and Eisenberger (2002) meta-analysis by examining its antecedents and outcomes, including 36 new variables. This paper systematically assesses the current state of the literature, replicating previous results, identifying new findings, and suggesting future research.

James N. Kurtessis, George Mason University
Michael T. Ford, University at Albany, SUNY
Louis C. Buffardi, George Mason University
Kathleen A. Stewart, Gallup

Submitter: James Kurtessis, jnk7711@gmail.com

25-28 Effects of Corporate Social Irresponsibility on Justice Perceptions and Attitudes

This study uses an experimental framework to examine the effects of corporate social responsibility (CSR) on fairness perceptions and organizational outcomes using a combination of deontic and organizational justice theory. We show that negative CSR has profound effects on stakeholder attitudes and employ fairness heuristic theory to explain the mechanism.

Kyle G. Mack, Portland State University
Donald M. Truxillo, Portland State University

Submitter: Kyle Mack, kyle.mack@gmail.com

25-29 Justice-Based Service Recovery in E-Commerce: An Experiment With Online Consumers

This study manipulated interactional and distributive justice, failure severity and problem resolution subsequent to an online service failure scenario. Results supported that interactional and distributive justice combined can increase customer satisfaction and loyalty, but fixing the problem may supersede remuneration.

Terri Shapiro, Hofstra University
Simone Rubenstein, Hofstra University
Jeremy Anderson, IPRO

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

25-30 Testing and Extending the Target Similarity Model of Organizational Justice

A test of the target similarity model of justice was conducted. Results from a sample of hospital employees revealed that perceived organizational support and work satisfaction mediated between organizational justice perceptions and turnover intentions. However, only supervisor satisfaction was found to link between supervisor-focused justice perceptions and task performance.

Sharmin Spencer, DePauw University
Morgan Price, DePauw University
Lauren Hill, DePauw University
Angela Sulek, DePauw University
Kari Moorman, DePauw University

Submitter: Sharmin Spencer, sharminspencer@depauw.edu

25-31 Trusting the Fair Supervisor: The Role of Supervisory Support

Integrating social exchange and organizational support theories, our study examined how organizational justice fosters trust in the supervisor. Results from 2 field samples supported our hypothesis that perceived supervisory support fully mediates the relationship between interpersonal and informational justice and trust in the supervisor.

Zachary J. Steiner, Colorado State University
Zinta S. Byrne, Colorado State University
Carolyn M. Wilson, Development Dimensions International
Virginia Pitts, Colorado State University

Submitter: Zachary Steiner, zachary.steiner@colostate.edu

25-32 The Effects of Interactional Justice and Employee Self-Esteem on Well-Being

Organizational justice is related to various employee attitudes and behaviors (Colquitt et al., 2001). This study examined the effects of interactional justice and organization-based self-esteem on job-related affective well-being and found that both were significant predictors of employee well-being. Implications and future research directions are discussed.

Iwona Tatarkiewicz, Saint Mary's University
Deborah M. Powell, Saint Mary's University

Submitter: Iwona Tatarkiewicz, iwona.tatarkiewicz@uleth.ca

26. Interactive Posters: 11:30 AM–12:20 PM
Napoleon D1-D2

Engagement & Flow: Boredom Is Getting a Bad Rap

Nikki Blacksmith, Gallup, *Facilitator*

26-1 Is Work Engagement Distinct From Organizational Commitment and Job Involvement?

Using factor analysis and regression, we examined the separateness of work engagement from job involvement and affective organizational commitment. Results provided empirical support for the distinction among these 3 constructs. We also found that engagement accounted for incremental variance in criteria after controlling for involvement and commitment.

Kevin Loo, University of South Florida
T. Ryan Dullaghan, University of South Florida
Russell E. Johnson, University of South Florida

Submitter: Timothy Dullaghan, trdullaghan@gmail.com

26-2 Flow and Performance Anxiety

Relationships between challenge/skill balance and the experience of flow and performance anxiety were studied among musicians using hierarchical linear modeling. Challenge/skill balance was related to flow, whereas high challenge/low-skill situations predicted performance anxiety. Flow and performance anxiety were found to be state-like, influenced strongly by situational factors.

Clive Fullagar, Kansas State University
Patrick A. Knight, Kansas State University
Heather Sovern, Kansas State University

Submitter: Clive Fullagar, fullagar@ksu.edu

26-3 Engagement and Flow: Different Degrees of the Same?

This study was conducted to empirically test the difference between flow and engagement. Flow and engagement have often been compared in the literature without empirical backing; results from this study show that they are both measures of the same underlying positive state of work involvement.

Disha D. Rupayana, Kansas State University

Submitter: Disha Rupayana, disha@ksu.edu

26-4 Fitting Eengagement Into a Nomological Network

Engagement is an emerging job attitude that has been theoretically linked to both leadership and personality variables. This research examined those relationships. Results indicated strong relationships between engagement and personality and weaker relationships between engagement and leadership. Although, engagement is defined as a state, evidence suggests trait-like qualities.

Andrew J. Wefald, Kansas State University
Rebecca J. Reichard, Kravis Leadership Institute

Submitter: Andrew Wefald, wefald@ksu.edu

27. Panel Discussion: 11:30 AM–1:00 PM
Napoleon D3

Training for Impact: Scientifically Grounded Practical Advice

Despite the large body of scientific knowledge accumulated regarding training, organizations rarely incorporate it into the design, implementation, and evaluation of their training programs. This panel will provide evidence-based, practical advice to optimize organizational training and will aim to stimulate future research based on practical questions arising from the field.

Eduardo Salas, University of Central Florida, *Chair*
Deborah DiazGranados, University of Central Florida, *Co-Chair*
Sallie J. Weaver, Univsersity of Central Florida and
    MedAxiom, *Co-Chair*
Scott I. Tannenbaum, Group for Organizational Effectiveness,
    Panelist
Kurt Kraiger, Colorado State University, *Panelist*
Paul W. Thayer, North Carolina State University, *Panelist*

Submitter: Deborah DiazGranados, debdiaz@gmail.com

28. Roundtable Discussion/Conversation Hour: 11:30 AM–12:30 PM
Oak Alley

Strategies for Improving the Effectiveness of Senior Leadership Teams

Senior leadership teams routinely fail to achieve their potential. Poorly composed for collaborative work, leadership teams suffer from amorphous purposes, trivial agendas, and status-driven interpersonal dynamics. This conversation hour convenes scholars studying leadership teams and practitioners who develop leaders to explore strategies for improving teams' ability to lead the enterprise.

Ruth Wageman, Harvard University, *Host*

Submitter: Ruth Wageman, rwageman@wjh.harvard.edu

29. Master Tutorial: 12:00 PM–1:50 PM
Cornet

Two (2) CE credits for attending. Register at session!

Catching Up With the Supreme Court

In its 2007 term, the U.S. Supreme Court decided 7 cases of particular interest to I-O practitioners. In addition, 2 other significant cases were settled at the last minute, before argument. This tutorial will review those cases, as well as other recent decisions, and proposed legislative and regulatory changes.

Arthur Gutman, Florida Institute of Technology, *Presenter*
Eric M. Dunleavy, DCI Consulting Group, *Presenter*
Donald L. Zink, Personnel Management Decisions, *Presenter*

Submitter: Donald Zink, donlzink@aol.com

30. Panel Discussion: 12:00 PM–1:20 PM
Gallery

Advances in the Assessment of Culture Fit for Personnel Selection

Culture fit assessments have received considerable attention lately. This panel discussion will focus on addressing key challenges associated with culture fit in order to build the basis for best practices for assessment. Discussion will focus on the measurement of culture fit, validation, and methods for showing return on investment.

Tiffany M. Greene-Shortridge, Kenexa, *Panelist*
Tracy Kantrowitz, PreVisor, *Panelist*
Ryan A. Ross, Hogan Assessment Systems, *Panelist*
Gary R. Schmidt, Saville Consulting, Inc., *Panelist*

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

31. Community of Interest: 12:00 PM–1:20 PM
Gallier AB

Corporate Social Responsibility

David A. Jones, University of Vermont, *Host*
Ruth Aguilera, University of Illinois at Urbana-Champaign, *Host*

32. Panel Discussion: 12:00 PM–1:20 PM
Grand Ballroom A

Validating Assessments in the Real World

The gap between professional standards and the *Uniform Guidelines* regarding appropriate validation strategies continues to widen. Practitioners must choose a validation strategy with limited guidance. Panelists will discuss practical challenges of conducting validation, benefits and risks of different validation strategies, and how they balance competing demands.

Brent D. Holland, FurstPerson, *Chair*
Carolyn L. Facteau, Facteau and Associates, LLC, *Panelist*
Jared D. Lock, Carr & Associates, *Panelist*
Tommie Mobbs, TeleTech Holdings, *Panelist*
Jason R. Read, AT&T, *Panelist*
Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, *Panelist*

Submitter: Brent Holland, btpholland@yahoo.com

> 🔑 Indicates Thursday Theme Track Session.

33. Symposium/Forum: 12:00 PM–12:50 PM
Grand Ballroom B

Best Employee Engagement Survey Programs: Normative Data and Case Studies

Sixty *Fortune* 1000 companies participated in a survey covering 5 major process elements (goals/roles, process, analysis/reporting, manager support, utilization) and 19 subdimensions. Each dimension had 3 anchored scale points representing behaviors. Methodology, results, and case studies will be discussed in the context of creating data-driven plans for continuous survey process improvement.

Peter Rutigliano, Sirota Survey Intelligence, *Chair*
Douglas A. Klein, Sirota Survey Intelligence, *Normative Benchmarks for Employee Attitude Survey Processes*
Ricardo Aparacio, General Mills, *Moving From Employer of Choice to a Culture of Innovation*
Naomi Seckler, Tiffany & Company, *Key Steps Necessary to Evolve an Employee Survey*

Submitter: Walter Reichman, wreichman@sirota.com

34. Panel Discussion: 12:00 PM–1:20 PM
Grand Ballroom D

The Role of I-O Psychology Programs in Educating Executive Coaches

A panel of experienced coaches, clients, and academics will discuss the relevance of graduate training in I-O psychology for the executive coaching industry. After an overview of the field, the moderator will pose a series of questions regarding the knowledge base, governance, and ideal scenarios for the education of coaches.

Joshua S. Ehrlich, BeamPines, Inc., *Chair*
Thomas M. Ruddy, Becton Dickinson, *Panelist*
Steven E. Walker, Credit Suisse, *Panelist*
Paul E. Levy, University of Akron, *Panelist*
John L. Bennett, Lee Hecht Harrison/Queen's University of Charlotte, *Panelist*

Submitter: Joshua Ehrlich, jehrlich@beampines.com

35. Symposium/Forum: 12:00 PM–1:20 PM
Grand Ballroom E

New Frontiers in Linkage Research: Linking Across Time and Place

Linking employee opinions to organizational performance metrics is a common practice, but the generalizability of results is often limited because of the organizational context in which the information is gathered. These studies show that relationships between employee opinions and performance metrics can be found across organizations, countries, and time.

Jack W. Wiley, Kenexa Research Institute, *Chair*
William H. Macey, Valtera, Holly Lam, Valtera, Benjamin Schneider, Valtera, *Organizational Financial and Market Performance Consequences of Service Climate*
Anne E. Herman, University of Nebraska-Omaha/Kenexa Research Institute, Jack W. Wiley, Kenexa Research Institute, Brenda Kowske, Personnel Decisions International, Jeannie M. Korngable, University of Northern Iowa, Jeffrey M. Saltzman, Kenexa, *Tapping the Wisdom of the Masses to Explain Performance*

THURSDAY PM

William A. Schiemann, Metrus Group, Inc., Brian S. Morgan, Metrus Group, Inc., *Linking Employee Alignment, Capabilities, and Engagement to Business Results*

Silvan Winkler, University of Zurich, Cornelius J. Koenig, University of Zurich, Martin Kleinmann, University of Zurich, *Insight on the Chicken-or-Egg Problem—Firm Performance*

Jeffrey A. Jolton, Kenexa, *Discussant*

Submitter: Anne Herman, anne.herman@kenexa.com

36. Symposium/Forum: 12:00 PM–1:20 PM
Maurepas

Where Is the Kernel of Truth—Part Quatre?

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, *Co-Chair*

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

Marcus M. Butts, University of Texas at Arlington, Thomas Ng, University of Hong Kong, *Chopped Liver? OK. Chopped Data? Not OK*

Robert J. Vandenberg, University of Georgia, Darrin Grelle, University of Georgia, *Alternative Model Specifications in Structural Equation Modeling*

Charles E. Lance, University of Georgia, Lisa Baranik, University of Georgia, *On the (Mis)Interpretation of Method Factors in MTMM Data*

James M. LeBreton, Purdue University, Jane Wu, Purdue University, Mark N. Bing, University of Mississippi, *Testing for Mediation in the Social and Organizational Sciences*

Submitter: Robert Vandenberg, rvandenb@uga.edu

37. Symposium/Forum: 12:00 PM–1:20 PM
Nottaway

When Every Second Counts: A Multilevel Approach to Crisis Situations

This session will focus on how crisis situations affect organizations at different levels. It brings together presentations focusing at the individual, team, multiteam, and interorganizational level. The audience will be involved in discussion of how findings from these different levels can be integrated to facilitate organizations' crisis management operations.

Mary J. Waller, York University, *Chair*

Roos Delahaij, Tilburg University, Anthony W. K. Gaillard, TNO Defence, Security and Safety, *Individual Task Performance Under Acute Stress*

Wim Kamphuis, Tilburg University, Anthony W. K. Gaillard, TNO Defence, Security and Safety, Ad L. W. Vogelaar, Netherlands Defence Academy, *Teams Under Threat: The Effects of a Transactive Memory Training*

Bart van Bezooijen, Netherlands Defence Academy, Ad L. W. Vogelaar, Netherlands Defence Academy, Peter J. M. D. Essens, TNO Defence, Security and Safety, *Leadership Style Effects on Synchronization and Coordination in Networked Teams*

Sjir Uitdewilligen, Maastricht University, Mary J. Waller, York University, *Interorganizational Crisis Management Teams at the Port of Rotterdam*

Submitter: sjir uitdewilligen, s.uitdewilligen@os.unimaas.nl

38. Panel Discussion: 12:00 PM–1:20 PM
Waterbury

The Accidental Resumé: Legal and Practical Issues of E-Screening

Video resumés, Web sites like MySpace, and e-mail addresses can provide richer information than traditional resumés or applications. However, "e-screening" may lead to legal and ethical issues, and the use of invalid information for hiring decisions. This panel brings together experts from consulting, industry, and academia to discuss implications of e-screening.

H. Kristl Davison, University of Mississippi, *Chair*

Catherine C. Maraist, Valtera, *Co-Chair*

Mark N. Bing, University of Mississippi, *Panelist*

Jone Papinchock, Valtera, *Panelist*

Michael Southwell, McKinsey & Company, *Panelist*

Kevin B. Tamanini, Development Dimensions International, *Panelist*

Submitter: Catherine Maraist, cmaraist@valtera.com

39. Special Events: 12:30 PM–2:00 PM
Armstrong

⚲ Practicing I-O Psychology From EBMgt Perspective—Is This What We Do Now?

From selection and training through team building and developing a service culture, the practice of I-O psychology has a deep evidence-base. This panel addresses the array of challenges to overcome in use evidence in everyday organizational practices.

Robert Greene, Reward$ystems, *Chair*

Jayne Speicher, Pradco, *Panelist*

Marcus Champ, Department of Main Roads, *Panelist*

Benjamin Schneider, Valtera, *Panelist*

Rob Briner, Birbeck College, *Panelist*

Submitter: Denise Rousseau, rousseau@andrew.cmu.edu

40. Panel Discussion: 12:30 PM–1:50 PM
Borgne

Innovations for Reducing Turnover via Personnel Selection

Turnover management is a critical need in most work settings, but relatively little attention has been paid to the pre-employment identification of turnover propensity among job applicants. The purpose of this panel discussion is to showcase some innovative theoretical and practical approaches to reducing turnover via personnel selection.

John F. Binning, The DeGarmo Group, Inc., *Chair*

L. A. Witt, University of Houston, *Panelist*

Rodger W. Griffeth, Ohio University, *Panelist*

Brendan J. Morse, Ohio University, *Panelist*

Robert P. Tett, University of Tulsa, *Panelist*

Submitter: John Binning, binning@degarmogroup.com

41. Panel Discussion: 12:30 PM–1:50 PM
Grand Chenier

Overcoming Barriers to Success in Executive Talent Management Interventions

Executive talent is vital to organizational success, and effective executive selection, development, and succession management continue to be in high demand. Despite sound practice, executive talent management implementations often face a multitude of possible barriers. Panelists share their insights and lessons learned in successfully launching and sustaining such initiatives.

Eric A. Hanson, Development Dimensions International, *Co-Chair*
Kevin W. Cook, Development Dimensions International, *Co-Chair*
Eric P. Braverman, Merck, *Panelist*
Patricia R. Pedigo, IBM Business-Human Resources, *Panelist*
Andrew L. Noon, Mutual of Omaha, *Panelist*
Vicki A. Walia, Alliance Bernstein, *Panelist*

Submitter: Kevin Cook, kevin.cook@ddiworld.com

42. Posters: 12:30 PM–1:20 PM
Napoleon ABC
Global/International/Cross-Cultural Issues

42-1 The Leadership Gap Across Asia and the USA

This exploratory study focuses on the current state of leadership by comparing managers' perceptions of their current leadership capacity to what they feel they need to be effective. Data from 1,862 managers in Asia and the USA were examined. Eight leadership gaps were identified as universal across cultures.

Rola Ruohong Wei, Center for Creative Leadership
Jean Leslie, Center for Creative Leadership

Submitter: William Gentry, gentryb@ccl.org

42-2 Expatriate Psychological Withdrawal: Influences of Organizational Justice and Expatriate Satisfaction

We develop a model of expatriate psychological withdrawal during the international assignment. This model considers the mediating role of expatriate satisfaction on the relationship between organizational justice and expatriate psychological withdrawal. With a sample of 78 expatriates working in Hong Kong, we found support for our hypotheses.

Yu-Ping Chen, University of Wisconsin-Milwaukee

Submitter: Yu-Ping Chen, yuping@uwm.edu

42-3 Investigating the Crossnational Applicability of the Personnel Reaction Blank

The Personnel Reaction Blank comprising 3 psychological subscales and 1 occupational preference subscale is an important instrument for assessing the integrity of individuals. Our study investigated the cross-national applicability of its 3 psychological subscales (sense of well-being, prosocial background, and compliance with social norms) using American and Singaporean samples.

Yew Kwan Tong, National University of Singapore
Richard D. Arvey, National University of Singapore

Submitter: Richard Arvey, bizra@nus.edu.sg

42-4 Managerial Personality Across Europe: Predicting Between-Organization and Between-Country Variation

This study explored the homogeneity hypothesis of personality within organizations and between organizations and between European countries, with multilevel analyses. Consistent with previous literature, the results show significant variance between organizations and partially between countries, however more variance is explained at the individual level. The results suggest that personality has individual-, organizational-, and country-level foundations.

Alessia D'Amato, Center for Creative Leadership-Brussels
John W. Fleenor, Center for Creative Leadership
Kelvyn Jones, University of Bristol

Submitter: Alessia D'Amato, damatoa@leaders.ccl.org

42-5 Work–Family Interface and Career success of Asian American Employees

We examine the direct effects of the work–family interface on career success and the moderating effects of self-esteem on the work–family interface—career success relationships using a sample of Asian-American employees. Results lend some support for our proposed relationships.

Dora M. Luk, City University of Hong Kong
Yu-Shan Hsu, University of Wisconsin-Milwauke

Submitter: Yu-Shan Hsu, yhsu@uwm.edu

42-6 Acculturation and Work Attitudes in Polish-American Employees

We studied the relationships between acculturation and work attitudes in a sample of Polish-American employees. Our results suggest that acculturation may influence work attitudes within the U.S. borders. Acculturation level was related to satisfaction with supervision and turnover intentions but was not related to organizational commitment.

Ewelina Ignasiak, DePaul University
Suzanne T. Bell, DePaul University

Submitter: Ewelina Ignasiak, ignasiak.io@gmail.com

42-7 Cultural Influences on Measurement Equivalence of Computerized Organizational Attitude Surveys

This study examines the influence of cultural values on measurement equivalence of computerized organizational attitude surveys. The sample included 57,861 employees of a large multinational company. Almost all countries high in power distance and uncertainty avoidance show inequivalence in intercepts. All other countries low on these dimensions show measurement equivalence.

Karsten Mueller, University of Mannheim
Natascha Hausmann, University of Mannheim
Tammo Straatmann, University of Mannheim
Keith Hattrup, San Diego State University

Submitter: Karsten Mueller,
    karsten.mueller@psychologie.uni-mannheim.de

42-8 Chinese Employees' Interpersonal Conflict Management Strategies

This emic study investigated Chinese interpersonal conflict management strategies. Employees ($N = 704$) read 8 organizational conflict scenarios and selected coping strategies based on conflict types and characters' relationships. Results showed no "best practice"; individual characteristics were important determinants of strategy selection. The theoretical implications of the findings were discussed.

Jie Yang, Jiangxi University of Finance and Economics, China
Hannah-Hanh Du Nguyen, California State University, Long Beach
Submitter: Hannah-Hanh Nguyen, hnguyen@csulb.edu

42-9 Predictors of Culture-Related Work Stress

The purpose of this study was to examine personality, social context, demographics, and culture as predictors of culture-related work stress for bicultural individuals. Questionnaire data revealed that personality, social context, and culture were strong predictors of stress. Moreover, cultural variables appear to be more useful in research than demographic variables.

Angela-MinhTu D. Nguyen, University of California, Riverside
Veronica Benet-Martinez, University of California, Riverside
Submitter: Angela-MinhTu Nguyen, angela_minhtu@yahoo.com

42-10 A Swiss–U.S. Comparison of the Effects of Job Insecurity

The current research tested competing hypotheses to determine whether reactions to job insecurity would be stronger in Switzerland versus the U.S. Results supported the social safety net hypothesis; reactions to job insecurity were more negative in the U.S. than in Switzerland, despite Switzerland scoring higher in uncertainty avoidance.

Tahira M. Probst, Washington State University-Vancouver
Cornelius J. Koenig, University of Zurich
Sarah Staffen,University of Zurich
Maja Graso, Washington State University
Submitter: Tahira Probst, probst@vancouver.wsu.edu

42-11 Are Your Employees Culturally Savvy?

Organizations today are faced with the challenge of preparing their workforce to be more culturally competent. This discussion provides an understanding of the adjustment process from a cultural intelligence (CQ) perspective and a detailed explanation of the relationships among CQ, adjustment, and contextual performance.

Aditi Raghuram, University of Houston
Derek R. Avery, University of Houston
Submitter: Aditi Raghuram, aditiraghuram@gmail.com

42-12 Do Long Hours Indicate Workplace Bullying? Not Necessarily

This study examined predictors of perceived overwork bullying using a large, telephone sample. Employees who worked more hours perceived more bullying, but interpersonal justice moderated this effect differently for immigrant and native-born employees. Justice attenuated effects of work hours for the former whereas the opposite occurred among the latter.

Derek R. Avery, University of Houston
Aditi Raghuram, University of Houston
Scott Tonidandel, Davidson College
Sabrina Volpone, University of Houston
Submitter: Aditi Raghuram, aditiraghuram@gmail.com

42-13 Expatriate Pay Satisfaction: Influence of Adjustment, Justice, and Assignment Value

Current research examines the effects of expatriate adjustment and organizational justice on expatriate pay satisfaction in the light of perceived assignment value. Results reveal that expatriate perceptions about how valuable their international experience is regarded by their employer act as a great motivator of expatriate pay satisfaction.

Barjinder Singh, University of Wisconsin-Milwaukee
Yu-Ping Chen, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee
Submitter: Barjinder Singh, singh9@uwm.edu

42-14 Effects of Cultural Cues on Perceptions Formed During Computer-Mediated Communication

This study examined how errors during cross-cultural e-mail communication affect recipients' perceptions of an e-mail sender. Participants ($N = 435$) formed negative perceptions of e-mail senders committing errors; however, depending on the type of error, some of these negative perceptions were mitigated when participants realized the sender was from a foreign culture.

Jane A. Vignovic, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

42-15 Emic and Etic Aspects of Sexual Harassment Perceptions in Turkey

The purpose of this study was identifying workplace sexual harassment perceptions in the Turkish context. The factor structure of perceptions was explored and a reduced model was tested via confirmatory factor analysis. By referring to the U.S. literature, the extent to which perceptions are emic or etic is discussed.

Yonca Toker, Georgia Institute of Technology
Hayriye Canan Sumer, Middle East Technical University
Submitter: Yonca Toker, yonca@gatech.edu

42-16 Cultural Variation in the Influence of Hiring Process Justice Perceptions

We examined the extent to which cultural practices account for national variation in the influence of hiring process procedural justice perceptions (PJPs). Support was found for performance orientation as a cultural dimension driving variability in PJP–outcome relationships. Implications and directions for future research are discussed.

Michael D. Tuller, University of Connecticut
Benjamin M. Walsh, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitter: Michael Tuller, tullerm@gmail.com

42-17 Measurement and Moderator of Political Skill in Chinese

This 2-study research validated the Chinese version of Political Skill Inventory by examining its factor structure, construct validity, and criterion validity in multiple samples. Study 2 also tested the hypothesized moderating effect of intrinsic motivation between political skill and task and contextual performance rated by participants' immediate supervisors.

Le Zhou, Peking University
Junqi Shi, Peking University
Chao Xu, Peking University
Mo Wang, Portland State University

Submitter: Mo Wang, mw@pdx.edu

42-18 Efficacy of HPWS: Moderating Effect of Ownership in Chinese Enterprises

This study examined the impact of high performance work system (HPWS) on employees' job attitudes and work behaviors. The results indicated HPWS enhanced their job satisfactions and then reduced work withdrawal behaviors. Interestingly, the pooled sample from SOEs and PEs demonstrated different paths of these relationships across different ownerships.

Gang Zhang, University of Illinois at Urbana-Champaign
Jianmin Sun, Renmin University of China
John Lawler, University of Illinois at Urbana-Champaign

Submitter: Mingrui Zhang, mingruizhang@gmail.com

42-19 Meta-Analysis of Relative Asian–White Criterion-Related Validity of Cognitive Ability Tests

This study represents the first meta-analysis of the criterion-related validity of cognitive ability tests for Asians ($k = 58$, $N = 66,017$) and Whites ($k = 162$, $N = 634,473$). We found no validity differences. Type of cognitive test, publication status, and decade in which the study was carried out did not moderate results.

Christopher M. Berry, Wayne State University
Malissa A. Clark, Wayne State University
Tara K. McClure, Wayne State University

Submitter: Christopher Berry, berry@wayne.edu

42-20 Reducing Hiring Discrimination of Arab Applicants Through Cross-Cultural Training

Using a pretest–posttest longitudinal experiment, we investigated the effectiveness of cross-cultural training in reducing hiring discrimination against Arab applicants and moderating effects of trainee characteristics. Hiring discrimination reduced shortly after training but resurfaced 3 months later. Trainees' prejudice and open-mindedness moderated hiring discrimination but did not affect training effectiveness.

Eva Derous, Erasmus University Rotterdam
Hannah-Hanh Du Nguyen, California State University, Long Beach
Ann Marie Ryan, Michigan State University
Jan Pieter Van Oudenhoven, University of Groningen

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

42-21 Investigating Why Coworkers' Citizenship Dissimilarity Is Most Beneficial for Nationalists

Equivocal evidence exists about impact of intergroup contact on attitudes. We extended prior research by investigating the impact of coworkers' citizenship dissimilarity on individuals' attitudes towards immigrants. In a diverse sample ($N = 559$), we demonstrated the positive influence of intergroup relations was the strongest for people displaying nationalistic attitudes.

Aleksandra Luksyte, University of Houston
Derek R. Avery, University of Houston

Submitter: Aleksandra Luksyte, aluksyte@uh.edu

42-22 I Don't Like Where You're From: Evaluations of Arabic Applicants

This study investigated the effect that stereotype endorsement has on suitability ratings of managerial applicants. Participants assessed 2 fictitious male candidates (1 American, 1 Arabic) ostensibly applying for a managerial position. Results suggest that negative attitudes towards traditionally Islamic countries predicted suitability ratings for Arabic but not American applicants.

Cort Rudolph, Wayne State University
Jane A. Halpert, DePaul University
Kevin Thomas Wynne, Wayne State University

Submitter: Cort Rudolph, Cort.Rudolph@wayne.edu

42-23 Linking Diverse Work Design Features to OCB and Absenteeism

Work design research has traditionally focused on relatively few characteristics and outcomes. Addressing these limitations, we explore relationships between motivational, social, and contextual design features and OCB and absenteeism. We found that 7 work characteristics account for 15% of the variance in OCB and 8% of the variance in absenteeism.

Jillian L. Hmurovic, Michigan State University
Frederick P. Morgeson, Michigan State University
Jennifer D. Nahrgang, Michigan State University

Submitter: Jillian Hmurovic, hmurovic@msu.edu

42-24 Comparing the Work Attitudes of Immigrant and Non-Immigrant Workers

Polish immigrants in the United States ($n = 98$) and non-immigrants in Poland ($n = 144$) were surveyed about their satisfaction, commitment, and turnover intentions. Results indicated important differences in mean attitude levels and attitude intercorrelations among immigrants compared to non-immigrants. Implications are discussed.

Brian Siers, Roosevelt University
Joanna Cabaj, Roosevelt University

Submitter: Brian Siers, bsiers@roosevelt.edu

42-25 Global Staffing: Finding High Potentials Around the World

This study investigates whether learning agility, a measure to identify high potentials, was assessed differently across 4 regions. Managers from 4 regions were rated on a learning agility instrument. The findings demonstrate that there were no significant differences in learning agility across the regions. Implications for global staffing were discussed.

Kenneth P. De Meuse, Lominger International
King Yii Tang, KornFerry International
George S. Hallenbeck, Lominger International
Guangrong Dai, Lominger International
Submitter: Guangrong Dai, daigr@yahoo.com

42-26 Psychometric Properties of the Chinese Version of Workaholism Battery

This study examined the Chinese version of the Workaholism Battery by Spence and Robbins (1992). Factor analyses using responses from 1,235 full-time workers in Taiwan revealed 5 rather than 2 or 3 dimensions reported by previous studies. Significant correlations between an alternative workaholism measure and criterion variables were found.

Jui-Chieh Huang, National Taiwan University of Science and Technology
Changya Hu, National Taiwan University of Science and Technology
Tzong-Chen Wu, National Taiwan University of Science and Technology
Submitter: Changya Hu, changya@nccu.edu.tw

42-27 Meta-Analysis of Hispanic–Caucasian Cognitive Test Validity Differences in Educational Admissions

Differential validity has been a dead topic within I-O psychology for the past 25 years. This study adds to the accumulating evidence of differential validity between racial subgroups. Meta-analytic results indicate lower criterion-related validity for cognitive ability tests for Hispanics in a postsecondary educational context.

Tara K. McClure, Wayne State University
Christopher M. Berry, Wayne State University
Malissa A. Clark, Wayne State University
Submitter: Tara McClure, tara.mcclure@wayne.edu

42-28 Black–White–Hispanic Differences in the Impact of Skill Transparency

This study examines the effect of skill transparency with relation to how it differentially affects Whites, Blacks, and Hispanics. Results indicated skill transparency impacted Blacks, Whites, and Hispanics differently. Transparency had no effect on Hispanics, positive effects on Blacks, and mixed effects for Whites.

Elizabeth J. Sanz, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Elizabeth Sanz, elizabeth.sanz@gmail.com

43. Interactive Posters: 12:30 PM–1:20 PM
Napoleon D1-D2

Faking Personality: Some of My Best Friends Are Imposters

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

43-1 Effect of Warnings Against Faking on Personality Tests for Selection

The effect of a more applicant-friendly warning against faking on personality tests on simulated applicant-faking behavior and perceived procedural justice was examined. Results suggested that the detection/consequence warning is more effective at reducing faking behavior, and the content of the warning has no impact on perceived procedural justice.

T. Ryan Dullaghan, University of South Florida
Walter C. Borman, Personnel Decisions Research Institutes
Submitter: Timothy Dullaghan, trdullaghan@gmail.com

43-2 The Magnitude of Response Distortion on Unproctored Internet-Based Personality Tests

This study investigated the magnitude and extent of response distortion on the scores of 2 unproctored Internet-based personality measures. This was accomplished by implementing 2 within-subjects design studies. Our results indicate that the use of an unproctored Internet-based testing (UIT) administration does not uniquely threaten personality measures.

Winfred Arthur, Texas A&M University
Ryan M. Glaze, Texas A&M University
Anton J. Villado, Rice University
Jason E. Taylor, PeopleAnswers, Inc.
Submitter: Ryan Glaze, rmg@tamu.edu

43-3 Item Desirability Ratings and Forced-Choice Personality Measure Effectiveness

This research examined how item desirability rating instructions used in forced-choice measure development can influence the effectiveness of these measures. Results indicated that different desirability rating instructions produce forced-choice measures that are differentially effective in reducing score inflation and retaining trait-level information under faking conditions.

Tomer Gotlib, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Tomer Gotlib, tgotlib@fit.edu

43-4 Do Warnings Reduce Faking? The Moderating Role of Authoritarian Submission

Study explores whether authoritarian submission (i.e., proclivity to follow authority) influences whether warnings of verification reduces score inflation on personality tests in a selection context. Significant effects were found for the warning of verification by others, with greater score inflation found among participants low in authoritarian submission.

Nicholas L. Vasilopoulos, Personnel Decisions Research Institutes
Jeffrey M. Cucina, U.S. Customs and Border Protection
Lynn A. McFarland, Clemson University
Michael Ingerick, HumRRO

Submitter: Nicholas Vasilopoulos, nlv@pdri.com

44. Roundtable Discussion/Conversation Hour: 12:30 PM–1:20 PM
Oak Alley

Performance Management Systems: Problems and Prospects

Electronic performance management systems have become popular but apparently have not delivered the outcomes promised. The same can be said of performance appraisal research. In this roundtable we will explore possible reasons for this state of affairs and encourage collaboration between academics and practitioners to close these gaps.

Robert E. Lewis, APT, *Host*
Tina M. Everest, Cardinal Health, *Host*

Submitter: Robert Lewis, blewis@APTMetrics.com

45. Symposium/Forum: 12:30 PM–1:20 PM
Rhythms 1

Onboarding—What Have You Done for ME Lately?

As the war for talent increases, it's imperative that employees feel engaged and prepared upon entering new roles. Onboarding plays a crucial role in achieving these overall goals. More than ever companies need to strategically develop, support, and evaluate onboarding as it is a major facilitator of productivity and retention.

Julie Kabat, Ulta Beauty, *Chair*
Julie Kabat, Ulta Beauty, Arlene P. Green, Frito-Lay North America, Laura A. Mastrangelo, Frito-Lay North America, *An Onboarding Roadmap: Program Design, Implementation, and Insights*
Joel Philo, JCPenney, *The Evolution of Onboarding and JCPenney*
Angela M. Sternburgh, Kellogg Company, *Effective Transitions at Kellogg Company: A Focus on Knowledge Transfer*
Nick C. Leonard, PepsiCo, *Discussant*

Submitter: Julie Kabat, jkabat@ulta.com

46. Panel Discussion: 12:30 PM–1:20 PM
Rhythms 2

The SHRM HR Education Survey and Implications for I-O Psychology

Human resources education has implications for I-O psychologists' abilities to introduce best practices as business strategy. This panel will discuss the work the Society for Human Resources Management has done toward this end, the results of their education survey, and implications for I-O psychologists.

Lorin M. Mueller, American Institutes for Research, *Chair*
Deb Cohen, Society for Human Resources Management, *Panelist*

Timothy J. Willis, American Institutes for Research, *Panelist*
Gary P. Latham, University of Toronto, *Panelist*

Submitter: Lorin Mueller, lmueller@air.org

47. Symposium/Forum: 12:30 PM–1:50 PM
Rhythms 3

New Perspectives in Sexual Harassment Measurement: Theoretical and Empirical Innovations

Despite the maturation of sexual harassment research, fundamental questions remain unresolved, including how the construct should be measured and for what purposes. This symposium addresses these issues, including: How well do current approaches fulfill specific aims? Are alternative methodologies available? We conclude with a moderated audience discussion.

Louise F. Fitzgerald, University of Illinois at Urbana-Champaign, *Chair*
Alayne J. Ormerod, University of Illinois at Urbana-Champaign, Maria C. Lytell, University of Illinois at Urbana-Champaign, Louise F. Fitzgerald, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Learning From the SEQ: What Can It Do?*
Louise F. Fitzgerald, University of Illinois at Urbana-Champaign, Angela Lawson, Northwestern University, Sadie E. Larsen, University of Illinois at Urbana-Champaign, *Measuring Sexual Harassment: Can We Capture the Legal Standard?*
Margaret S. Stockdale, Southern Illinois University-Carbondale, Seth Berry, Southern Illinois University-Carbondale, *Measuring Men's Sexually Harassing Behavior and Intentions*
Sadie E. Larsen, University of Illinois at Urbana-Champaign, Christopher D. Nye, University of Illinois at Urbana-Champaign, Louise F. Fitzgerald, University of Illinois at Urbana-Champaign, *Beyond Sexual Harassment: An Integrated Model of Gendered Hostility*
Barbara A. Gutek, University of Arizona, *Discussant*

Submitter: Louise Fitzgerald, lfitzger@s.psych.uiuc.edu

48. Symposium/Forum: 1:00 PM–2:20 PM
Grand Ballroom B

Deviant Behavior and the Self

Recent trends in workplace deviance research suggest the self plays a critical role in terms of mediating, moderating, and main effects on deviance. The purpose of this symposium is to highlight recent advances in our understanding of how aspects of the self relate to the occurrence of deviant behavior.

D. Lance Ferris, Singapore Management University, *Co-Chair*
Jeff Spence, University of Waterloo, *Co-Chair*
Douglas J. Brown, University of Waterloo, *Co-Chair*
Russell E. Johnson, University of South Florida, Kristin N. Saboe, University of South Florida, Chu-Hsiang Chang, University of South Florida, *Relationships of Self-Identity With Counterproductive Work Behavior*
Stefan Thau, London Business School, Christian Troester, Erasmus University, David De Cremer, Tilburg University, Rafael Wittek, University of Groningen, *Social Comparisons and the Relationship Between Supervisor Treatment and Deviance*

Stacey R. Kessler, Montclair State University, Neha Singla, University of South Florida, Bella L. Galperin, University of Tampa, Paul E. Spector, University of South Florida, ***Self-Esteem and Its Impact on Counterproductive Work Behavior***

Jeff Spence, University of Waterloo, D. Lance Ferris, Singapore Management University, Douglas J. Brown, University of Waterloo, Daniel Heller, Tel Aviv University, ***Interpersonal Injustice and Workplace Deviance: The Role of Esteem Threat***

Yochi Cohen-Charash, Baruch College-CUNY, ***Discussant***

Submitter: Lance Ferris, dlferris@smu.edu.sg

49. Symposium/Forum: 1:00 PM–2:20 PM
Napoleon D3

Status: The Neglected Motive in Industrial-Organizational Psychology?

The proposed symposium will bring together some of the pioneers in the study of status in industrial-organizational psychology. They will briefly describe examples of their current research on status, and then we hope to open up general discussion of the power of status as a motivator of actions in organizations.

Jone L. Pearce, University of California-Irvine, ***Chair***

Jerald Greenberg, RAND Corp., Deshani B. Ganegoda, University of Central Florida, ***Actor–Observer Differences in Perceived Fairness of "Status Liability" Effects***

Kimberly D. Elsbach, University of California-Davis, ***Who to Be Today? Resolving Conflicts Among Status and Distinctiveness***

Stuart Bunderson, Washington University, Michelle Barton, University of Michigan, ***Status and Expertise in Groups***

James P. O'Brien, University of Western Ontario, Joerg Dietz, University of Western Ontario, ***Social Dominance Theory, Social Dominance Orientation, and Status in Organizations***

Submitter: Jone Pearce, jlpearce@uci.edu

50. Symposium/Forum: 1:30 PM–2:50 PM
Gallery

The Client–Coach Relationship: Examining a Critical Component of Successful Coaching

Leadership coaching reflects an evolving dynamic between the client and coach that is qualitatively different from most leadership development programs and therefore holds particular challenges. Practitioner/researchers will share their insights to aid understanding, build best practices, and identify future research needs for developing effective client–coach relationships and successful coaching programs.

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

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

Gina R. Hernez-Broome, Center for Creative Leadership, Lisa A. Boyce, U.S. Air Force Academy, Katherine Ely, George Mason University, ***The Coaching Relationship: Glimpse Into the Black Box of Coaching***

Lisa A. Boyce, U.S. Air Force Academy, R. Jeff Jackson, U.S. Air Force Academy, Laura Neal, U.S. Air Force Academy, ***Matching of Clients With Coaches in a Leadership Coaching Program***

Hilary J. Gettman, University of Maryland, Suzanne K. Edinger, University of Maryland, Karen Wouters, University of Maryland, Jeffrey D. Kudisch, University of Maryland, Joyce E. A. Russell, University of Maryland, Paul E. Tesluk, University of Maryland, ***The Impact of Contracting Behavior on the Coaching Relationship***

Derek A. Steinbrenner, Cambria Consulting, Barry Schlosser, Strategic Executive Advisors, LLC, ***The Coaching Relationship: How Clients View Coaches and Their Impact***

Stephen J. Zaccaro, George Mason University, ***Discussant***

Submitter: Lisa Boyce, Boycela@msn.com

51. Community of Interest: 1:30 PM–2:50 PM
Gallier AB

Women's Leadership

Anna Marie Valerio, Executive Leadership Strategies, LLC, ***Host***
Lilia M. Cortina, University of Michigan, ***Host***

52. Symposium/Forum: 1:30 PM–2:20 PM
Grand Ballroom A

Workplace Generational Differences: What Is Stereotype? What Is Reality?

Popular media often publicizes differences between the 4 generations in the workplace. Building on recent work, this symposium investigates generational differences through 2 lenses. First, we provide 1 of the first empirical investigations of commonly reported generational stereotypes. Second, we examine whether reality mirrors stereotypes in work–life balance and employee engagement.

Tasha L. Eurich, CH2M HILL, ***Chair***

Anne M. Hansen, Colorado State University, Tasha L. Eurich, CH2M HILL, ***Generational Stereotypes: Media Hype or Reality?***

Jennifer J. Deal, Center for Creative Leadership, ***Work–Life Balance: What Generations Say and What Generations Do***

Laura A. Mastrangelo, Frito-Lay North America, ***Addressing Generational Stereotypes in Employee Engagement***

William C. Byham, Development Dimensions International, ***Discussant***

Submitter: Tasha Eurich, tasha.eurich@ch2m.com

53. Symposium/Forum: 1:30 PM–2:50 PM
Grand Ballroom D

The Complexities of Implementing Assessment Centers in Diverse Settings

Organizations and consulting firms are implementing assessment centers in different ways to meet growing talent demands. These diverse settings require adaptations to maintain the integrity and rigor of ACs. Practitioners operating ACs within many different settings will share their challenges, solutions, and best practices in implementing and maintaining ACs.

Celia Sloan, Lowe's Companies, Inc., ***Co-Chair***

Jessica L. Bradley, Clemson University, ***Co-Chair***

Jessica L. Bradley, Clemson University, Celia Sloan, Lowe's Companies, Inc., Aaron D. Less, Lowe's Companies, Inc., Stephanie Butler, Personnel Decisions International, ***Building Talent Together Through Assessment Centers***

Donald R. Scott, Development Dimensions International, Heidi Meyer, Development Dimensions International,

THURSDAY PM

Laurie E. Wasko, Development Dimensions International, ***Multinational Assessment Center Implementation: A Case Study Review***

Matthew J. Dreyer, Verizon, Jessica Osedach, Verizon, ***When Does One Size Fit All With Assessment Centers?***

Melissa K. Hungerford, The Coca-Cola Company, Alison D. Jerden, The Coca-Cola Company, ***Success Factors for Implementing and Maintaining Assessment Centers Globally***

Ann Howard, Development Dimensions International, ***Discussant***

Submitter: Jessica Bradley, Jessica.L.Bradley@Lowes.com

54. Symposium/Forum: 1:30 PM–2:50 PM
Grand Ballroom E

It's About Time: Investigating Multitasking and Polychronicity in the Workplace

Research is emerging on multitasking and polychronicity in the workplace. This session focuses on recent developments, including relationships between multitasking, cognitive ability, and noncognitive variables; incremental validity of multitasking; summary of polychronicity research and future directions; a multidimensional conceptualization of polychronicity; and the influence of polychronicity on leadership outcomes.

Tracy Kantrowitz, PreVisor, ***Chair***

Brady Firth, Michigan State University, Frederick L. Oswald, Rice University, D. Zachary Hambrick, Michigan State University, ***Are Measures of Multitasking Performance More Than Cognitive Ability Measures?***

Ted B. Kinney, Select International, Matthew C. Reeder, Michigan State University, Matthew S. O'Connell, Select International, Inc., ***Comparing Multitasking and Cognitive Ability as Predictors of Job Performance***

Cornelius J. Koenig, University of Zurich, Mary J. Waller, York University, ***Time for Reflection: A Critical Examination of Polychronicity***

Darrin Grelle, The University of Georgia, Tracy Kantrowitz, PreVisor, Mark B. Wolf, Georgia Institute of Technology, ***Expanding the Measurement of Polychronicity: The Validity of Time Awareness***

Douglas R. Lindsay, United States Air Force Academy, Rick R. Jacobs, Pennsylvania State University, ***Polychronic Orientation Effects on Leader–Member Exchange***

Jeffrey M. Conte, San Diego State University, ***Discussant***

Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

55. Panel Discussion: 1:30 PM–2:50 PM
Grand Couteau

Establishing the Relevance of I-O: Practitioner Accounts From the Frontlines

This panel presents real-life accounts of the challenges and opportunities that face I-Os in different applied settings. Panelists representing different organizational profiles, practitioner roles, and I-O constituencies will discuss how they navigate these challenges and translate I-O "science" into practical, sound solutions for organizations. Tips for internal, external, and academic practitioners are offered.

Stephanie A. Tarant, R.H. Donnelley, ***Chair***

Julia Bayless, Sodexo, Inc., ***Panelist***
Brian Penner, Prudential Staffing, ***Panelist***
Monica Schultz, Cox Communications, INC., ***Panelist***
Cheryl L. Comer, Kimberly-Clark, ***Panelist***
Stacey P. Miller, The Home Depot, ***Panelist***

Submitter: Stephanie Tarant, Stephanie_Tarant@yahoo.com

56. Panel Discussion: 1:30 PM–2:20 PM
Maurepas

LMX Beyond the Dyad: Concepts and Operations

Recently, multiple methods have been used for constructing and operationalizing LMX at the group level. This discussion brings together some authors of these publications to explain their logic, with the goal of emerging with more coherent criteria for LMX conceptualization and operationalization at levels beyond the dyad.

Kurt L. Oborn, Old Dominion University, ***Co-Chair***
Donald D. Davis, Old Dominion University, ***Co-Chair***
Kathleen Boies, Concordia University, ***Panelist***
Robin Martin, Aston University, ***Panelist***
John M. Maslyn, Belmont University, ***Panelist***
Terri A. Scandura, University of Miami, ***Panelist***

Submitter: Kurt Oborn, koborn@odu.edu

57. Posters: 1:30 PM–2:20 PM
Napoleon ABC
Groups/Teams

57-1 Social Comparison and Interpersonal Harming in Teams

This study develops and tests a multilevel theory of the interpersonal harming associated with social comparison. Our results showed that in a group with low cooperative goal climate, team members were more likely to harm the others who outperformed them when they perceived low levels of assimilation (contrast) with the others.

Catherine Lam, The Hong Kong Polytechnic University
Gerben S. Van der Vegt, University of Groningen
Xu Huang, The Hong Kong Polytechnic University

Submitter: Catherine Lam, lam.cat@polyu.edu.hk

57-2 Diversity and Aggression in Groups: Multilevel Relationships and Leadership Moderators

This research involved a multilevel investigation of how employees' characteristics predicted aggression in groups and also an examination of whether leadership attenuated the relationships between group diversity and aggression. Results revealed some differences in aggression based upon individual characteristics and dissimilarity, as well as group-level relationships moderated by leadership.

Ingrid Chadwick, Queen's University
Jana L. Raver, Queen's University

Submitter: Jana Raver, jraver@business.queensu.ca

57-3 Assessing Teamwork Attitudes in Healthcare: TeamSTEPPS™ Teamwork Attitudes Questionnaire Development

This paper documents the development of the TeamSTEPPS™ Teamwork Attitudes Questionnaire (T-TAQ), a survey designed to measure changes in attitudes toward teamwork in healthcare. T-TAQ fulfills an important need in healthcare as providers seek to understand the role of teamwork in the delivery of safe care.

Andrea Amodeo, American Institutes for Research
David P. Baker, Carilion Clinic
Kelley J. Krokos, American Institutes for Research

Submitter: Andrea Amodeo, aamodeo@air.org

57-4 An Exploration of Knowledge Integration Problems in Interdisciplinary Research Teams

The integration of function-specific expertise into a shared knowledge base is a crucial but complex process for success in interdisciplinary teams. This paper presents an empirically derived typology of knowledge integration problems and links their occurrence to degree of heterogeneity and present stage of a team's life.

Petra S. Bayerl, Delft University of Technology
Brigitte Steinheider, University of Oklahoma Tulsa

Submitter: Petra Bayerl, p.s.bayerl@tudelft.nl

57-5 Team Efficacy Development: The Role of Relational Demography and Feedback

We examined the role of self-efficacy, relational demography, and performance feedback in the development of team efficacy. Pretask team efficacy ratings were based on self-efficacy and the racial diversity of the team. Relational demography effects were observed in post-task team efficacy ratings regardless of whether teams received performance feedback.

Suzanne T. Bell, DePaul University
David Fisher, DePaul University
Jayme Taylor, DePaul University
Larisa Belau, DePaul University
Andrea Briggs, Towers Perrin ISR
Heather Olker, DePaul University

Submitter: Suzanne Bell, sbell11@depaul.edu

57-6 Leadership in Teams: Emergent Leadership and the Punctuated Equilibrium Model

This study examined how emergent leadership corresponds with group development. Team members rated each member's task-oriented and social-oriented behaviors and overall perceptions of each member's leadership. Results indicated that the behaviors related to perceptions of leadership changed as the team progressed through various phases of development.

Jessica J. Bowling, Appalachian State University
Jacqueline Z. Bergman, Appalachian State University
Shawn Bergman, Appalachian State University

Submitter: Jacqueline Bergman, bergmanjz@appstate.edu

57-7 Individual Personality, Group Personality Composition, and Performance Behaviors

This study added to a growing body of literature recognizing that, in addition to individual personality, group personality composition may be important in predicting important performance-related behaviors. A number of group-level personality variables were found to influence group performance, group citizenship behavior, and group counterproductive behavior.

Joseph Schmidt, University of Calgary
Babatunde Ogunfowora, University of Calgary
Joshua S. Bourdage, University of Calgary

Submitter: Joshua Bourdage, jbordage@ucalgary.ca

57-8 Antecedents of Information Overload During Emergencies

Our research examines antecedents of information overload during a 2007 Department of Homeland Security simulated response to weapons of mass destruction. Taking an information-processing perspective, we reveal that potency mediates the relationship between training and information overload as well as role clarity and information overload.

David Cadiz, Portland State University
Dan Hahn, Portland State University
Keith James, Portland State University

Submitter: Damon Drown, ddrown@pdx.edu

57-9 Perceptions of Managerial Effectiveness and Influence: The Role of Networks

This study examined the relationships between network size and effectiveness and influence in a management simulation. Results indicated that the size of a manager's network was positively related to effectiveness and influence. Managerial level in the simulation and the manager's real-life organizational level were also associated with effectiveness and influence.

Michael Campbell, Center for Creative Leadership
John W. Fleenor, Center for Creative Leadership
Phillip W. Braddy, Center for Creative Leadership

Submitter: John Fleenor, fleenorj@leaders.ccl.org

57-10 Examining the Factor Structure of Team Member Exchange

This study aims to clarify the construct of team member exchange (TMX) and examine the possibility that it can be divided into two separate targets. Individual TMX and group TMX are introduced and defined. Results of confirmatory factor analysis support a 2-factor model of TMX.

Joshua Fyman, Baruch College, CUNY
Charles A. Scherbaum, Baruch College, CUNY

Submitter: Joshua Fyman, joshfyman@gmail.com

57-11 The Legitimacy of Team Rewards and Team Effectiveness

We present a model of legitimacy for team incentives and propose that the development of legitimacy for pay dispersion in teams and the use of interdependent evaluations of performance promote effectiveness. Our model introduces a new perspective for theorizing the conditions under which team rewards are an effective incentive design.

Federico Aime, Oklahoma State University
Christopher J. Meyer, Baylor University
Stephen E. Humphrey, Pennsylvania State University

Submitter: Stephen Humphrey, stephen.humphrey@psu.edu

57-12 Power Conflict: Struggles for Intragroup Power and Status

This study was designed to delineate and explore a potential fourth type of intragroup conflict, known as power conflict. The study examines the extent to which power conflict is distinct from the currently accepted types of intragroup conflict and begins to build and test a nomological network of power conflict.

Kirsten Keller, University of Maryland, College Park
Michele J. Gelfand, University of Maryland

Submitter: Kirsten Keller, kkeller@psyc.umd.edu

57-13 Perceptions of Task Interdependence: Toward an Integrative Model of Teamwork

This study applies the theory of planned behavior to propose an integrative model of teamwork. Team-level task interdependence perceptions were positively related to both team communication and team performance. Differential results were found regarding whether perceptions were focused upon the job or the tasks.

Jared A. LeDoux, Louisiana State University
Tracey E. Rizzuto, Louisiana State University
David J. Woehr, University of Tennessee

Submitter: Jared LeDoux, jledou5@lsu.edu

57-14 Influence of Problem Characteristics on Group Problem-Solving Effectiveness

Meta-analytic techniques were used to examine the relative effectiveness of groups versus individuals for performing 8 different types of problem-solving tasks. Problem dimensions were varied in terms of search space, solution demonstrability, and number of solutions. Results support groups and individuals differ in their relative effectiveness by task types.

Rebecca Lyons, University of Central Florida
Michael A. Rosen, University of Central Florida
Stephen M. Fiore, University of Central Florida

Submitter: Rebecca Lyons, rlyons@ist.ucf.edu

57-15 Goal Orientation's Influence on Team Psychological Safety and Team Learning

Group members led by a learning-oriented leader reported higher levels of team psychological safety and learning behavior than those led by a performance-oriented leader. Team psychological safety mediated the relationship between goal orientation and team learning. Findings contribute to our understanding of specific leader motives that influence team learning.

Shirley Ashauer, University of Missouri-St. Louis
Therese H. Macan, University of Missouri-St Louis

Submitter: Therese Macan, Therese.Macan@UMSL.edu

57-16 Anticipated Bias and Performance: When Individuals Expect an Uphill Battle

We examine the effects of relational identity differences on individual task performance. We find relational identity differences affect individual levels of anticipated bias and anticipated bias is a predictor of performance. Self-efficacy is shown to moderate the relationship between anticipated bias and performance.

William I. MacKenzie, University of South Carolina
Sophia S. Jeong, University of South Carolina
Jordan E. Beckman, University of South Carolina

Submitter: William MacKenzie, ivey_mackenzie@moore.sc.edu

57-17 Information Sharing, Knowledge Transfer, and Cognition in Distributed Teams

Knowledge transfer was tested as a possible mediation between information sharing and cognitive similarity in distributed teams. Results showed that simple information sharing was insufficient to produce cognitive similarity between teammates. The complex communication processes involved in knowledge transfer were necessary for teammates' task schemas to align.

Abby L. Mello, University of Tennessee, Knoxville
Joan R. Rentsch, University of Tennessee, Knoxville
Lisa Delise, University of Tennessee, Knoxville
Melissa Staniewicz, University of Tennessee, Knoxville
Michael Letsky, Office of Naval Research

Submitter: Abby Mello, amello@utk.edu

57-18 Moving Beyond Metaphors: Meta-Analytic Integration of the Team Cognition Construct

Emergent collective cognitive processes are considered central drivers of team process and performance. We meta-analytically integrate team cognition research from disparate literatures using a unifying theoretical framework. Results reveal strong positive relationships between team cognition and task process and team effectiveness. Conceptualizations of cognitive similarity moderated these relationships.

Leslie A. DeChurch, University of Central Florida
Jessica Mesmer-Magnus, University of North Carolina-Wilmington

Submitter: Jessica Mesmer-Magnus, magnusj@uncw.edu

57-19 Adaptive Coordination in Anesthesia Teams

Anesthesia teams have to deal with routine and non-routine situations where failures might endanger human life. By analysing coordination behavior and performance during 15 inductions of anesthesia in a simulated setting we found more explicit coordination during non-routine than during routine. No relation between coordination and performance was found.

Michaela Kolbe, ETH Zurich
Barbara Kuenzle, ETH Zurich
Enikö Zala-Mezö, Paedagogische Hochschule Zurich
Johannes Wacker, University Hospital Zurich
Gudela Grote, ETH Zurich

Submitter: Kolbe Michaela, mkolbe@ethz.ch

57-20 Group Performance and OCB: Key Contingency Factors

In a lagged field study, we examined task interdependence as a contingency factor in the utility of group members' organizational citizenship behavior for group performance. OCB showed significant, positive utility in groups with interdependent tasks but no utility in groups with independent tasks. Practical and theoretical implications are discussed.

Tjai M. Nielsen, The George Washington University
Daniel G. Bachrach, University of Alabama
Terry R. Halfhill, Pennsylvania State University
Eric Sundstrom, University of Tennessee

Submitter: Tjai Nielsen, tnielsen@gwu.edu

57-21 The Development and Validation of the Comprehensive Team Interdependence Scale

Teams research suggests that teams vary along 4 dimensions of interdependence: task, resource, reward, and goal. A comprehensive team interdependence scale tapping into these 4 dimensions was developed and tested. Factor analytic results suggested that a 4-factor model provided the best fit for the data.

Michael E. Rossi, University of South Florida
Michael D. Coovert, University of South Florida

Submitter: Michael Rossi, merossi00@gmail.com

57-22 Social Identities and In-Group Favoritism in an Organizational Context

This study examined the previously inconsistent relationship between social identity and evaluative and discriminatory in-group favoritism in an organizational context. Results provided support for the relationship between social identity and evaluative in-group favoritism and partial support for discriminatory in-group favoritism, while adding to the positive–negative asymmetry debate.

Mahima Saxena, Purdue University
Benjamin D. Eva, Royal Holloway, University of London

Submitter: Mahima Saxena, saxenam@purdue.edu

57-23 Examining Workgroup Diversity Effects: Do Group-Retention Rules Help or Hinder?

Participant nonresponse may attenuate the correlations that are observed between group-diversity scores and outcome variables. To ameliorate this attenuation some researchers use group-retention rules based on within-group response rates. We used a series of computer simulations to estimate the appropriate group-retention rule under a variety of circumstances.

David J. Stanley, University of Guelph
Natalie J. Allen, University of Western Ontario
Helen M. Williams, Swansea University
Sarah J. Ross, University of Western Ontario

Submitter: David Stanley, dstanley@uoguelph.ca

57-24 Lego Confessionals: The Effect of Self-Disclosure and Helping

The study sought to determine whether self-disclosure or helping lead to greater group cohesiveness, then to better performance. Three task conditions were implemented: self disclosure, helping, and the control. Cohesiveness and performance were assessed. All conditions varied significantly from helping to self-disclosure to the control.

Thomas H. Watts, Wayne State University
Mary Eberly-Lewis, Oakland University
Dana Mooney, University of Central Florida

Submitter: Thomas Watts, thwatts@wayne.edu

57-25 Group Personality Composition, Satisfaction, and Performance in Virtual Teams

Multi-user virtual environments (MUVE) have been gaining popularity as a medium for collective work. Although organizational researchers continue to study virtual teams, no empirical work to date has examined outcomes in MUVE-mediated teams. This study considered the influence of individual differences on performance and satisfaction outcomes using a quasi-experimental design.

Thomas J. Whelan, North Carolina State University
Lynda Aiman-Smith, North Carolina State University
Claudia B. Kimbrough, North Carolina State University
Larry Taylor, University of North Carolina at Chapel Hill

Submitter: Thomas Whelan, tjwhelan@ncsu.edu

57-26 Promises Can Compensate for Distance: Self-Commitment Effects in Computer-Supported Teams

This study was conducted to examine the finding that team members' mutual expression of self-commitment can compensate for negative effects of electronic team communication. Using a computer-supported task, we found that self-commitment by both team members was more effective in promoting trust and motivation, whereas unidirectional self-commitment affected motivation only.

Marion Wittchen, University of Muenster
Guido Hertel, University of Muenster

Submitter: Marion Wittchen, mwittchen@uni-muenster.de

57-27 The Effects of Computer-Mediated Communication on Gender Bias

This study explored the proposition that computer-mediated arrangements are a source of gender bias in the workplace. Participants evaluated 2 targets while envisioning that they would be working with 1 electronically and the other face-to-face. Results indicate that women are rated more stereotypically in electronic conditions than in face-to-face conditions.

Suzette Caleo, New York University
Madeline E. Heilman, New York University
May Ling Halim, New York University

Submitter: Suzette Caleo, suzette.caleo@nyu.edu

57-28 The Impact of Achievement Diversity on Team Effectiveness over Time

We examine achievement differences as a deep-level diversity characteristic. Further, we explore time as a moderator and social loafing as a mediator of the achievement diversity–team effectiveness relationship. Using data from 146 teams ($N = 673$), we found achievement diversity has an increasingly negative effect for groups that are together longer.

Cristina Rubino, University of Houston
Derek R. Avery, University of Houston
Sabrina Volpone, University of Houston
Lucy R. Ford, Saint Joseph's University

Submitter: Cristina Rubino, rubino003@hotmail.com

57-29 An Investigation of Group Differences in Dispositional Proactivity

This study offers a preliminary investigation of gender, age, and ethnicity-based group differences in dispositional proactivity. Results from our sample of respondents ($N = 331$) suggest that there are minimal gender ($d = -.09$), age ($d = .16$), and ethnicity-based group differences in dispositional proactivity. Implications are discussed.

Jeffrey P. Thomas, Florida International University
Daniel S. Whitman, Florida International University
Chockalingam Viswesvaran, Florida International University

Submitter: Jeffrey Thomas, jthom016@fiu.edu

57-30 Relationship Effects in Leadership Ratings and Team Effectiveness

In line with Livi and colleagues (2008), this study revealed that different types of within-team relationships contribute differentially to ratings of leadership depending on the type of leadership evaluated. Furthermore, these relationships account for significant variance in team cohesion. Implications and future directions are discussed.

Joy Oliver, NRC/Air Force Research Lab
Jared A. LeDoux, Louisiana State University
C. Allen Gorman, Angelo State University

Submitter: Joy Oliver, joytoliver@gmail.com

57-31 Examination of Team Leadership Measurement: A Construct Validation Study

This study examined the construct-related validity evidence for team leadership measurement within the United States Navy. Results provide partial support to the argument that team leadership is more accurately defined and measured as a series of interrelated constructs.

Kari R. Strobel, United States Navy
James M. Henson, Old Dominion University

Submitter: Kari Strobel, kari.strobel@navy.mil

58. Interactive Posters: 1:30 PM–2:20 PM
Napoleon D1-D2

My Manager Is a Bully and I Like It

Nathan A. Bowling, Wright State University, *Facilitator*

58-1 An Examination of the Trickle-Down Effects of Abusive Supervision

We tested a trickle-down model of abusive behavior across three hierarchical levels (managers, supervisors, employees). We find manager abusive behavior is related to supervisor abusive behavior, which is related to employees' interpersonal deviance. We also find hostile climate moderates the relationship between abuse and deviance.

Mary Bardes, University of Central Florida
David M. Mayer, University of Central Florida
Jenny M. Hoobler, University of Illinois at Chicago
Sandy J. Wayne, University of Illinois at Chicago
Sophia V. Marinova, University of Illinois at Chicago

Submitter: Mary Bardes, mbardes@bus.ucf.edu

58-2 From Bad Manners to Bullying: Construct Clarification

This study aimed to clarify the domain of interpersonal mistreatment behaviors by investigating 5 commonly used constructs to ascertain their uniqueness: incivility, emotional abuse, interpersonal aggression, bullying, and social undermining. Results suggest that existing measures of all 5 appear to be assessing the same underlying construct.

Barbara Griffin, University of Western Sydney

Submitter: Barbara Griffin, b.griffin@uws.edu.au

58-3 The Influence of Subordinate Self-Esteem on Reactions to Abusive Supervision

We examine the relationship between abusive supervision, self-esteem, and workplace aggression. In 2 samples we find a strong relationship between abusive supervision and a variety of workplace aggressive (both self- and supervisor reported) outcomes. In addition, we find a significant moderating effect of self-esteem on the abusive supervision–aggression relationship.

James P. Burton, Northern Illinois University
Jenny M. Hoobler, University of Illinois at Chicago

Submitter: Jenny Hoobler, jhoobler@uic.edu

58-4 When and Why Leader Mistreatment Relates to Employee Deviance

This research examines when and why leader mistreatment is associated with employee deviance. Results from 2 studies provide support for the predicted relationships based on uncertainty management theory and self-determination theory. Specifically, competence need uncertainty moderated the relationship between leader mistreatment and deviance, and negative affect mediated this moderated effect.

Kristina M. Workman, University of Central Florida
David M. Mayer, University of Central Florida
Stefan Thau, London Business School
David De Cremer, Tilburg University

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

59. Symposium/Forum: 1:30 PM–2:50 PM
Nottaway

Innovations and Advancements in Setting Cut Scores

This symposium brings together a diverse set of presenters to discuss research and innovations in setting cut scores for personnel tests. The papers cover both empirical and judgmental approaches, and include work to modify established methods as well as the introduction of methods from outside of I-O psychology.

Stephen T. Murphy, Pearson, Inc., *Chair*
Andrew Lam, University of Akron, Dennis Doverspike, University of Akron, Winfred Arthur, Texas A&M University, *Examination of the Impact of Instruction Set on Angoff Ratings*
Lorin M. Mueller, American Institutes for Research, David Osher, American Institutes for Research, Robert DeHaan, American Institutes for Research, *Setting Standards on a Climate Measure Using a Web-Based Survey*
Ian S. Little, Pearson Educational Measurement, Stephen T. Murphy, Pearson, Inc., *Alternative Judgmental Approaches to Setting Cut Scores*
Lance E. Anderson, ICF International, *Using Simulation to Inform Standard Setting*
Donna L. Denning, City of Los Angeles, *Discussant*

Submitter: Stephen Murphy, stephen.murphy@pearson.com

60. Roundtable Discussion/Conversation Hour: 1:30 PM–2:50 PM
Oak Alley

Using 360 Feedback to Create Large-Scale Organization Change

Historically, 360-degree feedback has been viewed primarily as a leadership development tool for individuals. Under the right conditions, 360 processes can be a powerful method to create large scale organizational change. Two leading practitioners in the field will lead a discussion of best practices, case studies, and potential pitfalls.

David W. Bracken, Kenexa Corporation, *Host*
Dale S. Rose, 3D Group, *Host*

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

61. Symposium/Forum: 1:30 PM–2:50 PM
Rhythms 1

Competency Modeling Versus Job Analysis: Academic Debates and Practical Applications

This session will explore current academic perspectives on competency modeling and job analysis, addressing the strength and weaknesses of each. Examples of how these models and theories are being applied and validated in practical settings in state and federal government will be presented. Audience discussion and debate encouraged.

Christina K. Curnow, ICF International, *Chair*
Gary Giumetti, Clemson University, *Co-Chair*
Juan I. Sanchez, Florida International University, Edward L. Levine, University of South Florida, *Competency Modeling and Traditional Job Analysis: Competitors or Companions?*
Gary Giumetti, Clemson University, Christina K. Curnow, ICF International, *Competency Modeling and Job Analysis: An Integrative Perspective*
Heidi L. Keller-Glaze, ICF International, Jeff Horey, ICF International, Jon Fallesen, The Center for Army Leadership, *The Evolution of a Competency Model: Development, Validation, and Implementation*
Ray Morath, ICF International, Christina K. Curnow, ICF International, Candace Cronin, ICF International, Arnold L. Leonard, ICF International, *A Top-Down Approach for Identifying Joint Forces Senior Leader Competencies*
Cody Martin, ICF International, Michael A. Lodato, ICF International, Walter Gragg, Texas Child Protective Services, Lisa Abate, Texas Child Protective Services, Lannette Bailey, Texas Child Protective Services, *Conducting a Task-Based Job Analysis Under Time Constraints*
Michael T. Brannick, University of South Florida, *Discussant*

Submitter: Christina Curnow, ccurnow@icfi.com

62. Symposium/Forum: 1:30 PM–2:50 PM
Rhythms 2

Creating and Testing New Item Translations: Current Applied Practices

Academic researchers commonly publish their work with translating assessment items into new languages. In this session, 4 representatives from commercial test publishers will provide the practitioner perspective of creating sound translations of personality assessment items while considering the available scientific guidelines but also working within business constraints.

Kevin D. Meyer, Hogan Assessment Systems, *Chair*
Richard C. Thompson, CPP, Inc., *CPP's Adaptation Practices as an Assessment Publisher*
Kevin D. Meyer, Hogan Assessment Systems, *Hogan's Qualitative and Quantitative Approach to Assessment Translation and Evaluation*
Dave Bartram, SHL Group PLC, Anna Brown, SHL Group Ltd, *Parallel Item Creation in Three Languages*
Sofia Sjoberg, Assessio International, Anders R. Sjoberg, Psykologieforlaget AB, Tiina Pukkila, Assessio International, *Translation and Adaptation Work in Assessio International*
Frederick L. Oswald, Rice University, *Discussant*

Submitter: Kevin Meyer, kevindmeyer@yahoo.com

63. Panel Discussion: 1:30 PM–2:50 PM
Waterbury

Developing Next-Generation Leaders: Current Practices in High-Potential Leadership Development

The need to develop leaders to meet future business challenges is a key concern among senior executives. The purpose of this panel is to discuss the strategies used by large- and medium-sized organizations from diverse industries in developing high-potential leaders.

Lee J. Konczak, Washington University, *Chair*
Andrew N. Odze, Bank of America, *Panelist*
David E. Smith, EASI Consult, *Panelist*
Mark Feurer, Bunge Limited, *Panelist*
John Zehr, Target Corp., *Panelist*
Holly Foster, Belden, *Panelist*
Michael L. Trusty, Rolls Royce, *Panelist*
George Fajardo, Hubbell, Incorporated, *Panelist*

Submitter: Lee Konczak, konczak@wustl.edu

64. Special Events: 2:00 PM–3:00 PM
Armstrong

🔑 Conducting Synthetic Reviews as a Basis for EBMgt Beyond Meta-Analyses

EBMgt depends on cumulative evidence. This mini tutorial provides guidance in conducting systematic reviews (SR) summarizing a body of scientific evidence to answer a practice question. SRs go beyond meta-analyses, including studies using diverse methods, address conditions of use, contextualization of findings, and future applications.

Jodi S. Goodman, University of Connecticut, *Co-Chair*
Jayne Speicher, Pradco, *Co-Chair*
Rob Briner, Birbeck College, *Presenter*
David Denyer, Cranfield University, *Presenter*

65. Symposium/Forum: 2:00 PM–2:50 PM
Borgne

Technology-Based Assessment in the 21st Century: Advances and Trends

The promise of technology in revolutionizing HR assessment practice has long been touted. What changes has technology spurred in the design, delivery, and use of tests? Practitioners from 4 assessment firms will draw from real-world experience and research to examine new technology-enabled assessment models, applications, issues, and future trends.

John A. Weiner, PSI, *Chair*
John A. Weiner, PSI, *The Dynamic Landscape of Technology-Based Talent Assessment: Opportunities and Challenges*
Douglas H. Reynolds, Development Dimensions International, *Going Beyond the "Page-Turner"—Advanced Applications of Internet-Based Testing*
Eugene Burke, SHL Group PLC , *Technology-Assisted Test Construction, Delivery, and Validation*
David Foster, Kryterion, *The Next Generation of Technology-Based Assessment: Strong Internet Use*

Submitter: John Weiner, jweiner@psionline.com

66. Symposium/Forum: 2:00 PM–2:50 PM
Cornet

Linking Creative Potential to Innovative Perceptions and Behaviors With Technology

The theory of planned behavior provides a framework for this symposium of 3 different types of studies demonstrating linkages between an individual's creative capacity and technology perceptions and use. Also explored are the influences of workplace perceptions about creative supports (i.e., means efficacy) on work performance creativity.

Tracey E. Rizzuto, Louisiana State University, *Chair*
Colleen Schwarz, Louisiana State University, Tracey E. Rizzuto, Louisiana State University, *Individual Creativity With Information Technology*
Keith James, Portland State University, *Technological Creativity and Cognitions and Beliefs About Advanced Technology*
Aneika L. Simmons, Texas A&M University, Stephanie C. Payne, Texas A&M University, Matthew M. Pariyothorn, Texas A&M University, *The Influence of Means Efficacy on Creative Performance*
Michael D. Mumford, University of Oklahoma, *Discussant*

Submitter: Tracey Rizzuto, trizzut@lsu.edu

67. Symposium/Forum: 2:00 PM–2:50 PM
Grand Chenier

Technology-Based Training: Incorporating the Science of Training Into Practice

Utilizing technology-based training can add a layer of complexity onto the existing difficulties of translating science into practice. The goal of this symposium is to present research bridging the gap between training science and practice. Each presentation focuses on integrating what is known about training effectiveness into technology-based training scenarios.

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*
Wendy Bedwell, University of Central Florida, *Co-Chair*
Marissa L. Shuffler, ICF International, *Co-Chair*
Wendy Bedwell, University of Central Florida, Eduardo Salas, University of Central Florida, *Computer-Based Training: Best Practices for Design*
Jennifer Fowlkes, CHI Systems, Inc., Joe Norman, CHI Systems, Inc., Aaron Pepe, CHI Systems, Inc., *Learning Architectures to Support Simulation-Based Training*
Marissa L. Shuffler, ICF International, Wendy Bedwell, University of Central Florida, Davin Pavlas, University of Central Florida, Eduardo Salas, University of Central Florida, *Game-Based Training for Continuous Improvement*

Submitter: Marissa Shuffler, marissa.shuffler@gmail.com

68. Symposium/Forum: 2:00 PM–2:50 PM
Rhythms 3

Information Utilization in Work Teams

Research suggests that team success is heavily influenced by the extent to which team members effectively combine their informational resources. This symposium brings together 3 papers that examine informational

processes in teams. Findings underscore the importance of team leadership, composition, and communication medium in promoting effective information utilization.

Christian J. Resick, Drexel University, *Co-Chair*
Jessica Mesmer-Magnus, University of North Carolina-Wilmington, *Co-Chair*
Kimberly A. Smith-Jentsch, University of Central Florida, Elizabeth J. Sanz, University of Central Florida, ***Exchanging Information to Improve Performance: Effects of Leader Goal Orientation***
Christian J. Resick, Drexel University, Leslie A. DeChurch, University of Central Florida, Kenneth Randall, Banner Health, Toshio Murase, University of Central Florida, Miliani Jimenez, Florida International University, ***Elaboration of Information and Team Decision-Making Effectiveness in Uncertain Environments***
Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Leslie A. DeChurch, University of Central Florida, Daniel Doty, University of Central Florida, ***Information Sharing and Team Effectiveness: The Role of Communication Medium***
Verlin B. Hinsz, North Dakota State University, *Discussant*

Submitter: Christian Resick, cresick@drexel.edu

69. Special Events: 3:30 PM–5:00 PM
Armstrong

🔑 Teaching I-O From an EBMgt Perspective: Frameworks, Tools, and Lessons Learned

EBMgt in the classroom is a paradigm shift from traditional uses of cases, survey classes of organizational theories, and discussions of contemporary business and management practices. This session will address 3 facets of EBMgt teaching, critical thinking, process-focus, and evidence-based principles. All presenters have extensive EBMGt teaching experience.

James P. O'Brien, University of Western Ontario, *Chair*
Jodi S. Goodman, University of Connecticut, *Presenter*
Denise M. Rousseau, Carnegie Mellon University, *Presenter*

70. Symposium/Forum: 3:30 PM–5:20 PM
Borgne

Performance Management: Putting Research Into Practice

Chapter authors from the new SIOP Professional Practice Series book titled *Performance Management: Putting Research Into Practice* distill lessons from empirical research and theory development to create recommendations for practitioners. Topics include goal alignment, learning cultures, counterproductive work behavior, evaluating performance management systems, and workplace trends.

James W. Smither, La Salle University, *Co-Chair*
Manuel London, SUNY-Stony Brook, *Co-Chair*
William A. Schiemann, Metrus Group, Inc., ***Aligning Performance Management With Organizational Strategy, Values, and Goals***
Valerie I. Sessa, Montclair State University, Jennifer D. Bragger, Montclair State University, Christopher M. Pingor, Montclair State University, ***Using Your Performance Management System to Inculcate a Learning Culture Into Your Organization***

Teri Elkins, University of Houston, Leanne E. Atwater, Arizona State University, ***Diagnosing, Understanding, and Dealing With Counterproductive Work Behavior***
Stanley B. Silverman, University of Akron, Wendy Muller, University of Akron, ***Assessing Performance Management Practices***
Nancy T. Tippins, Valtera Corporation, Susan H. Coverdale, Valtera Corporation, ***Performance Management in the Future***
Herman Aguinis, University of Colorado Denver, *Discussant*

Submitter: James Smither, jwsmither@msn.com

71. Symposium/Forum: 3:30 PM–4:20 PM
Cornet

Integrating Career Theories and Concepts for Turnover Research

We apply career models to enrich turnover perspectives. Leong applies Super's theory to explain self-implementation through life impacts quits. Golubovich explains how Holland's theory improves person–fit assessments. Hom extends social cognitive career theory to clarify how self-efficacy beliefs and outcome expectations affect career implementation.

Peter W. Hom, Arizona State University, *Chair*
Frederick T. Leong, Michigan State University, ***Applying Donald Super's Career Development Theory to Turnover Research***
Juliya Golubovich, Baruch College, ***Applying John Holland's Theory of Personality to Turnover Research***
Peter W. Hom, Arizona State University, ***Extending Social Cognitive Theory of Career to Turnover Perspectives***

Submitter: Peter Hom, Peter.Hom@asu.edu

72. Symposium/Forum: 3:30 PM–4:50 PM
Gallery

Long Live Longitudinal Data!

This symposium discusses the use of longitudinal data to address human capital-related issues and concerns. Three large *Fortune* 100 organizations will share best practices for collecting employee and survey data overtime to examine the employee lifecycle. Advances for statistical techniques to analyze longitudinal data will be provided.

Derek P. Berube, Allstate Insurance Company, *Chair*
Jennifer H. Frame, Dow Chemical Company, Misty M. Bennett, Central Michigan University, ***Data-Driven Decisions for Strategic Workforce Planning***
Derek P. Berube, Allstate Insurance Company, Nicholas Strong, Illinois State University, ***Understanding and Building Action for Employee Attrition With Lifecycle Surveys***
Paula S. Radefeld, State Farm Insurance, Don S. Paul, State Farm Insurance, ***Should I Stay or Should I Go?***
Connie R. Wanberg, University of Minnesota, David G. Allen, University of Memphis, ***Investigating Temporal Parameters of Turnover Antecedents***

Submitter: Derek Berube, derek.berube@allstate.com

73. Community of Interest: 3:30 PM–4:50 PM
Gallier AB

Work–Family Interface

Wendy J. Casper, University of Texas at Arlington, *Host*
Jeanette N. Cleveland, Pennsylvania State University, *Host*

74. Special Events: 3:30 PM–4:20 PM
Grand Ballroom A

Distinguished Professional Contributions Award: Lessons of My Experience: Three Decades of Exploring Leadership Development

The research projects leading to *The Lessons of Experience* morphed into a life's work of studying which experiences matter and what they teach, why talented executives derail, and how organizations can better use experience to develop leadership talent. McCall will share what his own experience has taught him about experience.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*
Morgan W. McCall, University of Southern California, *Presenter*

75. Symposium/Forum: 3:30 PM–4:20 PM
Grand Ballroom B

Unanswered Questions: Examining the Psychometric Properties of Assessment Centers

Although the internal structure of assessment centers (ACs) has received substantial attention in recent years, other important questions remain unexamined. This symposium brings together presenters who look beyond the exercises versus dimensions debate in ACs to focus on unanswered questions with respect to the psychometric soundness of AC ratings.

Brian J. Hoffman, University of Georgia, *Chair*
Charles E. Lance, University of Georgia, *Co-Chair*
Carrie A. Blair, College of Charleston, Brian J. Hoffman, University of Georgia, Robert T. Ladd, University of Tennessee, *SJTs Versus ACs: Comparing High and Low Fidelity Predictors*
Klaus G. Melchers, University of Zurich, Martin Kleinmann, University of Zurich, *Occupational Fidelity as a Moderator of AC Validity*
Duncan Jackson, Massey University, Paul Englert, Victoria University, Glenn S. Brown, University of Otago, *Interrater Reliability of Behavioral Checklists in Task-Based Assessment*
John P. Meriac, University of Missouri-St. Louis, David J. Woehr, University of Tennessee, *A Quantitative Review of the Constructs Underlying AC Ratings*
Filip Lievens, Ghent University, *Discussant*

Submitter: Brian Hoffman, hoffmanb@uga.edu

76. Symposium/Forum: 3:30 PM–4:20 PM
Grand Ballroom D

Generational Differences in the Workplace

The economy, global competition, technology, and an aging workforce are changing the world rapidly. This symposium will focus on examining generational differences and preparing for the workforce of the future. Innovative research techniques and recommendations for positioning organizations to attract, engage, and retain talent will be shared.

Marta E. Brown, FedEx Services, *Chair*
Karrie D. Rimmer, FedEx Services, Marta E. Brown, FedEx Services, *Preparing for the Workforce of the Future: A Readiness Assessment*

Jessica J. Cassidy, Allstate Insurance Company, Derek P. Berube, Allstate Insurance Company, *Understanding Generational Differences Through Measurement: An Applied Approach*
L. Jean Whinghter, Harrah's Entertainment, *Acting Your Age at Work: Do Generational Differences Really Matter?*
Chantay Dudley, HumRRO, Jennifer L. Burnfield-Geimer, HumRRO, Jesse Erdheim, HumRRO, *Generational Differences in Federal Government Employee Attitudes and Perceptions*

Submitter: Marta Brown, brown_marta@yahoo.com

77. Symposium/Forum: 3:30 PM–4:20 PM
Grand Ballroom E

Work–Life Effectiveness: Bridging Research and Practice

Findings from a longitudinal study of sandwiched generation dual-earner couples will be presented, along with a case study on professional reduced-load work arrangements and research examining supportive leader behaviors. Practitioners and researchers will discuss the implications of these studies for building an organizational culture that embraces work–life effectiveness.

Laura L. Koppes, University of West Florida, *Chair*
Leslie B. Hammer, Portland State University, Margaret B. Neal, Portland State University, Jenna LeComte-Hinely, Portland State University, Benjamin R. Kaufman, Portland State University, *Combining Work and Multiple Family Roles: A Ten-Year Follow Up*
Ellen E. Kossek, Michigan State University, Mary Dean Lee, McGill University, *Implementing a Reduced-Workload Arrangement to Retain Professionals: Learning From a Case Study*
Laura L. Koppes, University of West Florida, Sherry Schneider, University of West Florida, Eileen Linnabery, University of West Florida, *What Managers' Behaviors Support Employees and Their Work–Life Effectiveness?*
Jolene L. Skinner, Dell, Inc., *Discussant*

Submitter: Laura Koppes, Lkoppes@uwf.edu

78. Symposium/Forum: 3:30 PM–4:50 PM
Grand Chenier

Rude Awakenings: New Research on Experiences of Workplace Incivility

We know that incivility is detrimental to workers and costly to organizations. Yet, complexities surrounding incivility experiences are relatively unexplored. The 4 papers presented in this symposium move beyond traditional discussions of incivility's negative effects to capturing specific types of incivility and the dynamic processes through which negative effects occur.

Vicki J. Magley, University of Connecticut, *Co-Chair*
Alyssa McGonagle, University of Connecticut, *Co-Chair*
Jessica A. Gallus, University of Connecticut, *Co-Chair*
Joseph W. Berry, University of Waterloo, Douglas J. Brown, University of Waterloo, D. Lance Ferris, Singapore Management University, Huiwen Lian, University of Waterloo, *Investigating a Mediational Model of Ostracism in the Workplace*
Sandy Lim, National University of Singapore, Vivien (Kim Geok) Lim, National University of Singapore, Lilia M.

Cortina, University of Michigan, Vicki J. Magley, University of Connecticut, *Reactions to Interpersonal and Cyber-Incivility: The Role of Perceived Injustice*

Alyssa McGonagle, University of Connecticut, Vicki J. Magley, University of Connecticut, Alicia G. Dugan, University of Connecticut, Jessica A. Gallus, University of Connecticut, Nicole Johnson, University of Connecticut, Curtis Walker, University of Connecticut, Jennifer Bunk, West Chester University, *Resource Loss From Incivility: Perpetrator Power and Resource Threat*

Liu-Qin Yang, University of South Florida, Ashley Nixon, University of South Florida, Xichao Zhang, Beijing Normal University, Paul E. Spector, University of South Florida, *Is Perceived Organizational Support Supportive for Employees Who Experienced Incivility?*

Howard M. Weiss, Purdue University, *Discussant*

Olga L. Clark, University of Hartford, *Discussant*

Submitter: Alyssa McGonagle, aksilver@alumni.holycross.edu

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79. Symposium/Forum: 3:30 PM–4:50 PM
Grand Couteau

Situational Judgment Tests: Efficient Production and Scoring

Situational judgment tests have been increasingly used to assess individual differences in emerging domains. However, scientific consensus has not emerged regarding optimal methods to develop and score these instruments. This symposium reviews promising methods to efficiently create and score SJTs, thereby extending their psychometric range and power.

Tiffany Bludau, PDRI, *Co-Chair*

Michael A. McDaniel, Virginia Commonwealth University, *Co-Chair*

Stephan J. Motowidlo, Rice University, Margaret E. Beier, Rice University, *Implicit Trait Policies, Job Experience, and the Scoring of SJTs*

Peter Legree, U.S. Army Research Institute, Joseph Psotka, U.S. Army Research Institute, Tiffany Bludau, PDRI, Chris Kubisiak, PDRI, Elizabeth M. Lentz, PDRI, Kristen Horgen, PDRI, *Opinion Questionnaires to Judgment Tests*

Michael A. McDaniel, Virginia Commonwealth University, Joseph Psotka, U.S. Army Research Institute, Peter Legree, U.S. Army Research Institute, *Toward an Understanding of Situational Judgment Test Item Validity*

Richard D. Roberts, ETS, Carolyn E. MacCann, University of Houston, Ralf Schulze, University of Wuppertal, *Situational Judgment Tests for the Assessment of Emotional Intelligence*

Neal W. Schmitt, Michigan State University, *Discussant*

Submitter: Tiffany Bludau, tbludau@gmu.edu

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80. Symposium/Forum: 3:30 PM–4:50 PM
Maurepas

Methodological Approaches to Wage and Hour Cases: I-O Expert Relevance

I-Os are increasingly involved in wage and hour class actions regarding exempt job misclassifications, missed meal periods/rest breaks, and work off the clock. New methodologies are emerging for I-Os to establish their relevance as experts in these cases.

Christina G. Banks, Lamorinda Consulting LLC, *Chair*

Frank J. Landy, Landy Litigation Support Group, *Wage and Hour Cases: A New Area of Interest*

Ali Saad, Resolution Economics LLC, *Wage and Hour Cases: Dealing With the Data Vacuum*

Christina G. Banks, Lamorinda Consulting LLC, *Wage and Hour Studies: Capturing Just the Right Data*

Wayne F. Cascio, University of Colorado, *Discussant*

Submitter: Cristina Banks, banks@lamorindaconsultingllc.com

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81. Posters: 3:30 PM–4:20 PM
Napoleon ABC

Inclusion/Diversity

81-1 Does Dissimilarity Predict Stereotyping? It Depends on the Context

Numerous studies have examined the effects of demographic dissimilarity on individual outcomes, but none have investigated stereotyping. Results from a national survey indicate that greater residential and workplace racioethnic dissimilarity diminishes racioethnic stereotyping indirectly by promoting greater interracioethnic contact. These results were consistent for absolute and relative stereotyping.

Derek R. Avery, University of Houston
Aleksandra Luksyte, University of Houston
Morela Hernandez, University of Washington

Submitter: Derek Avery, davery@uh.edu

81-2 Outcomes of Workplace Discrimination: The Role of Perceived Demographic Similarity

This study examines the impact of discrimination on job satisfaction, organizational climate, affective organizational commitment, turnover intentions, productivity, and organizational citizenship behaviors in a sample of university faculty. Hierarchical regression analyses indicated that discrimination acted as a mediator in the relationship between perceived demographic similarity and several workplace outcome variables.

Lauren V. Blackwell, University of Oklahoma
Lori Anderson Snyder, University of Oklahoma
Catherine Mavriplis, University of Oklahoma

Submitter: Lauren Blackwell, lblackwell@psychology.ou.edu

81-3 An Examination of Individual-Difference Correlates of Sexual Harassment Perpetration

This study examined how personality and attitudinal variables contributed to sexual harassment prediction. Endorsement of social dominance orientation (SDO), hostile sexism (HS) and benevolent sexism (BS) was hypothesized to mark individuals with heightened awareness to status threats and increased likelihood to engage in harassment. Latent structure was also examined.

Nichelle C. Carpenter, Texas A&M University
Mindy E. Bergman, Texas A&M University
Marisol Perez, Texas A&M University

Submitter: Nichelle Carpenter, carpenter_nichelle@yahoo.com

81-4 Fair Treatment and Satisfaction Perceptions at Two Racially Different Universities

Perceptions of fair treatment and overall satisfaction were explored across White and Black students. Support was found for the cultural viewpoint (differences across cultural groups) whereas there was no support for the structural viewpoint (institutional differences). Increased demographic diversity did not relate with increased satisfaction for minority group members.

Mary L. Connerley, Virginia Tech
Judy P. Strauss, California State University-Long Beach

Submitter: Mary Connerley, maryc@vt.edu

81-5 How Supervisor–Subordinate Racioethnic Similarity and Emotional Exhaustion Affect Organizational Commitment

The authors examined the interactive effects of supervisor–subordinate racioethnic similarity and emotional exhaustion on organizational commitment. The results revealed both significant main and interactive effects. Specifically, supervisor–subordinate racioethnic similarity is positively related to organizational commitment only among employees experiencing moderate or low levels of emotional exhaustion.

Emily David, University of Houston
Mark Elliott, University of Houston
Derek R. Avery, University of Houston
L. A. Witt, University of Houston

Submitter: Emily David, emdavid@uh.edu

81-6 Harvesting the Benefits of Diversity: The Importance of Valuing Diversity

Archival data were used to examine the relationship between workplace diversity and job satisfaction. Results indicated that the relationship between diversity and satisfaction was moderated by diversity beliefs. Specifically, there was a significant and positive relationship between workplace diversity and job satisfaction only for those individuals who held pro-diversity beliefs.

David Fisher, DePaul University
Jayme Taylor, DePaul University

Submitter: David Fisher, dfisher1@depaul.edu

81-7 When Age Meets Change: Mediation/Moderation of Ageism in Selection

This study examined age discrimination in between-versus within-career job transitions. Data from 198 undergraduates indicate that between-career transitions do not exacerbate the effects of age on suitability ratings. However, the results suggest that age-based stereotypes were the cognitive mechanism via which ageism was manifested in employment decisions.

Justin Marcus, University of Central Florida
Barbara A. Fritzsche, University of Central Florida

Submitter: Barbara Fritzsche, bfritzsc@mail.ucf.edu

81-8 How Much Diversity Is Diversity?

We examined how the amount and framing of diversity information influences people's perceptions of diversity. Diversity efforts were perceived as "more diverse" and effective when framed as "proportion of Blacks and Hispanics" (as opposed to women, men, Whites) and when the minority group held 50% of the population.

Ashley M. Guidroz, Denison Consulting
Margaret E. Brooks, Bowling Green State University
Scott Highhouse, Bowling Green State University

Submitter: Ashley Guidroz, aguidroz@denisonculture.com

81-9 Enhancing Diversity Training Outcomes: Recognizing Bias About Bias

This study investigated whether steps taken to increase trainee awareness of their own susceptibility to bias, prior to engaging in diversity training, augmented the effectiveness of training efforts. Overall, the results of this study increased our understanding of the ways in which diversity training could be improved.

Lisa Gulick, George Mason University
Irwin J. Jose, George Mason University
Chad Peddie, George Mason University
Eden B. King, George Mason University
David A. Kravitz, George Mason University
Gonzalo Ferro, Personnel Decisions Research Institutes

Submitter: Lisa Gulick, lisagulick@gmail.com

81-10 Sensitivity or Stereotype Threat? Effects of Gendered Test Content

Test development practice urges gender sensitivity. Research, however, has relatively ignored how sensitivity recommendations may elicit stereotype threat and impact test performance and reactions. Addressing this limitation, we examined effects of gendered test content in 2 stereotyped domains. Results suggest that increased gender sensitivity does not adversely impact performance.

Jillian L. Hmurovic, Michigan State University
Ann Marie Ryan, Michigan State University
Neal W. Schmitt, Michigan State University
James Grand, Michigan State University

Submitter: Jillian Hmurovic, hmurovic@msu.edu

81-11 Employment Discrimination Against Immigrants: Accreditation, Immigrant Race and Evaluator Biases

This study shows the prevalence of bias against qualified minority immigrant applicants with foreign credentials. It also examines the validity of credential accreditation as a means for reducing this bias. Specifically, the accreditation of credentials immunizes the evaluation of credentials from effects of immigrant race or personnel decision makers' biases.

Chetan Joshi, University of Western Ontario
Joerg Dietz, University of Western Ontario
Victoria Esses, University of Western Ontario
Caroline W. Bennett-AbuAyyash, University of Western Ontario

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

81-12 Gender-Based Value Differences in the Expectation of Organizational Commitment

By examining gender socialization and the expectation of commitment, this study adds a piece to the puzzle of gender differences in organizational commitment. Quantitative and qualitative responses provide insight into differing expectations of commitment for male and female employees in 5 areas: supervisor, workgroup, occupation, organizational goals, and money.

Erin C. Marcotte, University of Western Ontario
Catherine T. Kwantes, University of Windsor

Submitter: Catherine Kwantes, ckwantes@uwindsor.ca

81-13 Generation Y's Attitudes Towards Contemporary Human Resource Practices

This study examined the attitudes Generation Y has towards various human resource practices in terms of the importance, obligation, and effort levels they should evoke in the workplace. Career development was found to be the most important HR practice and generated the highest level of obligation and effort.

Neli Remo, University of Windsor
Catherine T. Kwantes, University of Windsor

Submitter: Catherine Kwantes, ckwantes@uwindsor.ca

81-14 Is the Glass Ceiling Broken? Findings From Exit Interview Data

Research on the glass ceiling suggests that women are limited in advancement opportunities, but does it also make women leave jobs? This study focused on exit interview data across more than 2,000 former employees. Results suggest that although the glass ceiling may be breaking, it has not yet fully shattered.

Suzanne L. Dean, Wright State University
Megan K. Leasher, HR Chally Group

Submitter: Megan Leasher, megankleasher@gmail.com

81-15 Is Racioethnic Dissimilarity Dissatisfying? It Depends on Who You Ask

Numerous studies have examined the effects of workplace dissimilarity. However, few have looked at how workplace dissimilarity affects life satisfaction. This study found that though the dissimilarity–satisfaction linkage is more positive for racioethnic minorities, the magnitude of these differences seems contingent upon the employee's level of prejudice.

Brooke Lerman, University of Houston
Derek R. Avery, University of Houston

Submitter: Brooke Lerman, brookelerman@yahoo.com

81-16 Attracting Female Applicants: Do Numbers in Management Matter?

An important goal for organizations is to develop recruitment strategies that will optimize the amount of female applicants they can attract. This study examined and found that the role of numeric gender imbalance in management influences women's (and men's) attraction to an organization.

Carolyn E. MacCann, University of Houston
Michelle (Mikki) Hebl, Rice University
Jane Sundermann, Rice University

Submitter: Juan Madera, jmmadera@uh.edu

81-17 Labeling Outcomes of Racial Harassment/ Discrimination Behaviors Among Active Duty Members

Studies have shown that labeling experiences as sexual harassment has little impact on negative outcomes of those experiences. This study uses structural equation modeling to also demonstrate that labeling of experiences as racial/ethnic harassment/discrimination offers little insight into measures of well-being, intentions to stay, or satisfaction with coworkers and supervisors.

Kenneth Matos, George Washington University
Sophia Carr Friday, SRA International Inc.
Rachel N. Lipari, Defense Manpower Data Center

Submitter: Kenneth Matos, kenneth.matos@osd.pentagon.mil

81-18 Model of the Perceived Organizational Value for Diversity–Voluntary Turnover Relationship

Hierarchical linear model results from 40,164 store associates of a large, U.S. retail organization supported study hypotheses. Relative to diversity climate, value for diversity was negatively related to turnover during the following year through increased organizational commitment and intentions to remain. Financial analyses of these effects revealed important bottom-line implications.

Patrick F. McKay, Rutgers University
Derek R. Avery, University of Houston
William Castellano, Rutgers University
Mark A. Morris, JCPenney

Submitter: Patrick McKay, pmckay@smlr.rutgers.edu

81-19 Schemas, Social Norms, and Changing Attitudes Toward Affirmative Action Programs

Attitudes toward affirmative action programs (AAPs) are difficult to change. Using Ajzen's (2005) theory of planned behavior, we found that college students' attitudes toward AAPs were more favorable when AAPs were called "opportunity policies" rather than "affirmative action," but the presence of a social norm had mixed effects.

Andrew Knapp, SUNY Brockport
Laurel A. McNall, SUNY Brockport

Submitter: Laurel McNall, lmcnall@brockport.edu

81-20 Latina Perceptions of Diversity Climate in the Military

Two studies were conducted to examine outcomes and moderators of diversity climate for Latinas in the military. The relationships among diversity climate and organizational effectiveness were assessed. Diversity climate was a significant predictor of organizational

effectiveness dimensions, whereas trust and transformational leadership emerged as moderators.

Kizzy M. Parks, K. Parks Consulting Inc.
Stephen Knouse, University of Louisiana-Lafayette
Loring J. Crepeau, Defense Equal Opportunity Management Institute (DEOMI)
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)
Thomas D. Kupchick, Jr., Florida Institute of Technology

Submitter: Kizzy Parks, kparks@kparksconsulting.com

81-21 Heterosexism in Employment Decisions: The Perceived Impact of Job Misfit

We developed and tested a model of heterosexism in employment decisions based on the lack of fit model of discrimination and social-psychological research on attitudes toward gay men and lesbians. Theoretical and practical implications are discussed.

Arup Varma, Loyola University Chicago
Tamara Bruce, Michigan State University

Submitter: Shaun Pichler, pichlers@msu.edu

81-22 Motherhood Bias in Promotion Decisions

Bias against mothers in the workplace was examined in this study by looking at decision-making processes in a promotion context. By implementing a structured free recall intervention, we attempted to eliminate this potential bias and emphasize the need for gender equality in the hiring and promoting process.

Christa E. Palmer, Colorado State University
Stefanie Putter, Colorado State University
Natalie Wolfson, Colorado State University
Paige Gardner, Colorado State University

Submitter: Stefanie Putter, stefanie.putter@gmail.com

81-23 Contextual Influences on Attributions of Racial Discrimination in Work Groups

This study examined how contextual characteristics of work groups (i.e., racially skewed versus balanced groups; racial match) influenced the likelihood of attributing unfavorable personnel decisions to racial discrimination. Results of a scenario experiment revealed that groups' relational context influenced attributions of discrimination above and beyond individuals' race.

Brent Lyons, Michigan State University
Jana L. Raver, Queen's University

Submitter: Jana Raver, jraver@business.queensu.ca

81-24 Person–Organization Fit and Diversity: Integrating the Literatures, Resolving a Paradox

Some research in the organizational sciences literature purports beneficial advantages of having homogenous organizational members (i.e., person–organization fit); however, other research purports beneficial advantages of having heterogeneous members (i.e., diversity). A possible answer to this paradox is presented in this paper. Empirically testable propositions and practical implications are discussed.

Stephen D. Risavy, University of Guelph

Submitter: Stephen Risavy, srisavy@uoguelph.ca

81-25 Observer Intervention in Incidents of Exclusion of People with Disabilities

The role of disability visibility, disability onset, and similarity to the target of exclusion were examined as predictors of observer intervention among 176 participants responding to scenarios of exclusion of people with disabilities. Prosocial orientation of observers and perceptions of costs and benefits of involvement affected decisions to intervene.

Susan D'Mello, University of Minnesota
Ann Marie Ryan, Michigan State University

Submitter: Ann Marie Ryan, ryanan@msu.edu

81-26 Diverse Faculty in the Sciences: Attitudes, Performance, and Fair Treatment

A survey of faculty members from a large public university examined differences in attitudes, perceived performance, and equality of treatment comparing science and non-science fields. Implications for improving organizational policies and procedures as well as the work climate for members of marginalized groups (i.e., women and ethnic/racial minorities) are discussed.

Lauren V. Blackwell, University of Oklahoma
Lori Anderson Snyder, University of Oklahoma
Felicia O. Mokuolu, University of Oklahoma
Jennifer Carmichael, University of Oklahoma

Submitter: Lori Snyder, lsnyder@psychology.ou.edu

81-27 Does Ethnic Identity Influence Applicant Attraction To Organizational Recruitment Brochures?

This study investigated the relationship between the ethnic identity of African-American and Caucasian job applicants and their attraction to organizations as a function of the racial diversity depicted in recruitment brochures. The 3-way interaction between participant race, ethnic identity, and the racial diversity depicted in the brochure was examined.

Charles Levi Wells, Wayne State University
Sebastiano A. Fisicaro, Wayne State University

Submitter: Charles Wells, IV, cwells@wayne.edu

81-28 The Impact of College on Students' Diversity Readiness

Many organizations value workplace diversity and devote large expenditures to achieve this. As a college student entering the workplace, being diversity ready may represent an asset to organizations. This study considers the impact of college on students' diversity attitudes and their diversity readiness in preparation for encountering a diverse workforce.

Felice Williams, Virginia Tech
Kevin D. Carlson, Virginia Tech

Submitter: Felice Williams, willif05@vt.edu

THURSDAY PM

81-29 Gender and Measurement Equivalence of Managerial Performance Ratings

We tested for measurement equivalence across performance ratings of male and female managers. We also tested for measurement equivalence in ratings of managers across rater gender. We found a lack of metric invariance in both cases, suggesting that manager gender and rater gender influence the way leader performance is conceptualized.

Elizabeth Scharlau, University of Georgia
Bethany H. Bynum, University of Georgia
Brian J. Hoffman, University of Georgia
William A. Gentry, Center for Creative Leadership

Submitter: Elizabeth Scharlau, Scharlau@uga.edu

81-30 Ethnicity Differences in Acquiescence Bias

Acquiescence bias is defined as a test taker's tendency to agree with assessment items regardless of their content and meaning. Using large datasets from 2 personality assessments, this study examines U.S. ethnic group differences in acquiescence bias. Convergence and stability of acquiescence bias indices are also examined.

Stephen Nichols, Hogan Assessment Systems
Kevin D. Meyer, Hogan Assessment Systems

Submitter: Stephen Nichols, snichols@hoganassessments.com

82. Interactive Posters: 3:30 PM–4:20 PM Napoleon D1-D2

The Illegal We Do Immediately: The Unconstitutional Takes a Little Longer

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

82-1 Dispositional and Situational Determinants of Legal-Claiming Behaviors

This study examined how dispositional and situational factors impact legal-claiming behaviors after controlling for justice perceptions. Results provided support that proactive personality and trust propensity were directly related to legal-claiming outcomes. Moreover, trust propensity and organizational responses moderated the relationship between justice perceptions and legal-claiming outcomes.

Cody L. Chullen, Purdue University
Benjamin B. Dunford, Purdue University
Dennis J. Devine, Indiana University Purdue University Indianapolis

Submitter: Cody Chullen, cchullen@purdue.edu

82-2 Juror Decisions in Wrongful Termination Cases: A Multilevel Justice Perspective

We used a policy-capturing methodology to examine the impact of jurors' perceptions of organizational justice on disparate treatment verdicts. Results indicated the strongest effects for distributive and informational justice and significant variability in both propensity to assign guilt and strength of the effect of distributive and procedural justice perceptions.

James E. Campion, University of Houston
Kayo Sady, University of Houston

Submitter: Chester Hanvey, chesterhanvey@yahoo.com

82-3 Disabilities in Discrimination Claims: Disabled Claimants and Merit Perceptions

These studies were conducted to investigate how disability status affects perceptions of merit and dispute resolution methods used by employers. We found that discrimination claims made by disabled claimants were perceived as more meritorious than nondisabled claimants. Employers were more likely to agree to meditation for a disabled claimant.

Jessica L. Siegel, University of Arizona
Matthew Pearsall, University of Maryland
Barry M. Goldman, University of Arizona
Terry Connolly, University of Arizona

Submitter: Jessica Siegel, jsiegel1@email.arizona.edu

82-4 Ideals Versus Reality: Analysis of Current Practices in Assessment Norming

We reviewed standards to determine the level of instruction provided to test publishers for assessment norming. We then analyzed applied practices for nearly 40 assessments currently available. Our findings illustrate a divide between the "ideal" preached in standards and the "reality" of assessment norming practices as they currently exist.

Kevin D. Meyer, Hogan Assessment Systems
Blaine H. Gaddis, Hogan Assessment Systems

Submitter: Blaine Gaddis, bgaddis@hoganassessments.com

83. Symposium/Forum: 3:30 PM–4:50 PM Napoleon D3

An International Symposium on Disentangling Engagement

Engagement tends to be conceptualized in many different ways without delineating it clearly from other constructs. The symposium addresses the question of how engagement can be embedded into a nomological net that defines its antecedents, correlates, and consequences. Empirical evidence is presented supporting these propositions that have clear practical implications.

Hannah Olsen, SHL Group Ltd, *Chair*
Steven Fleck, SHL Group Ltd, Ilke Inceoglu, SHL Group Ltd, Dave Bartram, SHL Group Ltd, *A Comprehensive Framework for Understanding and Predicting Engagement*
Ilke Inceoglu, SHL Group Ltd, Peter B. Warr, University of Sheffield, *Person-Oriented Aspects of Job Design: Predicting Engagement From Person−Job Fit*
Jesse Segers, University of Antwerp, Peggy De Prins, University of Antwerp, Sonja Brouwers, Hay Group, Daniel Vloeberghs, University of Antwerp, *How Perceived Leadership Engages Employees and Makes Them Happy*
Richard Carter, Macquarie University, Sharon Parker, University of Sheffield, Richard Badham, Macquarie University, Paul Nesbit, Macquarie University, *Increasing Employee Engagement and Performance: A Self-Efficacy-Based Intervention*
Benjamin Schneider, University of Maryland/Valtera, *Discussant*

Submitter: Dave Bartram, dave.bartram@shlgroup.com

84. Panel Discussion: 3:30 PM–4:50 PM
Nottaway

Practical Issues in Developing Construct-Based Situational Judgment Tests

Recent calls for the development of "construct-based" SJTs have focused on assimilating research findings and recommendations in order to inform practice (e.g., Weekley & Ployhart, 2006). Practitioners from leading consulting companies share their experiences developing and implementing construct-based situational judgment tests in a variety of contexts around the world.

Aarti Shyamsunder, Kronos, *Co-Chair*
Lizzette Lima, Development Dimensions International, *Co-Chair*
Eugene Burke, SHL Group PLC, *Panelist*
Kristen Horgen, PDRI, *Panelist*
Kevin Tamanini, Development Dimensions International, *Panelist*
Lisa Teeter, Development Dimensions International, *Panelist*

Submitter: Lizzette Lima, lizzette_l@yahoo.com

85. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM
Oak Alley

Everything I Wish I Knew Before Accepting My First Position

The goal of the informal roundtable is to better prepare students to consider issues and make decisions that will enable them to be more effective in their first jobs, as well as reduce the stress of simply being new. A panel of recent graduates will respond to audience questions.

Cyrillene C. Clark, Hay Group, *Host*
Brian Roote, University of Georgia, *Host*

Submitter: Brian Roote, brianroote@gmail.com

86. Symposium/Forum: 3:30 PM–4:20 PM
Rhythms 1

Supporting Successful Organizational Change Through Change Management

This symposium features organizational change initiatives undertaken at 3 global services companies. Presenters will tell the stories of how these companies applied change management to implement changes of various types. An overview of each of the efforts, tools, lessons learned, and outcomes will be shared.

Linda Diefendorff, Brio Performance Solutions LLC, *Chair*
Linda Diefendorff, Brio Performance Solutions LLC, Melissa Parinello, Disney ABC Media Networks, *Introduction of a Change Management Methodology*
Barbara Van Hare, Kinetic Clarity LLC, *Expanding Organizational Capacity for Change*
Daniel P. Russell, Aon Consulting, *The Aon Leadership Model—The DNA of Our Firm*

Submitter: Linda Diefendorff, lindadief@yahoo.com

87. Symposium/Forum: 3:30 PM–5:20 PM
Rhythms 2

Executive Education: Corporate Perspectives on University Partnerships

This session will present 4 case studies of organizations that partner with universities and faculty in different ways to deliver executive education programs. Presenters will outline the format and audience for their development programs, as well as how they incorporate university faculty, facilities, and other speakers into their curriculum.

William Shepherd, Huntington National Bank, *Chair*
Linda S. Simon, Marriott International, Inc., *Executive Education and Development at Marriott International, Inc.*
William Shepherd, Huntington National Bank, *Executive Education: A "Deep Dive" Approach With One Institution*
Kristin Boyle, Coca-Cola Enterprises, *Reflections on a Traditional Approach at a Large Organization*
Leslie W. Joyce, The Home Depot, *Executive Education at The Home Depot*
Larry Inks, The Ohio State University, *Discussant*

Submitter: William Shepherd, williamjamesshepherd@hotmail.com

88. Symposium/Forum: 3:30 PM–4:50 PM
Rhythms 3

Uncovering the "So What" to Make Research Accessible to Practitioners

Structuring and communicating research with a focus on practical application impacts a researcher's ability to leverage research to address real-world workplace problems and issues. An academic and 3 applied researchers will share their insights, experiences, and lessons learned about maximizing the value of research in practice.

Nancy Matheson, American Institutes for Research, *Chair*
Cheryl L. Hendrickson Caster, American Institutes for Research, Nancy Matheson, American Institutes for Research, *Bottom-Line Up Front: Packaging Research to Support Performance Improvements*
Timothy P. McGonigle, SRA International, Robert F. Calderon, SRA International, *Making Research Methodology Accessible to End Users*
Michael J. Keeney, Aptima, Inc., *Opportunities to Benefit Performance Appraisal Practice Through Academic Research*
Roni Reiter-Palmon, University of Nebraska-Omaha, Triparna de Vreede, University of Nebraska-Omaha, Michael J. Keeney, Aptima, Inc., *Training for Cross-Cultural Understanding: Disconnect Between Research and Practice*

Submitter: Nancy Matheson, nmatheson@air.org

89. Panel Discussion: 3:30 PM–5:20 PM
Waterbury

Current Issues in Identifying and Growing High-Potential Talent

Finding and developing high potentials is a priority for many organizations eager to retain their competitive edge through strategic talent management. Members of this panel will discuss how their organizations are approaching the identification and development of high potentials. Current practices as well as considerations for future practice development will be addressed.

Michel A. Buffet, Fisher Rock Consulting, *Chair*
Robin R. Cohen, Rohm & Haas, *Panelist*
Michael Crespo, Columbia University Teachers College, *Panelist*
Stephen A. Dwight, Novo Nordisk, *Panelist*
Lorry A. Olson, Bank of America, *Panelist*

Submitter: Michel Buffet, michel@fisher-rock.com

90. Symposium/Forum: 4:30 PM–6:00 PM
Cornet

What is I-O Psychology's Role in Supporting Green Business Initiatives?

Environmental sustainability initiatives are becoming more widespread given growing concerns regarding global climate change. As I-O psychologists we need to recognize how our range of expertise in research and data analysis, workforce issues and design, and work-related behavior have much to offer to planning and supporting these greening initiatives.

Michelle Dela Rosa, ICF International, *Chair*
Linda Brughelli, California Office of the Attorney General/Department of Justice, *Sustainability in Practice*
Candace Cronin, ICF International, *Going Green and Making It Stick*
Elise L. Amel, University of St. Thomas, Britain A. Scott, University of St. Thomas, Christie M. Manning, Macalester College, Jacob W. Forsman, University of St. Thomas, *Increasing Employees' Green Behavior*
Lance E. Anderson, ICF International, Jennifer L. Harvey, ICF International, Gary Giumetti, Clemson University, *Development of an Environmental Impact Job Content Domain*

Submitter: Michelle Dela Rosa, mdelarosa@icfi.com

91. Posters: 4:30 PM–5:20 PM
Napoleon ABC

Job Performance & Appraisal/Citizenship Behavior/Innovation/Creativity

91-1 Creative Problem-Solving Style and Cognitive Work Environment Demands

Senior-level managers have a stronger preference for conceptualization than lower level employees who have a stronger preference for implementation. Differences in creative problem-solving style were also discovered among occupations, reflecting different cognitive demands of the work environment.

Marino Sidney Basadur, McMaster University
Garry Gelade, Business Analytic Ltd.

Submitter: Marino Basadur, min@basadur.com

91-2 Effects of Forecasting on Creative Problem Solving: An Experimental Study

Research suggests that forecasting might influence idea evaluation and implementation planning. In this study, new product advertising campaigns were developed. During this development, participants forecasted the expected outcomes of their ideas and the impact of an implementation plan. The results indicate that forecasting extensiveness was related to more creative campaigns.

Cristina L. Byrne, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Cristina Byrne, cristina.byrne@ou.edu

91-3 Feedback Seeking as a Self-Regulation Strategy for Creative Performance

Using a sample of 456 supervisor–employee dyads, this study examined individuals' feedback-seeking behaviors as a self-regulation strategy for creative performance. Results show that employees' cognitive style and perceived organizational support for creativity affected their feedback-seeking patterns. Furthermore, feedback seeking related to supervisor ratings of employee creative performance.

Katleen De Stobbeleir, Vlerick Leuven Gent Management School
Susan J. Ashford, University of Michigan
Dirk Buyens, Ghent University

Submitter: Katleen De Stobbeleir, katleen.destobbeleir@vlerick.be

91-4 Leader–Member Exchange and Creative and Proactive Behaviors

In this study, we examined the relationship between leader–member exchange (LMX) and creative and proactive behaviors in a sample of 279 employees of a high-tech company. We investigated whether the relationship is best represented as linear or curvilinear. Findings yield support for a nonlinear relationship.

Judith Volmer, University of Erlangen
Alexandra Linz, University of Erlangen

Submitter: Judith Volmer, judith.volmer@sozpsy.phil.uni-erlangen.de

91-5 Personality and Creativity: A Pattern Approach

Defined as the intersection of novelty and utility, creativity is often studied through a variable approach. The pattern approach emphasizes the interaction of several variables within the individual. This study identifies group differences in creativity based on patterns of variables from the 5-factor model (FFM) and general intelligence.

Justin Yurkovich, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha
Joseph M. James, Kenexa

Submitter: Justin Yurkovich, yurkovich@gmail.com

91-6 Innovation Through Enhanced Customer Knowledge Conversion Capabilities

This conceptual paper examines the role of customer knowledge conversion and shared meaning in new product development (NPD) teams. We present 2 models, 1 showing the blueprint of NPD teams' learning process from customers and the second illustrating the relationships among knowledge conversion, shared meaning, product innovativeness, and customer satisfaction.

Haisu Zhang, University of Illinois at Chicago
Timothy Basadur, University of Illinois at Chicago

Submitter: Haisu Zhang, hzhang28@uic.edu

91-7 Examining the Regulatory Focus–Creativity Relationship in a Field Setting

This study examines the main effects of regulatory focus and its interactive effects with management interventions on creativity in organizations. Data from 3 organizations demonstrated that although prevention focus was negatively related to creativity, promotion

focus was positively related to creativity when individual participation or intellectual stimulation was high.

Qin Zhou, Twente University

Submitter: Qin Zhou, q.zhou@utwente.nl

91-8 It's a Matter of Respect: A Model of Workplace Civility

In contrast to workplace incivility, workplace civility has been largely ignored by management researchers. Drawing on literature from other disciplines, we define workplace civility as entailing respect for 2 universal human rights: the right to human dignity and the right to privacy. Also, we articulate a model of workplace civility.

Kristin Byron, Syracuse University
Frank Mullins, Syracuse University
Yitzhak Fried, Syracuse University

Submitter: Kristin Byron, klbyron@syr.edu

91-9 Deliberative Processes of Proffering and Withholding OCB at Work

In the 2 studies, we reexamine the discretionary nature of organizational citizenship behavior (OCB) and the factors influencing employee decisions about withholding and making citizenship contributions. We show that OCB can be discretionary in nature and highlight the practical and research implications that follow.

Sankalp Chaturvedi, Imperial College London
Daniel J. McAllister, National University of Singapore

Submitter: Sankalp Chaturvedi, sankalp.chaturvedi@gmail.com

91-10 Perceptions of Ethics and OCB: The Mediating Role of Trust

This study examined the relationship between perceptions of ethics and OCB. Perceptions of ethics were based on ethics codes and peer behavior regarding ethics. Depending on the source, OCB was targeted at other individuals or the organization. The effect of both sources on OCB was mediated by trust.

Jacob S. Fischer, University of Missouri-St Louis
Thomas D. Fletcher, State Farm Insurance

Submitter: Jacob Fischer, jacobfischer@umsl.edu

91-11 Is That My Job? Setting the Stage for OCB

The study examined effects of reciprocation wariness and structural interdependence on OCB role definition and OCB. Experimental data of 49 3-person groups support that OCB role definition mediates the relationship between interdependence and OCB. Closer examination of OCB role definition suggests that perceptions of OCB may be context dependent.

Rebecca L. Fraser, George Washington University
Dana M. Glenn-Dunleavy, Association of American Medical Colleges
Jaclyn M. Jensen, George Washington University
Kristina N. Bauer, George Washington University

Submitter: Rebecca Fraser, rebecca.fraser1@gmail.com

91-12 Personality and Organizational Citizenship Behaviors: Mediating Role of Organizational Commitment

This paper examines whether the effects of relevant personality traits on organizational citizenship behaviors (OCB) are mediated by organizational commitment (OC). Path-analysis results indicate that the effect of Conscientiousness on OCB-O is mainly indirect through the mediation of OC, whereas the effect of Agreeableness on OCB-I is mainly direct.

In-Sue Oh, University of Iowa
Russell Guay, University of Iowa
Daejeong Choi, University of Iowa
Kang-Hyun Shin, Ajou University

Submitter: Russell Guay, rguay47564@aol.com

91-13 Person by Situation Interactions and Self-Regulation of Organizational Citizenship Behaviors

An experimental design was employed to examine OCBs from a person–situation interactionist perspective. Results support a distinction between processes impacting the decision to render aid and subsequent effort expenditure. Results also support an interaction between situational fairness and self-schema helpfulness on effort expenditure. Implications for future OCB research are discussed.

Julie Osowski, U.S. Office of Personnel Management
Neil M. A. Hauenstein, Virginia Tech

Submitter: Neil Hauenstein, nhauen@vt.edu

91-14 Employee Shortcuts: Exploring the Types, Motives, and Outcomes of Shortcuts

Shortcuts occur when employees deviate from routines and standard operating procedures to save time or improve efficiency. Given the lack of scholarly research, this paper reports the results of a qualitative critical incidents study that explicates different types, motives, and various outcomes of employee shortcuts.

Jaclyn M. Jensen, George Washington University
Linn Van Dyne, Michigan State University

Submitter: Jaclyn Jensen, jmn1@gwu.edu

91-15 Why Be Nice? The Role of Other Orientation in Motivating OCB

Drawing on theories of other-orientation and social exchange, we focus on 2 mechanisms leading to OCB, norm of reciprocity, and expected returns. Two laboratory studies demonstrated that other-oriented persons help more when the norm of reciprocity was salient, whereas persons low in other orientation help more when expected returns were high.

Sophia S. Jeong, University of South Carolina
M. Audrey Korsgaard, University of South Carolina
Bruce M. Meglino, University of South Carolina
Scott W. Lester, University of Wisconsin-Eau Claire

Submitter: Sophia Jeong, sophia.jeong@moore.sc.edu

THURSDAY PM

91-16 The Relationship Between Core Self-Evaluations and Organizational Citizenship Behavior

Results revealed that women were more likely to engage in organizational citizenship behaviors (OCB) directed at individuals, whereas older employees were more likely to engage in OCB directed towards the organization. When employee job satisfaction was low, those lowest in core self-evaluations reported more OCB directed at their organization.

Christopher Jewett, East Carolina University
Alan G. Walker, Auburn University
Karl L. Wuensch, East Carolina University
John G. Cope, East Carolina University

Submitter: Christopher Jewett, jewett.chris@gmail.com

91-17 Development and Validation of a Measure of Organizational Threat Recognition

We developed the concept of workplace threat recognition and created measures to assess this new construct. Convergent results from a survey study and laboratory study supported the a priori factor structure and nomonological network of this construct and suggested that it represents a unique aspect of performance.

Seth A. Kaplan, George Mason University
Lindsay Hawkins, Federation of State Boards of Physical Therapy
James N. Kurtessis, George Mason University
Alicia Stachowski, George Mason University

Submitter: Seth Kaplan, skaplan1@gmu.edu

91-18 Proactive Behaviors and Employee Outcomes Among Chinese Employees

This study examined the effects of proactive behaviors on employee outcomes in China. The results from 280 newcomer–supervisor pairs revealed that proactive behaviors significantly influenced task mastery and social integration. In addition, supervisors' traditionality significantly interacted with proactive behaviors to influence newcomers' task mastery and social integration.

Jie Wang, City University of Hong Kong
Tae-Yeol Kim, City University of Hong Kong

Submitter: Tae-Yeol Kim, bestkty@cityu.edu.hk

91-19 What's in It for Me? Giving Versus Receiving Workplace Help

This study was conducted to examine if there is any benefit for individuals when they engage in helping behaviors. Specifically, the relationship between giving/receiving help in the workplace and employee well-being was examined. Gender was also investigated as a possible moderator of the relationship between giving/receiving and employee outcomes.

Lisa Baranik, University of Georgia
Ashley Morrison, University of Georgia
Lillian T. Eby, University of Georgia

Submitter: Ashley Morrison, mmorri11@uga.edu

91-20 Examining the Relationship Between Proactive Personality and Career Success

With increasing levels of employee autonomy and responsibility in today's workforce, proactive behavior and the performance of discretionary, extra-role work behaviors are becoming vital to effective organizational functioning. This study examined how proactive personality relates to career success through extra-role behaviors including innovation, contextual performance, and organizational citizenship behavior.

Jeremy J. Owens, University of Tennessee at Chattanooga
Christopher J. L. Cunningham, University of Tennessee at Chattanooga

Submitter: Jeremy Owens, jeremyowens10@hotmail.com

91-21 Who Benefits From Organizational Citizenship Behavior?

Significant differences were found in ratings of how co-workers, supervisors, the company, customers, and the benefactor him/herself benefited from organizational citizenship behaviors. Although particular OCBs benefited recipients differently, most still were rated as beneficial to the organization; therefore, they are appropriate means for expressing reciprocity with a benevolent organization.

Thomas D. Taber, University at Albany-SUNY
John W. Michel, Towson University
Kevin J. Williams, University at Albany-SUNY

Submitter: Thomas Taber, t.taber@albany.edu

91-22 Above and Beyond: Predicting Extra-Role Behaviors in the Workplace

We examine the relationship of perceived fit and the workplace social environment on employees' extra-role behaviors. Using a questionnaire and the MSCEIT V2 EI abilities test, we found the social environment positively influenced individual and organizational extra-role behaviors. Perceived job and organization fit positively influenced organizational extra-role behaviors.

Dora M. Luk, City University of Hong Kong
Doan E. Winkel, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee

Submitter: Doan Winkel, doanemil@msn.com

91-23 Testing the Dimensionality of Organizational Citizenship Behaviors and Contextual Performance

Organizational citizenship behavior (OCB) consists of 5 types of behaviors. OCB has been equated with contextual performance, which also consists of 5 types of behaviors. In this study, different dimensional models of these constructs were tested. Separate dimensions were distinguishable in self- and peer ratings, but not in supervisor ratings.

David E. Woycheshin, University of Western Ontario
Richard D. Goffin, University of Western Ontario

Submitter: David Woycheshin, dave_woycheshin@shaw.ca

THURSDAY PM

91-24 Person–Environment Fit, Organizational Commitment, and Job Performance Behaviors

This study proposed that the relationships between employee's perceived fits and job performance behaviors (organizational citizenship behavior [OCB] and task performance) would be mediated and also moderated by organizational commitment. We examined 3 types of fits, including person–organization, person–supervisor, and person–coworkers. The findings supported most of our hypotheses.

Jee Young Seong, Seoul National University
Won-Woo Park, Seoul National University
Wonseok Choi, Seoul National University
Seokhwa Yun, Seoul National University

Submitter: Seokhwa Yun, syun@snu.ac.kr

91-25 Specifying Correlations and Mean Differences in Monte Carlo Simulations

Monte Carlo simulation is a useful approach to examining a range of methodological and substantive questions. This paper discusses issues in generating data that conform to both specified correlations and mean differences. An approach to dealing with this situation is presented along with SAS/IML code for implementing the method.

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

Submitter: Patrick Converse, pconvers@fit.edu

91-26 Relationship Quality and Justice Perceptions as Predictors of Feedback Reactions

We conducted 2 studies to examine the influence of supervisor–subordinate relationship quality and employees' justice perceptions on feedback reactions. Results from a sample of 219 (Study 1) and 83 (Study 2) employees showed that employees respond more positively to feedback when either relationship quality or perceived justice is high.

Marjolein Feys, Ghent University
Nele Libbrecht, Ghent University
Frederik Anseel, Ghent University
Filip Lievens, Ghent University

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

91-27 Rating Formats and Perceptions of Performance Appraisal Fairness

The type of rating form (absolute versus relative) can influence fairness perceptions of the person being rated. Contrary to expectations, results of an empirical study suggest that the Forced Distribution Scale (common relative rating format) can engender greater perceptions of appraisal fairness than the Graphic Rating Scale (common absolute format).

Pat M. Caputo, Aon Consulting
Sylvia G. Roch, University at Albany, SUNY

Submitter: Pat Caputo, patcaputo@gmail.com

91-28 Rater Goals and Target Performance: Different Goals for Different Targets?

This study examined whether rater goals change based on target performance level. Results indicated that motivation goals were positively associated with target performance, whereas identifying weaknesses goals were negatively associated with target performance. There was an interaction between rater Conscientiousness and target performance on identifying weaknesses goals and motivation goals.

Jessica R. Deares, ICF International
Dana M. Glenn-Dunleavy, Association of American Medical Colleges
Salman A. Jaffer, George Washington University
Josann Farrell, George Washington University

Submitter: Jessica Deares, jdeares@gwu.edu

91-29 Rating Scale Labels Effects on Leniency Bias in 360-Degree Feedback

Rater leniency and low variability are common issues in 360-degree feedback ratings, especially when feedback results are tied to administrative decisions. This study explored the effects of changing to more positive rating scale anchors on the mean scores and variability using a 360-degree feedback survey.

Andrew D. English, 3D Group
Dale S. Rose, 3D Group
Jillian McLellan, San Francisco State University

Submitter: Andrew English, aenglish@3dgroup.net

91-30 Who Matters Most? Multirater Sources Differentially Predict Performance and Engagement

Multirater feedback results were correlated with performance and employee engagement scores. Findings replicate previous research finding manager and direct report competency ratings to be statistically significant predictors of job performance (Sala & Dwight, 2002). Validity of multirater feedback varies based on the source and nature of the competency being measured.

Julie Henderson, Rutgers University/Novo Nordisk, Inc.
Stephen A. Dwight, Novo Nordisk

Submitter: Julie Henderson, juhenderson@gmail.com

91-31 Rating Multisource Feedback Ratings: A Guide to Validating Multisource Systems

This paper described and illustrated an approach to validating multisource feedback instruments by using real multisource data. The major areas covered in this paper include content validity, internal structure, reliability, conceptual equivalency, and construct validity. Validity was explored as a unitary process that is analogous to standard hypothesis testing.

John P. Steele, Army Research Institute

Submitter: John Steele, jpsteele@ksu.edu

91-32 Antecedents and Consequences of Impression Management: A Field Study

We investigated the antecedents of impression management, as well as its effects in an adult working sample. Using the HEXACO model, we found that Honesty–Humility, Extraversion, Agreeableness, and Conscientiousness correlated with different impression management behaviors. Further, impression management tactics were differentially related to supervisor and co-worker ratings of OCB.

Joshua S. Bourdage, University of Calgary
Kibeom Lee, University of Calgary
Babatunde Ogunfowora, University of Calgary

Submitter: Joshua Bourdage, jbordage@ucalgary.ca

92. Interactive Posters: 4:30 PM–5:20 PM
Napoleon D1-D2

Political Skill: A Sneaky Way to Be Machiavellian

Zinta S. Byrne, Colorado State University, *Facilitator*

92-1 Meta-Analysis of the Research on Political Skill and Job Performance

Political skill has been shown to predict job performance. However, using a meta-analysis, we found that the extent of the social requirements of jobs strongly moderated the nature of the relationship between employee political skill and job performance. Implications for personnel selection practices are discussed.

Mark N. Bing, University of Mississippi
Inneka Minor, Alcorn State University
H. Kristl Davison, University of Mississippi
Milorad Novicevic, University of Mississippi

Submitter: Mark Bing, mbing@bus.olemiss.edu

92-2 Do Personality Differences Exist in the Managerial Hierarchy?

This study examines personality differences across 3 levels of management: supervisors, managers, and executives. Results showed that, although all 3 groups share high levels of Emotional Stability, Extraversion, and Conscientiousness, some differences in average profiles and relationships between personality scales and performance did emerge.

Craig A. Johnson, Hogan Assessment Systems
Jeff Foster, Hogan Assessment Systems
Matthew R. Lemming, Hogan Assessment Systems

Submitter: Craig Johnson, cjohns38@gmail.com

92-3 Political Skill in Organizations: Importance Depends on Who You Are

This study evaluated the relative importance and variance explained by political skill dimensions in group performance when rated by multiple sources. Results revealed that political skill significantly predicted group performance when rated by peers, subordinates, and self, but not supervisors. However, differences in relative importance were not significant.

John P. Meriac, University of Missouri-St. Louis
Phillip W. Braddy, Center for Creative Leadership
Carrie A. Blair, College of Charleston

Submitter: John Meriac, meriacj@umsl.edu

92-4 Does Instructor Political Skill Influence Training Outcomes for Organizational Employees?

Using data from 1,532 student surveys and 53 instructors, we examined relations among 4 facets of instructors' political skill on students' intent to transfer training material. Surprisingly, results indicated that instructors' political skill was negatively related to students' intentions to transfer training material.

Alex Milam, University of Houston
Sabrina Volpone, University of Houston
Cristina Rubino, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Ari A. Malka, University of Houston

Submitter: Alex Milam, alexcmilam@yahoo.com

93. Roundtable Discussion/Conversation Hour: 4:30 PM–5:50 PM
Oak Alley

Sharing Teaching Ideas Among Undergraduate I-O Instructors

The purpose of this session is to develop a community of undergraduate I-O instructors by sharing effective teaching strategies for common I-O topics. We will view the updated SIOP wiki on teaching resources (http://siopwiki.wetpaint.com). Then, we will ask the audience to share teaching ideas to be placed on the wiki.

Julie S. Lyon, Roanoke College, *Host*
Wendi J. Everton, Eastern Connecticut State University, *Host*
Michael Horvath, Cleveland State University, *Host*
Robert T. Brill, Moravian College, *Host*

Submitter: Julie Lyon, lyon@roanoke.edu

94. Symposium/Forum: 4:30 PM–5:50 PM
Rhythms 1

Unraveling Ethnic Differences in Structured Interviews

This symposium clarifies the extent to which ethnic groups differ on structured interviews after correcting for range restriction at the applicant level, explores rater bias as an explanation for group differences, and discusses the viability of using video-based situational interviews as a solution for further reducing group differences.

Kyle E. Brink, Personnel Board of Jefferson County, *Chair*
Jeffrey L. Crenshaw, Personnel Board of Jefferson County, *Co-Chair*
Jeffrey L. Crenshaw, Personnel Board of Jefferson County, *Impact of Range Restriction Corrections on Structured Interview Group Differences*
David B. Birkelbach, Operational Technologies, Corp., Kyle E. Brink, Personnel Board of Jefferson County, Charles E. Lance, University of Georgia, *Race Bias in Structured*

Interview and Assessment Center Ratings
Brian L. Bellenger, Personnel Board of Jefferson County, Jeffrey L. Crenshaw, Personnel Board of Jefferson County, *Examining Racial Bias in the Assessment of Employment Interviews*
Kyle E. Brink, Personnel Board of Jefferson County, Jeffrey L. Crenshaw, Personnel Board of Jefferson County, *Comparing Black–White Differences on Video Versus Audio Structured Situational Interviews*
Harold W. Goldstein, Baruch College, CUNY, *Discussant*

Submitter: Kyle Brink, brinkk@pbjcal.org

95. Special Events: 5:00 PM–5:50 PM
Armstrong

♀ Closing Keynote: SHRM President Laurence (Lon) G. O'Neil

Laurence (Lon) O'Neil, president and CEO of SHRM, the world's largest human resource management association, representing more than 245,000 professionals in 130 countries, will serve as the theme track's closing keynote and provide his perspective on the future of evidence-based management.

Gary P. Latham, University of Toronto, *Chair*
Laurence (Lon) G. O'Neil, SHRM, *Presenter*

96. Symposium/Forum: 5:00 PM–5:50 PM
Gallery

Common Practices for Implementing and Measuring Leadership Coaching

Leadership coaching is a fairly new field of training yet filled with many questions regarding how to get the most out of coaching. Researchers and practitioners share case examples, qualitative data, and quantitative data to illustrate best practices for implementing and evaluating the effectiveness of leadership coaching.

Ashley M. Guidroz, Denison Consulting, *Chair*
Kimberly Shepherd, Shepherd Leadership Consulting Group, *Establishing an Effective Coaching Program With Clients*
David H. Oliver, PepsiCo International, W. Robert Lewis, University of Connecticut, *Building, Maintaining, and Evaluating a Network of International Coaches*
Suzanne M. Miklos, O.E. Strategies, Inc., *Coaching the Whole Person*
Ryan Smerek, University of Michigan, *Leadership Coaching and Self-Perceived Changes in Managerial Behaviors*

Submitter: Ashley Guidroz, aguidroz@denisonculture.com

97. Symposium/Forum: 5:00 PM–5:50 PM
Grand Chenier

The Importance of Values: Understanding Workplace Diversity and Work–Life Issues

Values are very significant in diversity research because diversity implies a multicultural framework with different cultures possessing different value systems. The authors in this symposium examine how values impact diversity and work–life issues. Findings suggest that values play an important role for both job seekers and job incumbents.

Ann H. Huffman, Northern Arizona University, *Chair*

Julie Holliday Wayne, Wake Forest University, *Do Compensation, Work–Family Programs, and Diversity Influence Job Choice?*
Wendy J. Casper, University of Texas at Arlington, *Applicant Preferences: Compensation, Work–Family, Diversity, and Employee Development Policies*
Eden B. King, George Mason University, Laura G. Barron, Rice University, Chad Peddie, George Mason University, *Social Identities Across the Work/Nonwork Divide*
Kristine J. Olson, Wasington State University-Vancouver, Ann H. Huffman, Northern Arizona University, Pedro Ignacio Leiva, Universidad Catolica de Valparaiso, *Values and Work–Family Conflict: Examining Hispanic and Non-Hispanic Employees*
Debra A. Major, Old Dominion University, *Discussant*

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

98. Panel Discussion: 5:00 PM–5:50 PM
Grand Couteau

The Revolving Door Effect: Innovations in Employee Retention Strategies

Many jobs in our economy suffer from chronically high turnover and low retention. Increasing pay and benefits is not always possible. This expert discussion will highlight critical issues various industries encounter when trying to retain their workforce and will discuss design considerations for different retention strategies within these industries.

Laura A. Steighner, American Institutes for Research, *Chair*
Fred A. Mael, Mael Consulting and Coaching, *Panelist*
Dana E. Sims, Naval Air Warfare Center Training Systems Division (NAWCTSD), *Panelist*
Michael Ingerick, HumRRO, *Panelist*

Submitter: Laura Steighner, lsteighner@air.org

99. Panel Discussion: 5:00 PM–5:50 PM
Maurepas

Minimum Standards for Job Analysis: How Little Is Enough?

Job analyses are common in many I-O psychology projects (e.g., validation projects). However, this step in the process is often downplayed and sometimes even ignored. This expert panel discussion will focus on the issue of the minimum level of effort necessary to conduct a legitimate and legally defensible job analysis.

Mark Alan Smith, Valtera Corporation, *Chair*
Alexander Alonso, American Institutes for Research, *Co-Chair*
P. Richard Jeanneret, Valtera Corporation, *Panelist*
Edward L. Levine, University of South Florida, *Panelist*
Dwayne G. Norris, American Institutes for Research, *Panelist*
Jeffrey M. Conte, San Diego State University, *Panelist*

Submitter: Alexander Alonso, aalonso@air.org

100. Panel Discussion: 5:00 PM–5:50 PM
Napoleon D3

Lessons Learned From Hourly Level Selection Assessment Implementation

Selection solutions become complex and challenging to design and implement in large scale rollouts. This panel will discuss the challenges faced and solutions found

for successful assessment and integrated selection process implementation specific to hourly positions in a variety of organizations.

Charles A. Handler, Rocket-Hire, *Chair*
Nila Sinha, Bigby, Havis & Associates, *Panelist*
Lisa Roberts, Burger King Corporation, *Panelist*
David N. Dickter, PSI, *Panelist*
Julie Anne Caplinger, Valtera Corporation, *Panelist*

Submitter: Nila Sinha, nsinha@bigby.com

101. Special Events: 5:00 PM–5:50 PM
Nottaway

Distinguished Early Career Contributions Award: Personal and Workplace Influences on Employee Well-Being

In this talk, I will review my research on employee well-being, defined broadly to include outcomes such as job satisfaction, work–family balance, relationship quality, and so on. I will discuss how I started doing research on this topic, describe the focus of my current research, and propose some directions for future research.

Timothy A. Judge, University of Florida, *Chair*
Remus Ilies, Michigan State University, *Presenter*

102. Special Events: 5:00 PM–5:50 PM
Rhythms 3

M. Scott Myers Award for Applied Research in the Workplace: Mission Essential Competencies: An Operations-Centric Approach to Improving Training and Job Performance

The Mission Essential Competency (MEC) is a scientifically based approach to defining knowledge, skill, and developmental experience requirements to drive training for complex occupations. Uniquely popular with individuals whose jobs it impacts, it has been used successfully for a wide range of individual, team, and "teams of teams" settings.

Eduardo Salas, University of Central Florida, *Chair*
Rebecca Beard, The Group for Organizational Effectiveness, Inc., *Author*
George M. Alliger, The Group for Organizational Effectiveness, Inc., *Presenter*
Winston Bennett, Training Research Laboratory, *Presenter*
Charles Colegrove, DMOT, Air Combat Command, *Presenter*
Michael J. Garrity, Aptima, Inc., *Author*

103. Posters: 6:00 PM–6:50 PM
Grand Ballroom A
Top Posters

103-1 Influence of Emotions and Emotion Regulation Strategies on Ethical Decision Making

This study examines an impact of regulated versus unregulated discrete negative emotions, specifically anger and fear, on individual ethical decision making. Inhibitory anger effects were decreased with the help of any regulation strategy, in particular cognitive reappraisal. On the contrary, fear facilitated ethical decision-making with the help of relaxation.

Vykinta Kligyte, Development Dimensions International (DDI)
Shane Connelly, University of Oklahoma
Chase E. Thiel, University of Oklahoma
Lynn D. Devenport, University of Oklahoma
Ryan P. Brown, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Vykinta Kligyte, vykinta@gmail.com

103-2 Organizational Inclusiveness, Cultural Intelligence, and Housing Transactions: A Multilevel Investigation

Data from 305 real estate agents from 26 firms suggest that organizational inclusiveness has positive effects on firm and individual performance in terms of the number of housing transactions occurring between people of different cultural origins. Cultural intelligence enhanced the above relationships at both the firm and individual levels.

Xiao-Ping Chen, University of Washington
Rebecca Portnoy, University of Washington
Dong Liu, University of Washington

Submitter: Dong Liu, dongliu@u.washington.edu

103-3 Measurement Equivalence of Bilingual and Native Responses to Organizational Surveys

This study investigates the effects of bilingual responses on measurement equivalence of organizational surveys. The sample included 27,540 employees of 2 multinational companies. ME was assessed using MGCFA-framework and a new research design. The results indicate that ME holds even when bilingual and native responses are compared within each nation.

Karsten Mueller, University of Mannheim
Tammo Straatmann, University of Mannheim
Natascha Hausmann, University of Mannheim
Keith Hattrup, San Diego State University

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

103-4 A Meta-Analytic Comparison of Relative Black–White Cognitive Ability Test Validity

Many have largely dismissed differential validity but we argue that this dismissal was premature. We meta-analytically examined differences between Blacks and Whites in the relationship between cognitive ability tests and performance across employment, educational, and military settings. Black criterion-related validity was lower within and across all 3 settings.

Malissa A. Clark, Wayne State University
Christopher M. Berry, Wayne State University
Tara K. McClure, Wayne State University

Submitter: Malissa Clark, malissa@wayne.edu

103-5 Gender Diversity and Creativity: The Moderating Role of Group LMX

We propose that group-level LMX (group mean and *SD*) moderates the relationship between gender diversity and information elaboration and that information elaboration fully mediates the relationship between the

interaction of gender diversity and group LMX. Our results largely support our hypotheses. Theoretical and practical implications are discussed.

Lisa H. Nishii, Cornell University
David M. Mayer, University of Central Florida
Alex Vestal, University of Central Florida
Robert L. Porter, University of Central Florida
Jana L. Raver, Queen's University

Submitter: Lisa Nishii, lhn5@cornell.edu

103-6 Proportional Gender Representation and Women's Support of Subordinate Women

The current research examines scarce gender representation as a condition that gives rise to reversals of ingroup favoritism among women. Results of 2 studies (1 experiment and 1 field survey) suggest that when women hold token status, women tended to withhold support from subordinates of the same gender.

Katherine Marie Ryan, George Mason University
Eden B. King, George Mason University
Cory Adis, George Mason University
Lisa Gulick, Booz Allen Hamilton
Ryan P. Hargraves, George Mason University
Chad Peddie, George Mason University

Submitter: Katherine Ryan, katherinemryan@gmail.com

103-7 Psychological Ownership and Its Effects on the Adoption of Change

We examined the possibility that psychological ownership over ideas will both foster and impede the adoption of change depending upon whether this change is additive or subtractive. Results of our experiment supported this logic and showed that identification mediated the effects of ownership on the adoption of subtractive change.

Markus Baer, Washington University-St. Louis
Graham Brown, Singapore Management University

Submitter: Markus Baer, baer@wustl.edu

103-8 The Job Satisfaction–Performance Relationship: An Integrated Model With Common Causes

Research suggests the job satisfaction–job performance relationship is partly spurious or attributable to common causes. This meta-analysis estimates the residual satisfaction–performance correlation at .16, after controlling personality, job complexity, and cognitive ability. We then advance an integrated theoretical model of satisfaction, performance, and their most widely studied antecedents.

Allison Cook, Texas A&M University
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Allison Cook, allisonlcook@gmail.com

103-9 Spousal Influence on Commitment to the Military: Indirect Crossover Effects

Using 186 dyads, this study investigated the influence of spousal commitment to the military on members'

organizational commitment and decision to re-enlist. Results indicate that even after controlling for direct persuasion techniques, indirect crossover mechanisms (i.e., positive emotional displays) facilitated the transfer of organizational commitment from spouse to member.

Mahima Saxena, Purdue Univesity
Rebecca A. Bull, Purdue University
Stephen G. Green, Purdue University
Howard M. Weiss, PurdueUniversity

Submitter: Mahima Saxena, saxenam@purdue.edu

103-10 Good Soldiers Versus Good Actors: An Investigation of OCB Motives

This study investigated the personality correlates of organizational citizenship behavior (OCB) engaged in for "good soldier" and "good actor" (i.e., impression management) motives. Further, it was determined that OCB engaged in for both of these classes of motives influenced coworker perceptions of the individual as an organizational citizen.

Joshua S. Bourdage, University of Calgary
Jong-Hyun Lee, Ajou University
Kibeom Lee, University of Calgary
Kang-Hyun Shin, Ajou University

Submitter: Joshua Bourdage, jbordage@ucalgary.ca

103-11 Further Moderators of Interrater Reliabilities of Supervisory Job Performance Ratings

This study utilized meta-analytic techniques to replicate the interrater reliability of supervisory ratings of job performance, and extend previous work by examining if this relationship is moderated by the perspectives of the raters, presence of rater training, or whether the same individuals or different individuals rated the group of ratees.

Winny Shen, University of Minnesota
Adam Beatty, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Winny Shen, shenx094@umn.edu

103-12 Employee Self-Enhancement Motives and Organizational Citizenship Behaviors

This study examines the effects of employee self-enhancement motives on organizational citizenship behaviors (OCB). The results indicate that self-enhancement motives have positive effects on OCBs. Moreover, it is moderated by leader–member exchange (LMX). That is, employees display OCBs to enhance their self-image, especially when they have low LMX with their supervisors.

Seokhwa Yun, Seoul National University
Wonseok Choi, Seoul National University
Dongkyu Kim, Seoul National University
Sung Won Min, Seoul National University
Haeseen Park, Seoul National University
Boyoung Kim, Seoul NationalUniversity

Submitter: Seokhwa Yun, syun@snu.ac.kr

103-13 Analytic-Holistic Thinking, Information Use, and Sensemaking During Unfolding Events

Individuals must identify needed information, make sense of complex situations, and make critical decisions for organizations. We found that Analytic and Holistic thinkers differ in their use of information and in their subsequent sensemaking decision. As information accumulates over time, sensemaking decisions showed dynamic and complex pattern changes.

Mei-Hua Lin, Wright State University
Helen Altman Klein, Wright State University

Submitter: Mei-Hua Lin, lin.8@wright.edu

103-14 Participative Management: A Multilevel Analysis for a Universal Leadership Culture

This multilevel study utilizes a hierarchical general linear model (HGLM) to examine national culture as a predictor of managerial values regarding the importance of participative management for success in today's organizations. Findings support cross-national convergence indicating that participative management may be part of a "universal leadership culture."

Taylor E. Sparks, University of Georgia
William A. Gentry, Center for Creative Leadership

Submitter: Taylor Sparks, tsparks@uga.edu

103-15 Context Matters: Examining Contextual Influences on Shared Leadership

This study examines contextual influences on shared leadership. Results illustrated that both structure and task creativity were positively related to shared leadership. Further, shared leadership interacted with task complexity and social inclusion in predicting conflict. Taken together, these findings illustrate the important influence of context on shared leadership.

Jonathan C. Ziegert, Drexel University
David M. Mayer, University of Central Florida
Ronald F. Piccolo, University of Central Florida

Submitter: Jonathan Ziegert, ziegert@drexel.edu

103-16 An Integrated Motivational Framework on Young Professionals' Job Search Behavior

This study compared and integrated 3 influential motivational frameworks in explaining young professionals' job search. The theory of planned behavior (TPB) was found to predict the participants' ($N = 297$) job search better than expectancy-value theory (EVT) and self-determination theory (SDT). Relationships of EVT- and SDT variables with job search were largely mediated by the TPB variables.

Eva Derous, Erasmus University Rotterdam
Edwin A. J. Van Hooft, Erasmus University Rotterdam
Matthijs Elling, Michael Page The Netherlands

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

103-17 Supervisors' Abuse of Customers: The Moderating Role of Moral Obligation

Drawing on deontic justice (Folger, 1998, 2001), results from 138 employee–supervisor dyads suggest that supervisor customer abuse is negatively related to employees' interpersonal justice and commitment, and positively related to turnover intentions and deviance. Further, employees have stronger reactions when they believe supervisors have a moral obligation to behave fairly.

Rebecca L. Greenbaum, University of Central Florida
Mary Bardes, University of Central Florida
David M. Mayer, University of Central Florida
Manuela Priesemuth, University of Central Florida

Submitter: Rebecca Greenbaum, rgreenbaum@bus.ucf.edu

103-18 Are Fairness Perceptions Contagious? The Role of Social Ties

Prior research has suggested that justice perceptions can emerge as a result of social interactions. Using social network analysis, we examined a network of 44 bank employees and found that instrumental ties, centrality, and structural equivalence in the network exerted significant social influence on individuals' procedural fairness judgments.

Vijaya Venkataramani, University of Maryland
Deidra J. Schleicher, Purdue University

Submitter: Vijaya Venkataramani, vvenkata@rhsmith.umd.edu

103-19 Race Differences Among Job Applicants: Normal and Clinical Personality Inventories

This study provides the first large-scale comparison of race differences on normal and clinical personality scales among job applicants. Data from 9 samples of job applicants contributed to analyses (total $N = 240,432$). Implications for adverse impact and use of personality inventories in personnel selection and screening are discussed.

Stephan Dilchert, Baruch College
Deniz S. Ones, University of Minnesota

Submitter: Stephan Dilchert, stephan.dilchert@baruch.cuny.edu

103-20 Who Earns More and Why? Personal Variables Influence Salary

This study examined the influence of the Big Five via occupational self-efficacy and career-advancement goals on salary within a large sample of 1,031 highly educated professionals over a 4-year period. Results showed that Conscientiousness, Extraversion, and Agreeableness exert their influence via career-advancement goals. Occupational self-efficacy was no mediator.

Daniel Spurk, University Erlangen
Andrea E. Abele, University Erlangen

Submitter: Daniel Spurk, daniel.spurk@sozpsy.phil.uni-erlangen.de

103-21 Are College Students Customers of Their Universities? An Exploratory Study

This study empirically examined the relationship between students' perceptions as university customers

and educational attitudes and behaviors. Consistent with exchange theory, students perceiving themselves as customers were more likely to feel entitled and to view complaining as beneficial. Satisfaction, but not customer perceptions, predicted educational involvement. Implications are discussed.

Treena L. Gillespie, University of South Alabama
R. Zachary Finney, University of South Alabama

Submitter: Treena Gillespie, tgillespie@usouthal.edu

103-22 Evaluating the Resistance of Test Systems to Small Scale Cheating

The resistance of conventional tests and computerized adaptive testing (CAT) systems to small-scale cheating conspiracies was evaluated with respect to the accuracy of ability estimation. Conventional tests with different numbers of parallel forms and CAT systems with different item selection methods were simulated and evaluated.

Jing Guo, University of Illinois at Urbana-Champaign
Louis Tay, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Jing Guo, jingguo4@uiuc.edu

103-23 Birds of a Feather: Does Demographic Similarity Influence Interview Ratings?

This study examined whether highly structured job interviews are resistant to demographic similarity effects using 20,000 applicants in a large federal organization. Findings were unequivocal: applicant–interviewer similarity with regard to gender and race was not associated with interviewers' ratings of applicant performance in situational, behavior description, or experience-based interviews.

Julie M. McCarthy, University of Toronto
Chad H. Van Iddekinge, Florida State University
Michael A. Campion, Purdue University

Submitter: Julie McCarthy, mccarthy@utsc.utoronto.ca

103-24 Expert Opinions on the "Shelflife" of a Validation Study

A survey of members of the Society for Industrial and Organizational Psychology was conducted. Experts in test validation estimated the shelflife of a validation study, a job analysis study, and a cut-score study. Conditional factors were identified by the experts that shorten the shelflife of a test validation study.

Mark J. Schmit, Applied Psychological Techniques, Inc.
Kathleen Kappy Lundquist, Applied Psychological
    Techniques, Inc.
Sara Beckham, Applied Psychological Techniques, Inc.

Submitter: Mark Schmit, schmit_mark@hotmail.com

103-25 Longitudinal Effects of Learner Preferences on Individual- and Team-Level Outcomes

Using longitudinal data from a team-training context, this study demonstrates that individual learning style orientations and goal orientations are predictive of posttraining

status and changes in learning outcomes (task-specific self-efficacy and metacognition). Further, our results indicate that these individual-level outcomes account for differences in how team-level performance unfolds over time.

Erich C. Dierdorff, DePaul University
James Kemp Ellington, Illinois Institute of Technology
James A. Belohlav, DePaul University

Submitter: Erich Dierdorff, edierdor@depaul.edu

103-26 Disaggregating the Effects of Work Family Conflict in China

This study disaggregated the effects of bidirectional work–family conflict on individual consequences among Chinese managers. Both WIF and FIW were found to be positively associated with life dissatisfaction and emotional exhaustion. FIW conflict was found to be negatively associated with organizational commitment and positively associated with turnover intention.

David D. Fried, Ohio University
Mian Zhang, Tsinghua University
Rodger W. Griffeth, Ohio University

Submitter: David Fried, df231307@ohio.edu

103-27 A Meta-Analytic Review of the Consequences Associated with Work–Family Enrichment

This study investigated the consequences associated with work-to-family enrichment (WFE) and family-to-work enrichment (FWE) using meta-analysis (Schmidt & Hunter, 2004). Both WFE and FWE were positively related to job satisfaction, affective/organizational commitment, family satisfaction, and general health, but not to turnover, although the effects were often moderated.

Jessica M. Nicklin, University at Albany-SUNY
Laurel A. McNall, SUNY Brockport
Aline Masuda, EADA Business School
Andrew D'Agostino, University at Albany-SUNY
Vipanchi Mishra, University at Albany-SUNY

Submitter: Jessica Nicklin, jn0702@gmail.com

103-28 Reconsidering Work–Family Interactions and Satisfaction: A Meta-Analysis

This meta-analysis challenges the popular assumptions that work and family satisfaction are consequences of both negative and positive work–family interactions. Using domain-specificity hypothesis as the framework, we tested both predictor and consequence models, finding stronger support for satisfaction as a predictor rather than outcome. Moderators were also considered.

Kristen M. Shockley, University of South Florida
Neha Singla, University of South Florida

Submitter: Kristen Shockley, kshockle@mail.usf.edu

	Armstrong	Borgne	Cornet	Gallery	Gallier AB	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D	Grand Ballroom E	Grand Chenier	Grand Couteau
7:30 AM	Coffee Break										
8:00 AM / 8:30 AM / 9:00 AM / 9:30 AM						1 OPENING PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS					
10:00 AM	Coffee Break										
10:30 AM / 11:00 AM	2 Keynote: 10 Years of EBMgt	3 Some New Developments in the Study of Organizational Citizenship Behavior	4 What SNA Means: Why I-O Psychologist Will Use SNA	5 Surviving to Thriving: 7 Leaders Share Stories Worth Knowing	6 COI: Executive Coaching	7 Are CEOs Overpaid?	8 Making Strides to Understand Aging Workforce	9 Sailing the Seas of Global Selection: Challenges and Solutions	10 Predictors and Moderators of Stress Effects	11 The Many Faces of Perfectionism in Organizations	12 Leadership and Work-Family
11:30 AM	23 EBMgt as a Decision Science		29 Catching Up With the Supreme Court	30 Advances in Assessment of Culture Fit for Selection	31 COI: Corporate Social Responsibility	32 Validating Assessments in the Real World	33 Best Emp. Engagement Survey Progs	34 Role of I-O in Educating Executive Coaches	35 New Frontiers in Linkage Research		24 Exploring the Validity and Utility of the O*NET
12:00 PM / 12:30 PM	39 I-O From EBMgt Perspective	40 Reducing Turnover via Selection								41 Barriers to Exec Talent Mgmt Success	
1:00 PM / 1:30 PM	64 Synthetic Reviews for EBMgt	65 Technology-Based Assessment	66 Linking Creative Potential	50 The Client-Coach Relationship	51 COI: Women's Leadership	52 Workplace Generational Differences	48 Deviant Behavior and the Self	53 Complexities of Implementing ACs	54 About Time: Multitasking and Polychronicity	67 Technology-Based Training	55 Relevance of I-O: Practitioner Accounts
2:00 PM / 2:30 PM											
3:00 PM	Coffee Break										
3:30 PM / 4:00 PM	69 Teaching I-O From an EBMgt Perspective	70 Performance Management: Putting Research Into Practice	71 Career Theories and Concepts for Turnover	72 Long Live Longitudinal Data!	73 COI: Work-Family Interface	74 Dist. Prof. Contrib. : Lessons of my Experience	75 Un-answered ?s: Psycho-metric Props of ACs	76 Generational Differences in the Workplace	77 Work-Life Effectiveness: Research and Practice	78 Rude Awakenings: New Research on Workplace Incivility	79 Situational Judgment Tests: Efficient Production and Scoring
4:30 PM			90 What is I-O Psychology's Role in Supporting Green Business Initiatives?								
5:00 PM	95 Keynote: SHRM Pres. Laurence (Lon) G. O'Neil			96 Implementing and Measuring Leadership Coaching						97 Importance of Values: Workplace Diversity and Work-Life	98 Revolving Door Effect: Employee Retention Strategies
5:30 PM											
6:00 PM / 6:30 PM						103 Top Posters				MEMORIAL: Bernard Bass	

Thursday Special Events:

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
8:00–10:00 AM Grand Ballroom

THURSDAY THEME TRACK: I-O Psychologists as Leading Edge in Evidence-Based Management
Attending all six sessions provides seven CE credits (Armstrong).

MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS
4:00–5:00 PM, Oakley Room (4th Floor)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
5:00–6:00 PM Lagniappe (2nd Floor)

MEMORIAL: Bernard Bass
6:00–7:00 PM, Grand Chenier

INTERNATIONAL MEMBERS' RECEPTION
Thursday, April 2, from 6:00–7:00 PM Waterbury (2nd Floor)

EVENING RECEPTION
Thursday, April 2, from 6:00–8:00 PM Grand Ballroom (5th Floor)
Top Posters on display from 6:00 to 6:50 PM

	Maurepas	Napoleon ABC	Napoleon D1-D2	Napoleon D3	Nottaway	Oak Alley	Rhythms 1	Rhythms 2	Rhythms 3	Salon 820/824	Waterbury
7:30 AM	Coffee Break										
8:00 AM											
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	13 Rewards and Challenges of Telework	14 Workplace Deviance/ Emotions	15 Global Leadership: 23rd Century	16 Job Analysis: Building Talent Management	17 Leadership and Innovation: What We Know and Need to Know	18 Case for Selection Procedures	19 Beyond rxy: Communicating the Impact and Value of Selection Programs	20 Grace to Help in Time of Need!: I-O Methodological Developments	21 Closing the Gap Between Research Discovery and Service Delivery		22 Implementing Talent Mgmt in Complex Orgs - Challenges and Approaches
11:00 AM											
11:30 AM		25 Motivation/ Withdrawal/ Rewards/ Justice	26 Engagement Flow: Boredom's Bad Rap	27 Training for Impact: Scientifically Grounded Practical Advice	28 Improving Effectiveness of Sr Leadership Teams						
12:00 PM	36 Where Is the Kernel of Truth: Part Quatre?				37 Every Sec Counts: Multi-level Approach to Crisis Situations						38 Accidental Resumé: Legal/ Practical Issues of E-Screening
12:30 PM		42 Global/ International	43 Faking Personality			44 Perf. Mgmt Systems	45 Onboarding: Done Lately?	46 The SHRM HR Ed Survey	47 Perspectives in Sexual Harassment		
1:00 PM				49 Status: The Neglected Motive in I-O?							
1:30 PM	56 LMX: Concepts and Operations	57 Groups/ Teams	58 My Manager Is a Bully and I Like it		59 Innovations/ Advancements in Setting Cut Scores	60 360 Fdbck to Create Large-Scale Org Change	61 Competency Modeling Versus Job Analysis	62 Creating and Testing New Item Translations	68 Information Utilization in Work Teams		63 Developing Next-Generation Leaders: Current Practices
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	80 Methodological Approaches to Wage and Hour Cases	81 Inclusion/ Diversity	82 Illegal Immediately. Unconstitutional Longer	83 An International Symposium on Disentangling Engagement	84 Practical Issues in Developing Construct-Based Situational Judgment Tests	85 I Wish I Knew Before Accepting my First Position	86 Supporting Successful Org Change Through Change Mgmt	87 Executive Education: Corporate Perspectives on University Partnerships	88 Uncovering the "So What" to Make Research Accessible to Practitioners		89 Current Issues in Identifying and Growing High-Potential Talent
4:00 PM											
4:30 PM		91 Job Performance & Appraisal/ Citizenship/ Innovation/ Creativity	92 Political Skill: A Sneaky Way to be Machiavellian			93 Sharing Teaching Ideas Among Undergraduate I-O Instructors	94 Unraveling Ethnic Differences in Structured Interviews				
5:00 PM	99 Minimum Standards for Job Analysis: How Little Is Enough?			100 Lessons From Hourly Level Selection Assessment Implementation	101 Dist. Early Career Award: Personal/ Work Influences on Well-Being				102 M. Scott Myers Award for Applied Research in the Workplace		
5:30 PM											
6:00 PM											
6:30 PM											

Thursday Theme Track Session		Master Tutorial (CE Available)		Community of Interest
Posters		Interactive Posters		

CEMA at SIOP 2009
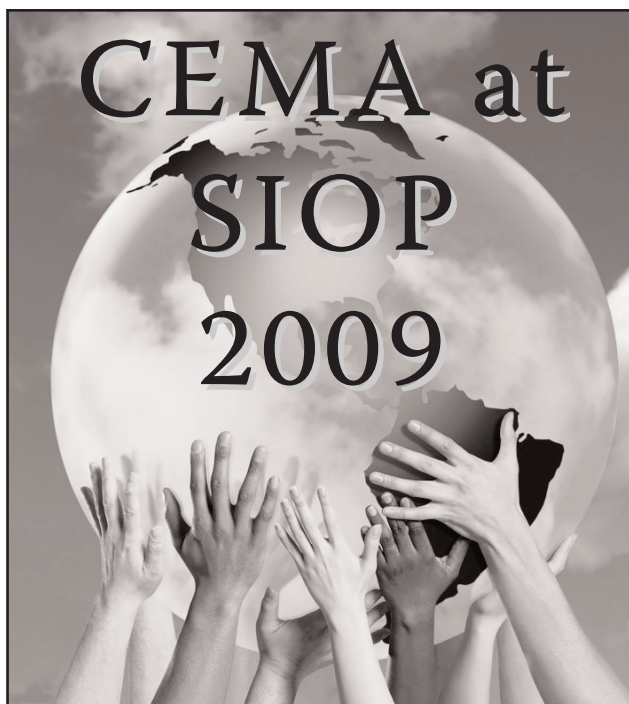
The Committee on Ethnic Minority Affairs welcomes you to SIOP 2009 and invites you to their exciting committee events!

MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS
4:00–5:00 PM, Oakley Room (4th Floor)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
5:00–6:00 PM Lagniappe (2nd Floor)

See you there!

104. Symposium/Forum: 8:00 AM–9:50 AM
Gallery

Subconscious Goals, Self-Efficacy, Need for Achievement: The Latest Priming Research

Goals, self-efficacy, and need for achievement arguably all represent important variables in I-O psychology research. How about their subconscious counterparts? Do they matter, how do they work, do they have same properties? In this symposium, leading researchers will present the latest priming research that is being developed in I-O psychology.

Alex Stajkovic, University of Wisconsin-Madison, *Chair*
Edwin A. Locke, University of Maryland, Alex Stajkovic, University of Wisconsin-Madison, ***Does Subconscious Priming Have Conscious Mediators—The Case of Self-Set Goals***
Alex Stajkovic, University of Wisconsin-Madison, Edwin A. Locke, University of Maryland, ***The Effects of Subconscious Self-Efficacy on Performance and Mediation Model***
Amanda D. Shantz, University of Toronto, Gary P. Latham, University of Toronto, ***Goal Priming Induces Need for Achievement***
Gary P. Latham, University of Toronto, Ronald F. Piccolo, University of Central Florida, ***The Effect of a Specific Versus a Nonspecific Subconscious Goal***
Ronald F. Piccolo, University of Central Florida, Gary P. Latham, University of Toronto, ***An Experimental Examination of Subconsciously Primed Goals***

Submitter: Alex Stajkovic, astajkovic@bus.wisc.edu

105. Panel Discussion: 8:00 AM–9:50 AM
Grand Ballroom A

The Talent Imperative: Pursuing Strategy Driven Talent Management

Strategic leadership talent management is now a core business function. The highly experienced panelists will discuss a range of critical talent management issues including developing integrated talent management, recruiting talent, leveraging experiences for development, approaches to changing leadership behavior, managing leadership talent pools, and identifying high-potential talent.

Robert F. Silzer, Human Resource Assessment & Development, *Co-Chair*
Ben E. Dowell, Self-Employed, *Co-Chair*
Marcia J. Avedon, Ingersoll Rand, *Panelist*
Sandra O. Davis, MDA Leadership Consulting, *Panelist*
Leslie W. Joyce, The Home Depot, *Panelist*
Paul R. Yost, Seattle Pacific University, *Panelist*

Submitter: Ben Dowell, BDowell@aol.com

106. Special Events: 8:00 AM–8:50 AM
Napoleon D3

Disaster Response Committee: The Role of I-O Psychologists in Disaster Recovery

I-O scientists and practitioners can uniquely aid employees and organizations recovering from disaster. This session will present efforts to address workplace needs, future directions for research and practice, and funding opportunities related to disaster recovery. Volunteering challenges to SIOP will be discussed along with efforts to build effective and visible alliances between SIOP, existing relief groups, and other psychologists.

Tracey E. Rizzuto, Louisiana State University, *Presenter*
Vicki V. Vandaveer, Vandaveer Group, Inc, *Presenter*
Donald M. Truxillo, Portland State University, *Presenter*
John R. Aiello, Rutgers University, *Presenter*

Submitter: Tracey Rizzuto, trizzut@lsu.edu

107. Symposium/Forum: 8:00 AM–9:50 AM
Nottaway

Innovations in Adaptive Simulation-Based Assessment, Training, and Feedback

Training within many complex domains can benefit from the ability to customize instructional content and feedback to the unique skill deficiencies of individual learners. This symposium presents new strategies for conducting adaptive training, emphasizing innovative solutions to conceptual, psychometric, and logistic challenges in developing their underlying assessment frameworks.

Phillip M. Mangos, Kronos Talent Management, *Co-Chair*
Gwendolyn Campbell, Naval Air Warfare Center Training Systems Division, *Co-Chair*
Meredith L. Cracraft, Personnel Decisions Research Institutes, Inc., Michael T. Ford, University at Albany, SUNY, Steven S. Russell, Personnel Decisions Research Institutes, Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, ***Using Situational Judgment Tests and Tailored Feedback to Enhance Training***
Phillip M. Mangos, Kronos Talent Management, Gwendolyn Campbell, Naval Air Warfare Center Training Systems Division, Matthew Lineberry, University of South Florida, Ami Bolton, Office of Naval Research, ***Modeling Simulation-Based Training Performance to Identify Emergent Assessment Opportunities***
Jared Freeman, Aptima, Webb Stacy, Aptima, Georgiy Levchuck, Aptima, Wayne Shebilske, Wright State University, John Colonna-Romano, Aptima, ***Techniques and Technologies for Optimizing Instructional Strategy***
Kumar Akella, Knowledge Based Systems, Inc., Perakath Benjamin, Knowledge Based Systems, Inc., Ronald Fernandes, Knowledge Based Systems, Inc., Jason Gohlke, Knowledge Based Systems, Inc., Michael Graul, Knowledge Based Systems, Inc., ***An Intelligent Scenario Management Framework***
Winston Bennett, Training Research Laboratory, *Discussant*

Submitter: Phillip Mangos, phillip.mangos@navy.mil

108. Symposium/Forum: 8:00 AM–9:50 AM
Waterbury

Shared Leadership in Context: North American and European Perspectives

This session will focus on shared leadership effectiveness in different organizational settings. Brief presentations from academics as well as a prominent executive will identify important processes, antecedents, and outcomes of shared leadership in order to increase knowledge and understanding and the development of shared leadership in organizations.

Julia E. Hoch, University of Technology Dresden, *Co-Chair*
Craig L. Pearce, Claremont Graduate University, *Co-Chair*
Henry P. Sims, University of Maryland, *Shared Leadership: Broad Versus Narrow Definitions*
Barbara Kunzle, ETH Zurich, Michaela Kolbe, ETH Zurich, Eniko Mezo-Zala, Zurich University of Applied Sciences, Johannes Wacker, University Hospital Zurich, Gudela Grote, ETH Zurich, *Leadership in Anesthesia Teams: The Most Effective Leadership Is Shared*
Nele Manheim, University of Groningen, Gerben S. Van der Vegt, University of Groningen, Onne Janssen, University of Groningen, *Effects of Shared and Vertical Leadership Behaviors on Team Effectiveness*
Julia E. Hoch, University of Technology Dresden, Juergen Wegge, University of Technology Dresden, *Employee Integrity, Vertical Leadership, Shared Leadership, and Workplace Innovation*
Bruce Barcus, Retail Inventory Services, *Shared Leadership in Action*

Submitter: Craig Pearce, craig.l.pearce@gmail.com

109. Special Events: 8:30 AM–9:50 AM
Armstrong

Invited Session: A Five-Year Journey With Coca-Cola

Following a lawsuit, the Coca-Cola Company agreed to create an external task force to review and revise virtually all HR processes within the company under court scrutiny. Over a 5-year timeframe, this project afforded a rare opportunity to simultaneously design and implement HR processes for all jobs system wide and to track the success of these initiatives. The panelists (including the attorney who originally brought the lawsuit and one of the Task Force members) will discuss the challenges, accomplishments, and learnings from the project.

Kathleen Kappy Lundquist, Applied Psychological Techniques, Chair
Irwin L. Goldstein, University System of Maryland, Panelist
Rene Redwood, CEO, Redwood Enterprises, Panelist
Cyrus Mehri, Mehri & Skalet, PLLC., Panelist

Submitter: Kathleen Lundquist, KKL@appliedpsych.com

110. Panel Discussion: 8:30 AM–9:50 AM
Borgne

Measuring Complex Dimensions With Executive Assessment Centers: Challenges and Solutions

Assessment center design becomes challenging when complex executive dimensions lack clear definition and have not been adequately validated. This session will identify common measurement challenges and solutions when dealing with complex and elusive dimensions that are difficult to simulate in the context of a traditional assessment center design.

Paul R. Bernthal, Development Dimensions International, *Chair*
Robert T. Hogan, Hogan Assessment Systems, *Panelist*
Ann Howard, Development Dimensions International, *Panelist*
Joseph L. Moses, Valtera Corporation, *Panelist*
Elaine B. Sloan, Personnel Decisions International, *Panelist*
George C. Thornton, Colorado State University, *Panelist*

Submitter: Paul Bernthal, Paul.Bernthal@ddiworld.com

111. Symposium/Forum: 8:30 AM–9:50 AM
Cornet

Innovations in Workforce Readiness Assessment

Some of the skills that employers most value are not learned in the classroom (Conference Board, 2006). Many new entrants in the workforce are deficient in these skills, suggesting that better assessment of these skills is needed. This symposium discusses some innovative work on the assessment of workforce readiness.

Jeremy T. Burrus, Educational Testing Service, *Chair*
Sarah A. Hezlett, Personnel Decisions Research Institutes, Nathan R. Kuncel, University of Minnesota, Jana Rigdon, University of Minnesota, *Criterion Problems in College Performance: Developing a Model and Measure*
Carolyn E. MacCann, University of New South Wales, Richard D. Roberts, Educational Testing Service, Lijuan Wang, University of Notre Dame, *Individual Differences in Teamwork: A Situational Judgment Testing*
Matthew Ventura, Educational Testing Service, Patrick C. Kyllonen, Educational Testing Service, *The Personal Potential Index*
Jeremy T. Burrus, Educational Testing Service, Carolyn E. MacCann, University of New South Wales, *Facets of Conscientiousness: Relationships With Work and Educational Outcomes*
Krista D. Mattern, College Board, *Discussant*

Submitter: Jeremy Burrus, jburrus@ets.org

112. Community of Interest: 8:30 AM–9:50 AM
Gallier AB

Evidence-Based Management

Deb Cohen, Society for Human Resources Management, *Host*

113. Panel Discussion: 8:30 AM–9:50 AM
Grand Ballroom B

The Limits of Employee Engagement

Researchers and organizational leaders have focused on employee engagement as a factor contributing to improved job performance. However, when enabling conditions in the work environment are absent, engagement may not sustain performance—and other negative outcomes may follow for employees and organizations. Panelists will discuss engagement and its limitations.

Michael Frese, University of Giessen, *Chair*
Mark Griffin, University of Sheffield, *Panelist*
Wayne F. Cascio, University of Colorado, *Panelist*
Hailey A. Herleman, Clemson University, *Panelist*
Rachel Gonzalez Levy, Daiichi Sankyo, Inc., *Panelist*
Mark Royal, Hay Group, *Panelist*

Submitter: Thomas Britt, twbritt@clemson.edu

114. Symposium/Forum: 8:30 AM–9:50 AM
Grand Ballroom D

Methods for Success: An Examination of Critical Leadership Issues

Despite advancements in the field of leadership, scholars agree that our understanding of leadership is incomplete. Recent leadership forums have committed sub-

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stantial effort to identifying critical emerging leadership issues. This session will examine 4 methodologies and identify key considerations for conducting substantive leadership research on critical emerging topics.

Katrina E. Bedell Avers, Federal Aviation Administration, *Co-Chair*
Sam T. Hunter, Pennsylvania State University, *Co-Chair*
Sam T. Hunter, Pennsylvania State University, Christian Thoroughgood, Pennsylvania State University, Lily Pesin, Pennsylvania State University, *Multilevel Leadership: Emerging Questions*
Tamara Friedrich, University of Oklahoma, Amanda Shipman, University of Oklahoma, Cristina L. Byrne, University of Oklahoma, *Survey Methods: A Map to Navigate the Common Pitfalls*
Ethan P. Waples, Louisiana State University-Shreveport, *Reinvigorating the Experimental Method in Leadership Research: A Critical Evaluation*
Dawn L. Eubanks, University of Bath, *The Historiometric Approach: Methodological Considerations*
Michael D. Mumford, University of Oklahoma, *Discussant*

Submitter: Katrina Bedell Avers, Katrina.Avers@faa.gov

115. Panel Discussion: 8:30 AM–9:50 AM
Grand Ballroom E

Future Directions in Voluntary Turnover Research

To understand the tendencies, reasons, and processes of voluntary turnover, at least 3 factors should be considered: attitudinal, situational, and dispositional factors. Panelists will discuss what the current literature tells us about these factors and identify areas that warrant more investigations.

Ryan D. Zimmerman, Texas A&M University, *Chair*
Sang Eun Woo, University of Illinois at Urbana-Champaign, *Co-Chair*
David G. Allen, University of Memphis, *Panelist*
Thomas W. Lee, University of Washington, *Panelist*
Peter W. Hom, Arizona State University, *Panelist*
Carl P. Maertz, Jr., Saint Louis University, *Panelist*

Submitter: Sang Eun Woo, sewoo@cyrus.psych.uiuc.edu

116. Friday Seminar: 8:30 AM–11:20 AM
Grand Chenier

Frontiers of Personality Research and Practice
Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit for attending.)

This seminar will focus on cutting-edge research regarding theories and measures of personality and will concentrate on 2 main questions: (a) How can one best use personality measures in personnel decisions and, (b) what are some concerns and nonconcerns about using personality scales in applied settings? Current empirical research and illustrative applied examples will be highlighted.

Deniz S. Ones, University of Minnesota, *Presenter*
Shelley W. Spilberg, California Commission on POST, *Presenter*
Stephan Dilchert, Baruch College, *Presenter*
Chu-Hsiang Chang, University of South Florida, *Coordinator*

117. Friday Seminar: 8:30 AM–11:20 AM
Grand Couteau

Occupational Health and Safety: Current Directions in Research and Practice
Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit for attending.)
Research has established the benefits of a safe and healthy workplace for both employees and employers. Participants will learn about preventative strategies to enhance employees' safety, mental health, and work–family balance. The workshop also will discuss challenges of evaluating health and safety interventions, the role of individual differences, and common obstacles to implementing health and safety programs.

Lois E. Tetrick, George Mason University, *Presenter*
Robert R. Sinclair, Clemson University, *Presenter*
Leslie B. Hammer, Portland State University, *Presenter*
Glenda M. Fisk, Queen's University, *Coordinator*

118. Roundtable Discussion/Conversation Hour: 8:30 AM–9:50 AM
Oak Alley

The Zeitgeist of the Future

SIOP 2008's education theme track urged greater proactivity in educating our next generation about emerging workplace issues. We respond to that call, building from a semester seminar on nanotechnology, genomics, the death of privacy, and so on. Guided discussion groups will yield research, education, and practice ideas and collaborations.

Marcus W. Dickson, Wayne State University, *Host*
Benjamin Schneider, Valtera, *Host*
Levi R. Nieminen, Wayne State University, *Host*
Nathan Weidner, Wayne State University, *Host*
Marcus D. Weller, Wayne State University, *Host*
Anne C. Bal, Wayne State University, *Host*
Nathalie Castano, Wayne State University, *Host*
Abigail E. Reiss, Wayne State University, *Host*
Mingzhu Yu, Wayne State University, *Host*

Submitter: Marcus Dickson, marcus.dickson@wayne.edu

119. Panel Discussion: 8:30 AM–9:50 AM
Rhythms 1

I-O Psychologist as a Change Agent: Lessons From the Trenches

I-O psychologists often are resources for organizational change (e.g., testing, training, development). However, serving in the capacity of breaking old habits and setting new milestones can be lonely, arduous, and often perilous. The panelists discuss professional experiences that may help others positively affect change in their company.

James H. Killian, Hogan Assessment Systems, *Chair*
Amy Clampett, MacQuarie Bank U.S., *Panelist*
Meisha-Ann Martin, University of South Florida, *Panelist*
Michael J. Najar, CITGO Petroleum, *Panelist*
Laura Ann Preston, Kelly Services, *Panelist*

Submitter: James Killian, jkillian@hoganassessments.com

120. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 2

Random Walks Down Memory Lane: Career Paths in I-O Psychology

Careers with the same starting point take very different trajectories. Career paths in I-O psychology are often created by random events that lead to differences across time. Four psychologists discuss how their careers have developed over 25 years and offer suggestions for personal career development to current graduate students.

Daniel J. Svyantek, Auburn University, *Chair*
Stephen J. Cerrone, Burger King, *Nonlinear and Unpredictable—Or Success Through Adaptive Responding!*
Steven E. Ekeberg, The Sherwin-Williams Company, *It's Only a Path When You Look Backwards*
John K. Schmidt, United States Navy, *Over Hill...Anchors Aweigh...How Did I Get Here?*
Daniel J. Svyantek, Auburn University, *Making Fun of Administrators...And How I Became One!*
Karla K. Stuebing, University of Houston, *Discussant*

Submitter: Daniel Svyantek, svyandj@auburn.edu

121. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 3

Issues in Cross-Cultural Personality Assessment

This symposium addresses emerging issues in the application of personality assessment in non-western cultures. The important role of response distortion and socially desirable responding in Asian and African cultures will be explored. Moreover, issues and approaches for addressing the cross-cultural validity of self-report (personality) data will be addressed.

Ronald C. Page, Assessment Associates International, *Chair*
Ronald C. Page, Assessment Associates International, *Issues in Assessing Personality in Asian and Western Cultures*
Ying Wang, University of Sheffield, *Cross-Cultural Differences of Response Styles in Answering Personality Test*
Gideon de Bruin, University of Johannesburg, Aletta Odendaal, University of Johannesburg, *Issues in Assessing Personality in South Africa: Cross-Cultural Lessons Learned*
Paul T. Barrett, Hogan Assessment Systems Inc, *Measurement Invariance and Latent Variable Theory in Cross-Cultural Psychology*
Thomas L. Payne, University of Wisconsin-Oshkosh, *Discussant*
Anna Brown, SHL Group Ltd, *Discussant*

Submitter: Paul Barrett, pbarrett@hoganassessments.com

122. Symposium/Forum: 9:00 AM–9:50 AM
Maurepas

Investigating Teams and Multiteam Systems: Selecting Game-Based Research Platforms

Computer-based games/simulations are frequently utilized in team research. However, there is little guidance regarding the suitability of particular games for studying constructs of interest. This is problematic as selection can limit the type of research conducted or data collected. Presentations seek to inform game selection decisions.

Frederick J. Panzer, Monster Government Solutions, *Chair*
Wendy Bedwell, University of Central Florida, *Co-Chair*
Michael D. McNeese, The Pennsylvania State University, Benjamin Hellar, The Pennsylvania State University, Susan Mohammed, The Pennsylvania State University, Katherine Hamilton, The Pennsylvania State University, *NeoCITIES: A Game for Team Cognition and Collaborative Technology Study*
Samuel R. Wooten II, IST, Daniel Doty, University of Central Florida, Toshio Murase, University of Central Florida, C. Shawn Burke, University of Central Florida, Leslie A. DeChurch, University of Central Florida, Linda G. Pierce, Army Research Institute, *A Taxonomy of Platforms for MTS Research: A Critical Review*
Wendy Bedwell, University of Central Florida, Davin Pavlas, University of Central Florida, Eduardo Salas, University of Central Florida, *Utilizing Games for Team Investigation: A Matrix to Guide Research*
Michelle A. Marks, George Mason University, *Discussant*

Submitter: Wendy Bedwell, wbedwell@mail.ucf.edu

123. Posters: 9:00 AM–9:50 AM
Napoleon ABC

Job Attitudes/Engagement

123-1 Cloud Computing: Dynamic Influences on User Acceptance

This study identified factors that lead to individual adoption of cloud computing technology. Using relative weights analysis (Johnson, 2004), we demonstrated that, relative to other factors, the importance of perceived organizational support grew over time, whereas the importance of computer self-efficacy diminished over time. Organizational implications are discussed.

Tara S. Behrend, North Carolina State University
Emily C. Johnson, North Carolina State University
Eric N. Wiebe, Friday Institute for Educational Innovation

Submitter: Tara Behrend, tara.behrend@gmail.com

123-2 Relative Importance of Employee Engagement, Other Job Attitudes, and Affect

This research uses dominance analysis to provide a comprehensive assessment of the relative importance of trait affect and several job attitudes as predictors of task performance, OCB, CWB, and job withdrawal. Overall, employee engagement, job satisfaction, perceived organizational support, and NA were found to be the most important predictors.

Michael Baysinger, Purdue University
Bradley J. Brummel, University of Tulsa
Reeshad S. Dalal, George Mason University
James M. LeBreton, Purdue University

Submitter: Bradley Brummel, bradley-brummel@utulsa.edu

123-3 Perceived Organizational Support and Organization-Based Self Esteem: Redundant or Complementary?

We examine the overlap between measures of perceived organizational support (POS) and organization-based

self-esteem. We theorize that POS should more strongly predict workplace attitudes and that OBSE should more strongly predict workplace behaviors. Findings from a meta-analytic review of past research on POS and OBSE support our hypotheses.

Daniel J. McAllister, National University of Singapore
Issac Lim, Stanford University
Kelvin Pang, National University of Singapore
Hwee Hoon Tan, Singapore Management University

Submitter: Sankalp Chaturvedi, sankalp.chaturvedi@gmail.com

123-4 Organization-Based Self-Esteem as a Mediator of Civility–Job Satisfaction Relationship

This study investigates the relationship between civility, organization-based self-esteem, and job satisfaction in the sample of 89 employees. The influence of civility climate on job satisfaction is mediated by organization-based self-esteem. OBSE is one intervening variable that may help account for the influence of work environment on employee attitudes.

Olga L. Clark, University of Hartford

Submitter: Olga Clark, oclark@hartford.edu

123-5 Job Satisfaction and Social Comparison: A Causal Model

This study is grounded in the conceptual and empirical literature that argues for the importance of judgments and comparisons in the evaluation of job satisfaction. Specifically, experimental evidence is presented that supports the hypothesis that engaging in downward social comparison leads to increased perceptions of job satisfaction.

Joshua Douglas Cotton, The University of Memphis
Ronald S. Landis, The University of Memphis

Submitter: Joshua Cotton, joshuamail@gmail.com

123-6 Recovery at Work: The Relationship Between Identification and Work Attitudes

The complex makeup of the substance abuse treatment workforce poses unique challenges to this field. Social identity theory is used to make the case that counselors who are in recovery will identify more with their work, resulting in increased commitment and job satisfaction as well as decreased turnover intentions.

Sara Curtis, University of Georgia
Lillian T. Eby, University of Georgia

Submitter: Sara Curtis, saralcurtis@yahoo.com

123-7 Bad Versus Good: Do Positive Work Events Predict Nurses' Engagement?

Positive work experiences (PWEs) offer several advantages over traditional measures of work-related stressors or positive perceptual measures. We show that nurses ($N = 207$) with more frequent PWEs also report higher levels on multiple engagement measures. However, some benefits of PWEs are contingent on nurses' levels of work stressors.

Marilyn N. Deese, Clemson University
Lindsay E. Sears, Clemson University
Robert R. Sinclair, Clemson University
Robert R. Wright, Portland State University
David Cadiz, Portland State University
Laurie M. Jacobs, Portland State University
Cynthia D. Mohr, Portland State University
Sue B. Davidson, Oregon Nurses Association

Submitter: Marilyn Deese, mdeese@g.clemson.edu

123-8 The Job Satisfaction and Life Satisfaction Relationship: A Meta-Analysis

This meta-analysis examined the relationship between job satisfaction and life satisfaction. Although a positive relationship was found, the strength of this relationship depended upon how job and life satisfaction were measured. We also found generational and gender differences. Finally, evidence is provided for a partially spurious relationship.

Kevin J. Eschleman, Wright State University
Nathan A. Bowling, Wright State University

Submitter: Kevin Eschleman, eschleman.2@wright.edu

123-9 Employee Responses to Trust: The Moderating Role of Bureaucratic Structure

We tested whether the relations between trust and both commitment and motivation depended on perceived structure. Data were provided by 332 employees working in different organizations. We found support for our hypothesis. The results confirmed the situational-strength hypothesis. Relations were stronger when perceived structure was less bureaucratic.

Michael J. Withey, Memorial University
Ian R. Gellatly, University of Alberta

Submitter: Ian Gellatly, ian.gellatly@ualberta.ca

123-10 The Theory of Planned Behavior and Corporate Volunteerism

Company-supported volunteering is increasingly popular, yet little research has examined why individuals participate in this behavior. In a sample of 110 employees, antecedents of intentions specified by the theory of planned behavior and its extensions were found to be positively related to intentions to participate in company-supported volunteering.

Jaime B. Henning, Eastern Kentucky University
Ann H. Huffman, Northern Arizona University
Abigail M. Elandt, Eastern Kentucky University

Submitter: Jaime Henning, Jaime.Henning@eku.edu

123-11 Revisiting the Construct of Job Involvement: Measurement and Validity Evidence

This study examined the psychometric properties of Paullay et al.'s (1994) job involvement scale and a derivation of the Lodahl and Kejner scale developed by Reeve and Smith (2001). Results indicate that Paullay et al.'s job involvement scale is clearer in concept and more predictive of job performance.

Chia-Lin Ho, North Carolina State University
Samuel B. Pond, North Carolina State University

Submitter: Chia-Lin Ho, cho4@ncsu.edu

123-12 Toward an Understanding of Why Situational Constraints Negatively Influence Performance

Using a sample of 158 undergraduate students, this study demonstrated that situational constraints are related to satisfaction, frustration, and perceived behavioral control. In addition, perceived behavioral control partially mediated the relationship between situational constraints and affective reactions. Finally, affective reactions partially mediated the relationship between situational constraints and performance.

Margaret T. Horner, Texas A&M University
Stephanie C. Payne, Texas A&M University
Rebecca J. Thompson, Texas A&M University

Submitter: Margaret Horner, meg_horner@yahoo.edu

123-13 Commitment to Work-Group Performance: Extension of the Three-Component Model

This paper summarizes validity evidence for a new measure of commitment to contributing to work-group performance. This measure extends Meyer and Allen's 3-component model beyond its traditional emphasis on predicting retention and towards using commitment to predict job performance. Generally supportive validity evidence from 2 studies is presented.

Timothy A. Jackson, University of Western Ontario
John P. Meyer, University of Western Ontario
Yaprak Kumsar, University of Western Ontario

Submitter: Timothy Jackson, timothyajackson@gmail.com

123-14 Using Measurement Equivalence to Examine Employees' Differing

Tests of measurement equivalence revealed that blue- and white-collar workers possess different conceptualizations of various aspects of their jobs. Confirmatory and exploratory factor analyses revealed that blue-collar workers perceive each dimension of job satisfaction in a more unitary manner than do white-collar workers.

Xiaoxiao Hu, George Mason University
Seth A. Kaplan, George Mason University
Reeshad S. Dalal, George Mason University

Submitter: Seth Kaplan, skaplan1@gmu.edu

123-15 Psychological Contract Type, Contract Violations, and Intention to Stay

The influence of contract type (relational or transactional) on the effect of violation of the psychological contract on intention to stay was examined. Results indicated that individuals high on relational contract type or low on transactional contract type were the most likely to have turnover intentions after a violation.

Joanna Kraft, University of Windsor
Catherine T. Kwantes, University of Windsor

Submitter: Catherine Kwantes, ckwantes@uwindsor.ca

123-16 Memory and Mood Effects on Job Satisfaction Over the Lifespan

This study examines the role of specific age-related memory effects (failure to encode contextual detail and a positive information encoding bias) on changes in job satisfaction. Hypotheses were tested within a measurement equivalence framework across 2 samples. Results suggest associations in memory differ with age, leading to different satisfaction levels.

Joseph Luchman, George Mason University
Seth A. Kaplan, George Mason University
Reeshad S. Dalal, George Mason University

Submitter: Joseph Luchman, jluchman@gmu.edu

123-17 Cognitive and Affective Bases of Satisfaction Relate Differently to Withdrawal

In a sample of 375 full-time employees from 33 industries, cognitive and affective bases of job satisfaction had differential relationships with several withdrawal indicators and self-rated performance. Also, attitudes were more associated with withdrawal when affective–cognitive consistency was high, and positive and negative emotions had different relationships with withdrawal.

Stephanie M. Merritt, University of Missouri-St. Louis

Submitter: Stephanie Merritt, merritts@umsl.edu

123-18 Measures of Organizational Identification and Affective Commitment: Cognitive or Affective?

Recent work has updated definitions of organizational identification (OI) and affective commitment (AC), rendering past measurement tools obsolete. We develop new measures based on recent definitions and present an analysis for testing whether responses to new and existing scales are associated primarily with cognition or affect.

Stephanie M. Merritt, University of Missouri-St. Louis
Angela M. Farabee, University of Missouri-St Louis

Submitter: Stephanie Merritt, merritts@umsl.edu

123-19 Refinements to ASA Research: Shifting the Focus to Focal Traits

This study resolves multiple problematic trends in research on Schneider's ASA model. Using real organizational data and actual metrics of attraction, selection, and attrition (vice proxies), this study provides a simultaneous test of all 3 components of the model. Rationale and analyses focusing on a subset of characteristics are presented.

Kevin D. Meyer, Hogan Assessment Systems
Amy Nicole Salvaggio, University of West Haven

Submitter: Kevin Meyer, kevindmeyer@yahoo.com

123-20 The Utrecht Work Engagement Scale: An Evaluation of Two Versions

This article analyzes the Utrecht Work Engagement Scale (UWES). Study 1 critiques the original scale development and analyzes a similar sample using

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exploratory and confirmatory factor analyses. Using 3 samples, Study 2 evaluates the reliability, validity, and factor structure of the 17-item UWES as well as the 9-item version.

Maura J. Mills, Kansas State University
Satoris S. Culbertson, Kansas State University
Clive Fullagar, Kansas State University

Submitter: Maura Mills, mjmills@ksu.edu

123-21 Psychological Contract Breach: Do Promises Matter?

Promises are positioned centrally in the study of psychological contract breach. However, because the effects of promised and delivered inducements are typically confounded, the role of promises remains unclear. Using an experimental approach, our findings suggest that promises matter little; employees are primarily concerned with what the organization delivers.

Samantha D. Montes, University of Toronto
David Zweig, University of Toronto

Submitter: Samantha Montes, montes@utsc.utoronto.ca

123-22 Organizational Climate Perceptions as Predictors of Employee Engagement and Performance

This study looks at the variables of employee engagement, organizational climate, and performance feedback to affect positive change in an organization. A return on investment model is proposed to increase employee engagement through enhancing specific organizational climate factors.

Daren S. Protolipac, St. Cloud State University
Mary Taylor, Midwest ISO/St. Cloud State University

Submitter: Daren Protolipac, dsprotolipac@stcloudstate.edu

123-23 Supervisor Implicit Theory of Ability and Employee Outcomes

This study was conducted to assess the impact of supervisor implicit theory of ability related to important employee outcomes (e.g., employee motivation to improve job performance). Results indicated advantageous employee outcomes when supervisors held more incremental beliefs (i.e., that ability is malleable). Future research directions and practical implications are discussed.

Stephen D. Risavy, University of Guelph
Chester Kam, University of Western Ontario
Wei Qi (Elaine) Perunovic, University of New Brunswick

Submitter: Stephen Risavy, srisavy@uoguelph.ca

123-24 Racial Differences in Job Satisfaction: A Meta-Analysis

This meta-analysis reveals a $d = .33$ difference between Black and White employees on job satisfaction ($k = 26$, $N = 45,765$). The effect appears to be robust across operationalizations of race. Race differences in satisfaction varied by job satisfaction facet and country of origin.

Jennifer Rodriguez, Texas A&M University
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Jennifer Rodriguez, jrodriguez@tamu.edu

123-25 Social Support and Affective Organizational Commitment: Test of Moderating Effects

This study investigated the moderating effect of job resource adequacy and ambient conditions on the relationships that supervisor and coworker support have with affective commitment. Results, based on 215 participants working within a health care organization, corroborate the moderating effect of job resource adequacy and partially that of ambient conditions.

Vincent Rousseau, Université de Montréal
Caroline Aubé, HEC Montréal

Submitter: Vincent Rousseau, vincent.rousseau@umontreal.ca

123-26 Does Item Ordering Affect the Factor Structure of Job Attitudes?

The purpose of this study was to examine the effects of item presentation (randomization) on the factor structure of job attitude scales. Results indicate that the item ordering had an affect on the manner in which participants answered the scale items reducing the observed relationship between various job attitudes.

Ian Smith, University of Tulsa
Bradley J. Brummel, University of Tulsa

Submitter: Ian Smith, ian_smitty@hotmail.com

123-27 Cynicism and Job Satisfaction: Exploration of Mediating Mechanisms

This study examined the effect of cynicism, a stable individual disposition, on job satisfaction. Hierarchical regression analysis of survey data from 105 employees indicated that cynicism was negatively related to job satisfaction and the relationship was mediated by job enrichment and quality of leader–member exchange (LMX).

Abhishek Srivastava, West Virginia University
John W. Adams, West Virginia University

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

123-28 Commitment Profiles: Truly Taking a Multidimensional Perspective

Few studies have addressed how multiple forms of commitment influence one another when they combine. Using latent profile analysis (LPA), the authors found evidence of 6 commitment profiles and of the mutual effects of 4 forms of commitment on turnover intentions in a sample of 712 university alumni.

Laura J. Stanley, University of Georgia
Robert J. Vandenberg, University of Georgia
Christian Vandenberghe, HEC Montreal
Kathleen Bentein, University of Quebec at Montreal

Submitter: Laura Stanley, ljstan@uga.edu

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123-29 Employees Validate Multidimensionality of Engagement: Trait and State Facets Supported

In a qualitative study on engagement involving over 2,000 employees, we found employees define their work engagement as being most influenced by (a) factors associated with the job itself, (b) personal factors such as personality, work ethic, (c) interaction with customers, (d) relationship with manager, and (e) compensation.

Jaci Jarrett Masztal, Burke, Inc.
Lisa A. Steelman, Florida Institute of Technology
Gabriela Pashturro, Burke, Inc.
Heather Pierce, Independent Consultant

Submitter: Lisa Steelman, lsteelma@fit.edu

123-30 Exploring Personality Variables as Boundary Conditions of the Justice–Job Satisfaction Relationship

We examined personality characteristics as moderators of the justice–job satisfaction relationship. Using 3-wave longitudinal survey data from 327 individuals, we measured personality and perceptions of interpersonal justice and job satisfaction. Results indicated that although interpersonal justice impacts job satisfaction, this relationship is influenced by personality.

Sabrina Volpone, University of Houston
Cristina Rubino, University of Houston
Ari A. Malka, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Lindsay Brown, University of Houston

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

123-31 Partial Inclusion Theory: An Application and Extension to Part-Time Groups

This study utilizes a more precise measure of role involvement than previous research, including time spent and flexibility outside of work roles, in order to test partial inclusion theory. In addition, we test the part-time employee typology developed in previous research on a national sample of employees.

Jenell L. S. Wittmer, University of Toledo
James E. Martin, Wayne State University

Submitter: Jenell Wittmer, Jenell.Wittmer@utoledo.edu

123-32 Effects of Prenotification on Nonresponse in Internet-Based Surveys

Prenotification is used by researchers to enhance survey response rates. This study examined $N = 164$ surveys conducted over the Internet, $n = 21$ studies with a prenotification/opt-out phase, and $n = 143$ studies without. Consistent with previous research, prenotification enhanced response rates. Results showed that nonresponse bias was reduced by using a prenotification/opt-out phase.

Agnieszka Kwiatkowska, Syracuse University
Miao Chen, Syracuse University

Submitter: Jeffrey Stanton, jmstanto@syr.edu

124. Interactive Posters: 9:00 AM–9:50 AM
Napoleon D1-D2

Workplace Deviance Seems Abnormal

Michael Hargis, University of Central Arkansas, *Facilitator*

124-1 Impact of Cyberloafing on Affect, Work Depletion, Facilitation, and Engagement

We examined the impact of 2 types of cyberloafing activities—browsing and e-mailing—on employees' positive and negative affect. Findings suggested that positive affect arising from browsing activities facilitate work whereas negative affect triggered by e-mailing activities deplete work. Implications of our findings are discussed.

Vivien K.G. Lim, National University of Singapore
Don J.Q. Chen, National University of Singapore

Submitter: Jia Qing Chen, g0800777@nus.edu.sg

124-2 Antecedents of Counterproductive Work Behavior: A Multisource Survey Study

This study tests the extent to which job incumbent self-report and coworker report of counterproductive work behavior in health care work converge and the extent to which job incumbent-reported work-related antecedents (i.e., job demands and job resources) similarly predict both self-report and coworker-reported behaviors.

Jan de Jonge, Eindhoven University of Technology
Maria Peeters, Utrecht University

Submitter: Jan de Jonge, j.d.jonge@tue.nl

124-3 "My Displeasure to Serve You Today": Antecedents of Emotional Deviance

Service employees often have to regulate their emotions when interacting with customers, but some are more likely than others to act inappropriately towards customers and perform emotional deviance. Using a dual-sample design, we investigated direct and interaction hypotheses of the effects of narcissism and work stressors on emotional deviance.

Taylor Peyton, San Diego Gas & Electric
Mark G. Ehrhart, San Diego State University
Karen Holcombe Ehrhart, San Diego State University

Submitter: Taylor Peyton, taylorpeyton@hotmail.com

124-4 Observing Workplace Aggression: Should I Intervene or Not?

Using a vignette study, we explored observer intervention in incidents of workplace aggression. Results indicate employees are less likely to provide assistance to victims if the cost of helping is high and if the perceived harm to the victim is low. We discuss implications and future directions for research.

Olusore Taylor, University of Western Ontario
Joerg Dietz, University of Western Ontario
Bernd Marcus, University of Hagen, Germany

Submitter: Olusore Taylor, otaylor3@uwo.ca

125. Special Events: 9:00 AM–9:50 AM
Napoleon D3

"Brand" New I-O: Building and Managing the I-O Psychology Brand

Our profession constantly strives to increase its visibility among business leaders, HR professionals, and the general public. This session will present the Visibility Committee's initiatives to build our brand image. We will discuss our findings from our brand assessment, share our brand management plan, and gain input from the audience on future branding directions.

Christopher T. Rotolo, Behavioral Insights, LLC, *Presenter*
Anna R. Erickson, Questar-Organizational Insights Group, *Presenter*
Becca A. Baker, JCPenney Co., *Presenter*

Submitter: Christopher Rotolo, chris@behavioralinsights.com

126. Special Events: 10:30 AM–11:50 AM
Armstrong

Program Committee Invited Address: Dr. Peter Gollwitzer

Dr. Peter Gollwitzer, professor of psychology at NYU, whose research spans social psychology, cognition and perception, neuropsychology, and I-O psychology, will be discussing the question of how goals and plans affect cognition and behavior.

Gary P. Latham, University of Toronto, *Chair*
Peter Gollwitzer, New York University, *Presenter*

127. Symposium/Forum: 10:30 AM–11:20 AM
Borgne

Personality and 360-Degree Feedback: Integration and Real-World Implications

Personality assessments and 360 feedback tools are often utilized together to provide feedback to individuals. However, it is often a challenge to integrate feedback from both sources in order to provide the participant with the richest development experience. This symposium will present practical implications for integrating personality and 360 feedback.

Ginny Gray, Trinity Industries, *Bridging the Leadership Intention–Impact Gap With 360° Feedback*
Carol Jenkins, Assess Systems, Kathleen Frye, Assess Systems, *Personality and 360-Degree Feedback: Combining Assessments to Enrich Development*
Blaine H. Gaddis, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, *Multisource Performance Appraisal and Personality: View From the Dark Side*
Steven C. Hardesty, Assess Systems, *Discussant*

Submitter: Steven Hardesty, shardesty@assess-systems.com

128. Symposium/Forum: 10:30 AM–11:20 AM
Cornet

Time and Job Performance

We highlight new implications of time trends in job performance for personnel selection and appraisal. These include the effects of past performance trajectories on current performance ratings, a multilevel model of validity degradation, and a framework for integrating time with multidimensional criterion models.

Daniel A. Newman, University of Illinois at Urbana-Champaign, *Chair*
Hock-Peng Sin, Michigan State University, Ted B. Kinney, Select International, Mei-Chuan Kung, Select International, Kathleen M. Meckley, Select International, *Effects of Performance Mean, Variation, and Trend on Performance Ratings*
Daniel A. Newman, University of Illinois at Urbana-Champaign, *A Latent Growth Model of Validity Degradation*
Seth M. Spain, University of Illinois at Urbana Champaign, *A Practical Approach to Multidimensional Dynamic Criterion Validation*
David Chan, Singapore Management University, *Discussant*

Submitter: Daniel Newman, d5n@uiuc.edu

129. Symposium/Forum: 10:30 AM–11:50 AM
Gallery

Exploring Allies, Enemies, and (Lack of) Boundaries in Work–Family Interactions

This symposium empirically explores the boundaries that employees create between their work and personal lives, both through the examination of specific tests of boundary theory as well as the examination of when these different roles are allies (i.e., lead to work–family facilitation) versus enemies (i.e., lead to work–family conflict).

Satoris S. Culbertson, Kansas State University, *Co-Chair*
Maura J. Mills, Kansas State University, *Co-Chair*
Sabine Sonnentag, University of Konstanz, Iris Kuttler, University of Konstanz, *What Is Work—What Is Life? Boundaries Between Work and Nonwork*
Jaya Pathak, Florida Institute of Technology, Lisa A. Steelman, Florida Institute of Technology, *Influence of Individual Differences on Work to Family Enrichment*
Heather N. Odle-Dusseau, Gettysburg College, Thomas W. Britt, Clemson University, Tiffany M. Greene-Shortridge, Kenexa, *Resources as Predictors of Work–Family Conflict and Enhancement*
Clive Fullagar, Kansas State University, Satoris S. Culbertson, Kansas State University, Maura J. Mills, Kansas State University, *Engagement: Positive Boundary Spanning Between Work and Family*

Submitter: Maura Mills, mjmills@ksu.edu

130. Community of Interest: 10:30 AM–11:50 AM
Gallier AB

Leadership Talent Management

Robert F. Silzer, Human Resource Assessment & Development, *Host*
Ben E. Dowell, Self-Employed, *Host*

131. Symposium/Forum: 10:30 AM–12:20 PM
Grand Ballroom A

OFCCP: Then and Now

The OFCCP was established after the Civil Rights Act of 1964 and well before the *Uniform Guidelines*, the SIOP *Principles*, and many advances in personnel testing. Psychometricians, consultants, lawyers, and retired OFCCP officials will examine how OFCCP has evolved, both procedurally and structurally, in the last 4 decades.

Frank J. Landy, Landy Litigation Support Group, *Chair*

Robert M. Guion, Bowling Green State University, *A Personal View of the Beginning*

Fred Azua, Peopleclick Research Institute, *Some Recent Influences on the Evolution of OFCCP*

Eric M. Dunleavy, DCI Consulting Group, Arthur Gutman, Florida Institute of Technology, *A Descriptive Review of OFCCP Enforcement Activity Past and Present*

Douglas H. Reynolds, Development Dimensions International, *Revised Audit Processes for Systemic Discrimination*

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

Mickey Silberman, Jackson Lewis LLP, *Discussant*

Submitter: Frank Landy, Frank.Landy@LandyLSG.com

132. Symposium/Forum: 10:30 AM–11:20 AM
Grand Ballroom B

Causes and Consequences of Social Networks in Organizations

Many recent studies suggest the importance of social networks in the organization. Although some research has addressed the development and effects these networks can provide, many essential antecedents and outcomes have yet to be considered. We provide important insights into the causes and consequences of networks in organizations.

Erin Coyne, The Ohio State University, *Co-Chair*

Steffanie L. Wilk, The Ohio State University, *Co-Chair*

Erin Coyne, The Ohio State University, Nancy P. Rothbard, University of Pennsylvania, Steffanie L. Wilk, The Ohio State University, *Exploring the Relationship Between Work–Life Preferences and Social Networks*

Felice Williams, Virginia Tech, *Informal Dispute Resolution: The Emergent Mediator in Social Networks*

Natalia Lorinkova, University of Maryland, R. Scott Livengood, University of Maryland, *The Effects of Managers' Networks on Firm Performance: A Meta-Analysis*

Larry Inks, The Ohio State University, *Discussant*

Submitter: Erin Coyne, coyne.39@osu.edu

133. Symposium/Forum: 10:30 AM–11:50 AM
Grand Ballroom D

Driving M and A Results: Talent Assessment and Leader Integration

M&A failure is often attributed to errors in talent selection or an inability to successfully integrate talent. This session will examine M&A best practices and lessons learned about maximizing talent assessment and successfully transitioning leaders, from both the view of external consultants and internal practitioners.

Lorry A. Olson, Bank of America, *Chair*

David Astorino, RHR International, *Management Due Diligence: A Model to Accelerate Change*

Anjani Panchal, Axiom Consulting Partners, *Using Strategic Value Creation to Determine Postintegration Leadership Selection*

Suzan L. McDaniel, Bristol-Myers Squibb, *Talent and Cultural Assessment for Due Diligence and Integration*

Rebecca Schalm, RHR International, *Postacquisition Leader Integration and Retention*

Lorry A. Olson, Bank of America, *Acquisition Onboarding: Ensuring Success for Acquired Executives*

Julio Manso, Bank of America, *Discussant*

Submitter: Lorry Olson, lorry.a.olson@bankofamerica.com

134. Panel Discussion: 10:30 AM–11:50 AM
Grand Ballroom E

Racioethnicity in Organizations: Do Scientific Methods Reflect Practical Realities?

Racioethnicity is frequently studied as a series of categorical codes that do not account for substantive differences between and within racioethnic groups. In this session, 4 experts on racioethnicity diversity will discuss if and when use of categorical codes limits the science and practice of managing racioethnic differences in organizations.

Lisa M. Leslie, University of Minnesota, *Chair*

Arthur P. Brief, University of Utah, *Panelist*

James L. Outtz, Outtz and Associates, *Panelist*

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Panelist*

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

Submitter: Lisa Leslie, lmleslie@umn.edu

135. Symposium/Forum: 10:30 AM–11:50 AM
Maurepas

Unemployment in Economic Hard Times

Unemployment continues to rise around the world. A series of papers are presented dealing with identifying employment opportunities, strategies for finding reemployment, strategies for job searches, and the negative effects of unemployment. The research presented in this program is aimed at ameliorating the growing global unemployment problems.

Ronald G. Downey, Kansas State University, *Chair*

Connie R. Wanberg, University of Minnesota, Zhen Zhang, Arizona State University, Erica W. Diehn, University of Minnesota, *Helping Unemployed Individuals: "Getting Ready for Your Next Job" Inventory*

Jessie Koen, University of Amsterdam, Ute-Christine Klehe, University of Amsterdam, Annelies van Vianen, University of Amsterdam, *Job Search: Development of Reemployability Among Long-Term Unemployed People*

Gera Noordzij, Erasmus University Rotterdam, Edwin A. J. Van Hooft, Erasmus University Rotterdam, Heleen van Mierlo, Erasmus University Rotterdam, Marise Ph. Born, Erasmus University Rotterdam, *Effects of Learning Goal-Oriented Training in Job Seeking*

Karsten I. Paul, University of Erlangen-Nuremberg, Klaus Moser, University of Erlangen-Nuremberg, *Moderators of Negative Unemployment Effects on Mental Health: Meta-Analytic Evidence*

Zhaoli Song, National University of Singapore, *Discussant*

Submitter: Ronald Downey, downey@ksu.edu

136. Posters: 10:30 AM–11:20 AM
Napoleon ABC

Careers/Mentoring/Onboarding/Work–Life

136-1 21st Century Networking: The Influence of Self-Esteem on Networking Behaviors

Consistently, research has demonstrated that self-esteem influences social behavior. This study examined the relationship between self-esteem and career-related social networking activity. Results demonstrate self-

esteem significantly predicts networking activity, and presentation style mediates this relationship. Findings of this study demonstrate the importance of self-esteem and workplace networking.

Cassaundra R. Leier, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino

Submitter: Mark Agars, Magars@csusb.edu

136-2 Development of a Practitioner Interest Scale for Industrial-Organizational Psychology

This study was conducted to develop and validate an interest scale that measures individuals' inclination toward practice in I-O psychology, so as to supplement the original Scientist–Practitioner Inventory (Leong & Zachar, 1991) in measuring career specialty choice in I-O. Acceptable psychometric property and convergent and divergent validity were found.

Jason L. Huang, Michigan State University
Frederick T. Leong, Michigan State University

Submitter: Jason Huang, huangle1@msu.edu

136-3 A Developmental Network and Relational Savvy Approach to Talent Development

This paper extends research on developmental networks and relational savvy in proposing that organizations take a relational approach to talent development. More specifically, we assert that existing organizational efforts at developing employees should be complemented by training employees to foster their own portfolio of advisors within and beyond organizational borders.

Dawn E. Chandler, California Polytechnic State University
Douglas T. Hall, Boston University
Kathy E. Kram, Boston University

Submitter: Kathy Kram, kekram@bu.edu

136-4 Person–Occupation Fit and Integrity: Evidence for Incremental Validity

Using the O*NET database as a foundation, we developed and validated the WorkKeys Fit Assessment, a tool designed to measure person–occupation congruence using occupational interests and work values. Results suggest that person–occupation fit predicts desirable work attitudes and outcomes and also demonstrates incremental validity above integrity testing.

Bennett E. Postlethwaite, University of Iowa
Xuan Wang, University of Iowa
Alex Casillas, ACT, Inc.
Kyle Swaney, ACT, Inc.
Tamera L. McKinniss, ACT, Inc.
Jeff Allen, ACT, Inc.
Mary Ann Hanson, ACT, Inc.
Steve Robbins, ACT, Inc.

Submitter: Bennett Postlethwaite,
    bennett-postlethwaite@uiowa.edu

136-5 Clarifying the Construct of Career Success: A Qualitative Approach

Although career success is an important employee outcome, its definition has been mainly limited to 2 broad dimensions. Through qualitative methods, we identified 12 dimensions of career success including advancement, personal goals, long-term mentality, and nonwork aspects. Practical implications and directions for further research are discussed.

Kristen M. Shockley, University of South Florida
Heather Meikle, University of South Florida
Ozgun Burcu Rodopman, University of South Florida
Laura Poteat, University of South Florida

Submitter: Ozgun Rodopman, orodopma@mail.usf.edu

136-6 Socialization and Trust: A Longitudinal Analysis

This longitudinal study examined the impact of institutionalized socialization on organizational trust and job attitudes. We surveyed organizational newcomers shortly after entry, 3 months, and 9 months later. Our results indicate that trust functions as a mediator between socialization tactics and job satisfaction and affective commitment.

Kristyn A. Scott, University of Toronto
Samantha D. Montes, University of Toronto
Greg Irving, Wilfrid Laurier University

Submitter: Kristyn Scott, kscott@utsc.utoronto.ca

136-7 How Do Objective and Subjective Career Success Interrelate Over Time?

We examined the interrelationship of objective (salary, position) and subjective career success (comparison with others, job satisfaction) with 1,336 professionals in a 10-year longitudinal study. Objective success only influenced the comparative judgment, whereas both subjective success measures had a strong and positive influence on the increases of objective success.

Daniel Spurk, University Erlangen
Andrea E. Abele, University Erlangen

Submitter: Daniel Spurk, daniel.spurk@sozpsy.phil.uni-erlangen.de

136-8 Economic Impact of Stress in Organizations: A New Utility Model

This investigation proposes a new model of utility analysis that is adaptable to many organizational applications. Existing literature on stress and organizational outcomes is briefly reviewed, as are current utility models. The proposed model is then illustrated in a working example. Overall conclusions and implications are discussed.

John A. Coaster, Central Michigan University

Submitter: John Coaster, coast1ja@cmich.edu

136-9 Effect of Household Structure on Benefit Utilization

The study examines the effect of household structure on employee utilization of family-friendly benefits offered in government agencies. Results showed single parents dis-

played the highest frequencies of family-friendly benefit utilization, whereas traditional family employees showed the lowest frequencies. Future research should examine other individual differences antecedent to benefit utilization.

Sharyn Aufenanger, Miami Dade College
Kimberly Wells, U.S. Office of Personnel Management

Submitter: Sharyn Aufenanger, saufenanger@gmail.com

136-10 Testing a Four-Component Model of Organizational Work–Family Support

This study tested the effects of 4 types of organizational work–family support on time-based and strain-based work interference with family. Formal work–family policies and benefits, compensation and employment security, work design, and work–family organizational culture each contributed to explaining variance in work–family conflict.

Monique Valcour, Boston College
Jessica Bagger, California State University, Sacramento

Submitter: Jessica Bagger, baggerj@csus.edu

136-11 Recovery Experiences During Leisure Time and Unemployed Individuals' Well-Being

This 1-month longitudinal study investigated recovery experiences during leisure time (psychological detachment from unemployment, relaxation, mastery experiences) as predictors of unemployed individuals' well-being. Hierarchical regression analyses ($N = 118$) showed that psychological detachment from unemployment and relaxation during leisure time positively predicted mental health. Psychological detachment also predicted self-esteem.

Carmen Binnewies, University of Mainz
Cornelia Niessen, University of Konstanz

Submitter: Carmen Binnewies, carmen.binnewies@uni-mainz.de

136-12 Clarifying Career Decisions of Mothers by Exploring Their Work Experiences

This paper seeks to build understanding of the career decisions of mothers by exploring the content of their work experiences. A qualitative study with 27 women (22 mothers; 5 non-mothers) revealed how mothers' career decisions are influenced by their experiences of stereotyping and disadvantage in the workplace.

Whitney E. Botsford, EASI Consult
Eden B. King, George Mason University

Submitter: Whitney Botsford, wbotsfor@gmu.edu

136-13 Mismatched Boundary Strength Components: A Person–Environment Fit Perspective

We investigated the impact of mismatched boundary strength components (flexibility–ability, flexibility–willingness) on job-related variables and work/personal life interference. Survey results ($N = 322$) suggest that mismatch has a negative impact on job satisfaction, organi-

zational commitment, turnover intentions, and work/personal life interference. Being more willing than able is particularly detrimental.

Nicole Farias, Quinnipiac University
Carrie A. Bulger, Quinnipiac University
Mark E. Hoffman, Quinnipiac University

Submitter: Carrie Bulger, carrie.bulger@quinnipiac.edu

136-14 A Daily Study of Work–School Conflict and Enrichment

Employed college students were surveyed over 14 days about work and school experiences. Daily variation in the quantity and quality of student jobs was related to daily interrole conflict and enrichment. In turn, these interrole processes served as mechanisms linking job characteristics to daily work and school satisfaction.

Adam B. Butler, University of Northern Iowa
Russell A. Matthews, Louisiana State University
Kama D. Dodge, University of Northern Iowa

Submitter: Adam Butler, adam.butler@uni.edu

136-15 Work–Family Conflict and Performance Evaluations: Who Gets a Break?

Do parents "get a break" or are they penalized for family interference with work? In a team-based study, we manipulated a confederate's lateness to the study. The 218 participants gave higher evaluations to confederates who were late for a parenting-related reason and when they had less control over the lateness.

Kara C. Hickson, Siemens Energy, Inc.
Barbara A. Fritzsche, University of Central Florida

Submitter: Kara Hickson, karachickson@gmail.com

136-16 Directionality of Work–Family Conflict: The Role of Impression Management

We proposed that impression management is integral to employee reports of role salience and work–family conflict and thus contributes to the reported source of work–family conflict. Results showed that the family-related variables (e.g., family salience) were more related to impression management than work-related variables (e.g., work salience).

Julia L. Berry, Northern Arizona University
Ann H. Huffman, Northern Arizona University
Stephanie C. Payne, Texas A&M University
Grace E. Ragsdale, Northern Arizona University

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

136-17 Crossover Effects of Supervisor Work–Family Enrichment on Subordinate Performance

We examine the positive crossover effect through which the supervisor's work–family enrichment creates a family friendly environment that leads to greater subordinate work–family enrichment and performance. Responses from 158 supervisor–subordinate dyads suggest that the process occurs exclusively through work-to-family enrichment for both the supervisor and subordinate.

Dawn S. Carlson, Baylor University
Merideth Ferguson, Baylor University
K. Michele Kacmar, University of Alabama
Joseph G. Grzywacz, Wake Forest University
Dwayne Whitten, Texas A&M University

Submitter: K. Michele Kacmar, mkacmar@ua.edu

136-18 The Influence of Dependent-Care Responsibilities and Organizational Characteristics on Absenteeism

The study drew upon the experiences of the federal workforce to examine the influence of gender, dependent-care responsibilities, organizational characteristics, and childcare quality on absenteeism. Findings support that different dependent care structures, organizational supports, and childcare quality affect absenteeism, with gender moderating the relationships.

Kimberly Wells, U.S. Office of Personnel Management
Benjamin E. Liberman, Columbia University

Submitter: Benjamin Liberman, bel2104@columbia.edu

136-19 The Potential Paradox of Organizational Citizenship Behavior on Work-to-Family Interface

This paper conceptually proposes that organizational citizenship behavior (OCB) can bring positive and negative impacts on work–family interface, namely work–family conflict and enrichment. The decrease in time resources mediates the relationship between OCB and conflict, whereas the increase in other personal resources mediates the relationship between OCB and enrichment.

Ho Kwong Kwan, Drexel University
Dong Liu, University of Washington

Submitter: Dong Liu, dongliu@u.washington.edu

136-20 Work–Family Conflict and Employee Alcohol Use: A Daily Study

This study used a daily interview design to examine the relationship between daily work–family conflict and alcohol use. Daily work-to-family conflict was significantly related to daily desire to drink and alcohol use. The strength of the relationships differs by participants' peer drinking norm, coworker support, and family support.

Songqi Liu, Portland State University
Mo Wang, Portland State University
Fangyi Liao, Portland State University
Ana B. Costa, Portland State University
Yujie Zhan, Portland State University
Junqi Shi, Peking University

Submitter: Songqi Liu, sliu@psyc.umd.edu

136-21 Work–Nonwork Goal Conflict: A Self-Regulatory Expansion of Work–Life Conflict

This research examined work–life conflict (WLC) from a goal based/self-regulatory perspective. Personal project analysis (PPA) was used to elicit participants' most relevant goals across several life domains. Ratings of intergoal conflict between work and nonwork domains predicted employee well-being beyond traditional role-based measures of WLC.

John M. McKee, Self-Employed
Jean M. Edwards, Wright StateUniversity

Submitter: John McKee, psychologyjohn@gmail.com

136-22 Proactive Boundary Management: Examining the Functionality of Role Segmentation Preferences

This study examines how people proactively manage work and nonwork role boundaries. Results of multilevel modeling supported expectations that people proactively manage their role boundaries by considering their segmentation preferences before making decisions to either accept a job or initiate a dating relationship with a coworker.

Jessica Rae Methot, University of Florida
Jeffery A. LePine, University of Florida

Submitter: Jessica Methot, jessica.methot@cba.ufl.edu

136-23 Just Affect? Work–Family Models of Conflict, Enrichment, and Satisfaction

Adopting a dispositional approach, we develop an affective perspective of work and family. Results indicate trait affectivity is a driving force behind perceptions of work and family conflict, enrichment, and satisfaction, suggesting that previous findings without taking into account dispositional influences may be spurious.

Jesse S. Michel, Florida International University
Malissa A. Clark, Wayne State University

Submitter: Jesse Michel, michelj@msu.edu

136-24 Nonsymmetrical Relationships Between Support, Involvement, Role Stressors, and Work–Family Conflict

We develop and test models of support, involvement, role stressors, and work–family conflict. Results revealed that social support and involvement are viewed accurately as antecedents of role stressors and subsequent work–family conflict. These antecedents showed both similar and different relationships with stressors and conflict in the work and family domains.

Jesse S. Michel, Florida International University
Jacqueline K. Mitchelson, Auburn University
Kristin L. Cullen, Auburn Univesity

Submitter: Jesse Michel, michelj@msu.edu

136-25 Effects of Perceived Discrimination on Work–Family Conflict for Military Personnel

The purpose of this study was to examine the effects of perceived discrimination on work-to-family conflict for military personnel. Structural equation modeling was used to measure the mediating effects of work stress on the relationship between perceived discrimination and work interfering with family.

Erin Moeser, Defense Equal Opportunity Management Institute (DEOMI)
Lisa A. Steelman, Florida Institute of Technology
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

Submitter: Erin Moeser, erinmoeser@yahoo.com

FRIDAY AM

136-26 Exploring Relationships Between Work–Family Conflict, Psychological Detachment, and Work Engagement

Two-hundred ninety-five Chinese salespeople were recruited as participants in this study. It was hypothesized that psychological detachment from work during off-job time is a mediator of the relationship between work–family conflict and work engagement. We found family-to-work to be significantly and positively related to psychological detachment.

Lauren Murphy, Portland State University
Leslie B. Hammer, Portland State University
Mo Wang, Portland State University

Submitter: Lauren Murphy, lamurphy@pdx.edu

136-27 Affective Antecedents and Consequences of Work–Family Balance

This study examined affective antecedents and consequences associated with work–family conflict and positive spillover. With little research investigating the role of individual differences in the work–family domain, we examined whether personality could account for the differential impact of work and family stressors on the severity of mental health outcomes.

Stefanie Putter, Colorado State University
Stefanie K. Johnson, Colorado State University

Submitter: Stefanie Putter, stefanie.putter@gmail.com

136-28 Integrated Model of Stress and Recovery Activities Over the Weekend

This study was conducted to examine the relationships between recovery activity behaviors and underlying psychological recovery experiences. Path analysis using LISREL 8.5 was conducted to assess how these relationships exist within the stressor–strain relationship. Results suggest that participating in recovery activities and feeling recovered reduces negative psychological outcomes.

Jennifer M. Ragsdale, Central Michigan University
Terry A. Beehr, Central Michigan University
Simone I. Grebner, Central Michigan University

Submitter: Jennifer Ragsdale, jen.rags@cmich.edu

136-29 The Role of Family-Friendly Climate in Employee Retention

The antecedents of working mothers' career decisions are insufficiently understood, particularly the job characteristics that impact organizational commitment within this population. In this study, various attributes of the organization were found to contribute to perceptions of family-friendly climate, which was linked to both commitment and turnover.

Jennifer Reeves, University of Houston
Lisa M. Penney, University of Houston

Submitter: Jennifer Reeves, jnreeves@uh.edu

136-30 The Effects of Gender and Personality Attributes on Work–Family Conflict

We examined the impact of gender and personality on the experience of work–family conflict. Results indicated significant relationships among gender, idiocentrism, allocentrism, social support, and turnover intentions with work–family (W–F) and family–work (F–W) conflict such that reported experience of W–F and F–W conflict were differentiated by gender and idiocentrism/allocentrism.

Jane Wu, Purdue University
Carolyn M. Jagacinski, Purdue University

Submitter: Jane Wu, jwu@psych.purdue.edu

136-31 Effects of Interrole Facilitation and Emotional Labor on Fit

This study examines the relation of interrole facilitation and emotional labor to job and organizational fit. The study includes 212 Hong Kong insurance agents. Results suggest that interrole facilitation predicts job and organizational fit. Results further suggest that deep acting emotional labor significantly predicts job fit.

Dora M. Luk, City University of Hong Kong
Rebecca Wyland, University of Wisconsin-Milwaukee
Margaret Shaffer, University of Wisconsin-Milwaukee
Doan Winkle, University of Wisconsin-Milwaukee

Submitter: Rebecca Wyland, rlwyland@uwm.edu

137. Interactive Posters: 10:30 AM–11:20 AM Napoleon D1-D2

Organizational Climate Change: Where's Al Gore When We Need Him?

Christian Resick, Drexel University, *Facilitator*

137-1 Safety Climate Strength and the Influence of Organizational Tenure

The purpose of this study was to empirically examine the relationships between worksite organizational tenure and safety climate strength. Results revealed a significant relationship between worksite tenure and climate strength, although tenure level and tenure variability did not moderate the tenure–climate strength relationship as expected.

Jeremy M. Beus, Texas A&M University
Mindy E. Bergman, Texas A&M University
Stephanie C. Payne, Texas A&M University
Jennifer Rodriguez, Texas A&M University

Submitter: Jeremy Beus, jeremybeus@gmail.com

137-2 A Cross-Level Model Linking Culture and Safety Climate to Outcomes

This study examined how culture and safety climate interact to influence safety and nonsafety outcomes. A meso-meditational model of safety climate was tested. Results found that certain cultures hinder safety climate and that business-unit safety climate and individual supervisory safety climate mediated the culture–outcome relationship.

Sarah K. Colley, University of Queensland
Andrew F. Neal, University of Queensland

Submitter: Sarah Colley, sarah.colley@sentis.net

137-3 Espirt de Corps: Myth or Reality?

Change readiness is a prominent construct for researchers. This study explored disparities between military and civilian personnel regarding their readiness for change. Results indicated that these groups have different perceptions of their organization. Military personnel reported higher change readiness relative to their civilian counterparts. Implications for organizational change are discussed.

Joseph B. Lyons, Air Force Research Laboratory
Stephanie Swindler, Air Force Research Laboratory
Frank L. Tartaglia, Air Force Research Laboratory

Submitter: Joseph Lyons, joseph.lyons@wpafb.af.mil

137-4 The Effects of Climate Strength on the Service Chain Model

This study examined whether climate strength moderated the relationship among management behavior, service climate, customer satisfaction, and profitability. Testing this model in a sample of 1,131 automotive service stores, we found linkages between management behavior, service climate, and customer satisfaction. Climate strength did not act as a moderator.

David Sowinski, Vantage Leadership Consulting
Annette Towler, DePaul University
Alan D. Mead, IIT

Submitter: Annette Towler, atowler@depaul.edu

138. Special Events: 10:30 AM–11:20 AM
Napoleon D3

New SIOP Web Initiative: Enhancing Member Communication via Blog-Based Technologies

SIOP's Electronic Communications Committee, Executive Committee, and association administration propose a new strategy for enhancing involvement and communication with and among SIOP members. This Web-based approach includes a feature-rich microsite, highlighting blog-based technology and RSS feeds. Panelists will describe the microsite, demonstrate functionality, and encourage participation from all SIOP members.

Theodore L. Hayes, Self-employed, *Moderator*
Zachary N. J. Horn, Aptima, Inc., *Presenter*
Charles A. Handler, Rocket-Hire, *Presenter*

Submitter: Theodore Hayes, tlh2006@gmail.com

139. Symposium/Forum: 10:30 AM–11:20 AM
Nottaway

Employee Retention in a Tight Labor Market: Challenges and Solutions

This symposium presents empirical research aimed at identifying and exploring the key drivers of employee retention and how organizations can retain human capital in an increasingly competitive employment market.

Implications for recruitment, selection, and organizational development interventions are discussed, along with implications for research on employee engagement, leadership, and retention.

Meagan T. Sutton, M. D. Anderson Cancer Center, *Chair*
Meagan T. Sutton, M. D. Anderson Cancer Center, Courtney L. Holladay, M. D. Anderson Cancer Center, Christopher M. Howell, M. D. Anderson Cancer Center, *Why People Stay: Retention Drivers in Healthcare*
Dana E. Sims, Naval Air Warfare Center Training Systems Division (NAWCTSD), Fredric D. Frank, TalentKeepers, *Engaging Front-Line Leaders in the Retention Equation*
Sarah L. Wright, University of Canterbury, *Social Relationships in the Workplace and Employee Retention*

Submitter: Sarah Wright, sarah.wright@canterbury.ac.nz

140. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Oak Alley

Beyond Service—Delivering Intended Experiences: I-O and This New Economy

The purpose of this roundtable/conversation hour is to provide a forum in which an industry expert/executive and scientist–practitioners can engage in a substantive dialogue about the impact of this new economy on human capital needs and how we, as industrial-organizational psychologists, can most fully contribute to organizational success.

Brian D. Cawley, Corvirtus, LLC, *Host*
Guy Villavaso, Eddie V's Restaurants, Inc., *Host*

Submitter: Brian Cawley, BCawley@CorVirtus.com

141. Panel Discussion: 10:30 AM–11:50 AM
Rhythms 1

The Role of Decision Making in Industrial-Organizational Psychology

This panel discussion addresses the role of judgment and decision making in industrial-organizational psychology. We explore why these 2 research traditions have not contributed synergistically to one another, the consequences of this separation for researchers and practitioners, and ways to promote more cross fertilization.

Reeshad S. Dalal, George Mason University, *Chair*
Silvia Bonaccio, University of Ottawa, *Chair*
Scott Highhouse, Bowling Green State University, *Panelist*
Daniel R. Ilgen, Michigan State University, *Panelist*
Susan Mohammed, Pennsylvania State University, *Panelist*
Jerel E. Slaughter, University of Arizona, *Panelist*

Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

142. Symposium/Forum: 10:30 AM–11:50 AM
Rhythms 2

Threatened and Threatening: Unique Issues Facing Women at Work

With the entry of women into the world of employed work, many women have felt threatened or been perceived as threatening. This session will focus on 4

unique forms of threat relevant to working women. The costs and consequences of these threats and the implications for women will be discussed.

Kathi N. Miner-Rubino, Texas A&M University, *Co-Chair*
Lilia M. Cortina, University of Michigan, *Co-Chair*
Ny Mia Tran, University of Georgia, Kecia M. Thomas, University of Georgia, Juanita Johnson Bailey, University of Georgia, Rosemary E. Phelps, University of Georgia, *Going From Pet to Threat: Reflections From Midcareer Women*
Jennifer L. Berdahl, University of Toronto, Alexander Garcia, University of Toronto, *Sex-Based Harassment and Discrimination in Organizations*
Isis H. Settles, Michigan State University, William A. Jellison, Quinnipiac University, Jennifer S. Pratt-Hyatt, Michigan State University, *Identity Change and Identity-Threat Outcomes for Women in Science*
Carol A. Reeves, University of Arkansas, Anne M. O'Leary-Kelly, University of Arkansas, Ru Shuin Liou, University of Arkansas, *Too Much Information? Coworker Knowledge of Intimate Partner Violence Victimization*
Michele J. Gelfand, University of Maryland, *Discussant*

Submitter: Kathi Miner-Rubino, kminer-rubino@tamu.edu

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143. Symposium/Forum: 10:30 AM–11:50 AM
Rhythms 3

Goal Setting, Self-Efficacy and Performance: New Research Directions

Goals and self-efficacy are important motivational constructs. This symposium includes studies examining the effects of different types of goals and of self-efficacy on performance in specific contexts. The purpose of this research is to better understand the psychological mechanisms and the boundary conditions that explain these effects.

Remus Ilies, Michigan State University, *Co-Chair*
Nikos Dimotakis, Michigan State University, *Co-Chair*
Myeong-Gu Seo, Boston College, Remus Ilies, Michigan State University, *Self-Efficacy, Goals, and Affect in Dynamic Self-Regulation*
Nikos Dimotakis, Michigan State University, Remus Ilies, Michigan State University, *Within-Individual Effects of Goals and Persistence on Task Performance*
Guihyun Park, Michigan State University, Paul Curran, Michigan State University, Goran Kuljanin, Michigan State University, Brady Firth, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Richard P. DeShon, Michigan State University, *Implementation Intentions and Multiple Goal Self-Regulation in Teams*
Alex Stajkovic, University of Wisconsin-Madison, *Interplay Between Subconscious and Conscious Goals: Emerging Research*
Edwin A. Locke, University of Maryland, *Discussant*

Submitter: Nikos Dimotakis, dimotakis@bus.msu.edu

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144. Symposium/Forum: 10:30 AM–11:50 AM
Waterbury

Bringing Assessment in the Federal Government Into the 21st Century

For decades, the federal sector has taken a very conservative approach to assessment. This session will report on advances made in 4 distinct federal agencies that have recently updated assessment practices to realize both operational efficiencies and greater candidate acceptance through improved assessment fidelity.

Seymour Adler, Aon Consulting, *Chair*
Jeffrey M. Cucina, U.S. Customs and Border Protection, Henry H. Busciglio, U.S. Customs and Border Protection, Patricia Harris Thomas, U.S. Customs and Border Protection, *CBP: Using Technology to Streamline Interviewing*
Greg O. Beatty, U.S. Internal Revenue Service, *Modernizing the IRS: Bringing Technology and Competency-Based Assessment*
Patti MacLeod, Indian Affairs, *Indian Affairs: New Approaches to Assessing and Developing Leadership Talent*
Amy Dawgert Grubb, Federal Bureau of Investigation, *Assessing Leadership Potential at the FBI*
Seth Zimmer, AT&T, *Discussant*

Submitter: Seymour Adler, Seymour_Adler@Aon.com

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145. Symposium/Forum: 11:30 AM–1:00 PM
Borgne

Effective Succession Planning: A Journey, Not a Destination

Today, succession planning involves reaching deeper within the organization to strategically plan for, identify, and develop high-potential employees to take on future leadership roles. Different approaches to succession planning, stages of program maturity, and next steps to continuously improve the breadth, depth, and quality of programs will be discussed.

Jackie Fitzgerald, Kimberly-Clark, *Chair*
David M. Pollack, Sodexo, *Organizational Outcomes of Succession Planning: The Depth of Talent Data*
Lori Homer, Microsoft, *Microsoft's Evolution: A Multigenerational Approach to Talent Management*
R. Wayne Hauenstein, AGL Resources, *Building the Leadership Pipeline: High-Potential Development at AGL Resources*
Connie Shroyer, Hay Group, Carrolyn Bostick, Intelsat, *Growth Factors and Their Impact on Succession Planning*
Stephanie L. Sloan, Hay Group, *Discussant*

Submitter: Stephanie Sloan, Stephanie.Sloan@haygroup.com

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146. Panel Discussion: 11:30 AM–1:20 PM
Cornet

Using Internal Customer Service Assessment to Drive HR Effectiveness

Internal customer service (ICS) assessment can be used to transform HR and other shared service functions in organizations. This panel will discuss the application of ICS measurement in 4 diverse organizations and present a large multiorganization study that compared ICS levels in 1993 and 2006 for 12 functions.

Jerry Seibert, Metrus Group, Inc., *Chair*
Kelly Slieter, Honeywell International, *Panelist*
Steve Ginsburgh, Universal Weather and Aviation, Inc., *Panelist*
Susan Podlogar, Cordis Corporation, *Panelist*
Judy Vernick, Software Engineering Institute, *Panelist*

Submitter: Jerry Seibert, jerry@jhseibert.com

147. Panel Discussion: 11:30 AM–12:30 PM
Grand Ballroom B

Job Analysis: Overture, Theme, and Coda

This panel will address key decisions made prior to and after conducting job analysis. Situations to be discussed include differences between hourly/management populations, low incumbent jobs, barriers to data collection, data maintenance, and newly created jobs. Panelists will respond to job analysis scenarios with examples and pragmatic guidance.

Christina Norris-Watts, APT, Inc, *Chair*
Michael A. Campion, Purdue University, *Panelist*
Erica L. Hartman, APT, Inc, *Panelist*
Michael S. Henry, APT, Inc., *Panelist*
Angela M. Sternburgh, Kellogg Company, *Panelist*
Julia Bayless, Sodexo, Inc., *Panelist*
Rachel Daniels, Portland State University, *Panelist*
Submitter: Julia Bayless, julia.bayless@sodexo.com

148. Posters: 11:30 AM–12:20 PM
Napoleon ABC

Leadership I

148-1 LMX and Leader Behaviors as Predictors of Teleworker Job Performance

Supervisors and customers assessed the performance of employees who participated in a pilot telework program. Multiple regression was used to determine the variance predicted by quality of leader–member exchange (LMX) and various leader behaviors. Findings indicated that LMX, altered expectations, and the requirement to provide written reports predicted teleworker performance.

Laura C. Gallaher, NASA Kennedy Space Center
Clayton A. Yonce, NASA Kennedy Space Center
Submitter: Laura Gallaher, lauragallaher@hotmail.com

148-2 Reconceptualizing Transformational Leadership as Multilevel: An Investigation of Mediating Mechanisms

This study applies a levels-of-analysis framework to conceptualize transformational leadership as requiring leader focus at both individual and group levels. We then propose a multilevel model demonstrating 2 mechanisms—perceived empowerment and leadership development—through which transformational leadership impacts individual and group performance. Methodological and practical implications are discussed.

Yuntao Dong, University of Maryland, College Park
Kathryn M. Bartol, University of Maryland, College Park
Submitter: Kathryn Bartol, kbartol@rhsmith.umd.edu

148-3 Who's Laughing Now? How Leadership and Humor Impact Relationship Outcomes

This study investigated the interplay between leadership, humor, and leader–follower relationship quality. Using a video vignette study, the results demonstrated that the effect of leadership style (transformational vs. pseudotransformational) on relationship quality was mediated by social distance, whereas humor style (self-deprecating vs. aggressive) was not significant.

Julian I. Barling, Queen's University
Colette Hoption, Queen's University
Submitter: Alyson Byrne, abyrne@business.queensu.ca

148-4 Money as Social Exchange Currency: Financial Rewards and LMX

We present a theoretical analysis regarding the effects of financial reward satisfaction on perceived leader–member exchange (LMX) quality and employee work outcomes. We argue that these effects are contingent on the perceived degree of leader involvement in the reward decision and certain individual differences of the employees.

Stephen H. Courtright, University of Iowa
Steven D. Charlier, University of Iowa
Submitter: Stephen Courtright, stephen-courtright@uiowa.edu

148-5 Differentiated Ratings and Leadership Perceptions: The Impact of Collectivism Orientation

This experiment was designed to compare differentiated ratings of LMX behaviors with consistent LMX ratings across subordinates and their effects on perceptions of leadership effectiveness and leader interactional justice. Individuals' collectivistic cultural orientation played a moderating role in the relationship between LMX ratings and leadership perceptions.

Janelle R. Enns, University of Lethbridge
Mahfooz A. Ansari, University of Lethbridge
Sharmila Jayasingam, University of Malaya
Submitter: Janelle Enns, janelle.enns@uleth.ca

148-6 The Role of the Self in the Leadership Categorization Process

This study was conducted to examine the role of one's self-perceptions of leadership in predicting both leadership prototypes and leadership perceptions of others. The results demonstrated that leadership prototypes mediated the relationship between self-perceptions of leadership abilities and ratings of leadership characteristics of target actors.

Roseanne J. Foti, Virginia Tech
Victoria Robson, Virginia Tech
Submitter: Roseanne Foti, rfoti@vt.edu

148-7 Examining the Relationship Between Leader Type and Intercountry Disputes

The global influence that the world's heads of state have is significant. To better understand this influence, their leader type (charismatic, ideological, or pragmatic) and their orientation (personalized or socialized) were evaluated as predictors of engagement in intercountry disputes and alliance formation.

Tamara Friedrich, University of Oklahoma
Sam T. Hunter, Pennsylvania State University
Katrina E. Bedell Avers, Federal Aviation Administration
Dawn L. Eubanks, University of Bath

Amanda Shipman, University of Oklahoma
Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Tamara Friedrich, tfriedrich@psychology.ou.edu

148-8 The Influence of Supervisors on Employee Perceptions of Organizational Support

This paper examines leader influence on follower POS. Follower perceptions of supervisor transformational leadership were significantly related to follower POS, whereas leader POS was negatively related to follower POS. Further, the interaction of leader POS with follower perceptions of transformational leadership explained significant variance in follower POS.

Russell Guay, University of Iowa
Amy Colbert, University of Iowa
Submitter: Russell Guay, rguay47564@aol.com

148-9 Shaping Ethicality Perceptions and Employee Outcomes With Leader Political Skill

Two studies were conducted to examine the impact of leader political skill on employee perceptions of ethical leadership. Results indicated that politically skilled leaders were perceived as more ethical than unskilled leaders and that these perceptions promoted organizational commitment and inhibited deviant employee behavior.

Paul Harvey, University of New Hampshire
Anne Buckless, University of New Hampshire
Anthony T. Pescosolido, University of New Hampshire
Kenneth J. Harris, Indiana University Southeast
K. Michele Kacmar, University of Alabama
Submitter: Paul Harvey, paul.harvey@unh.edu

148-10 The F-Word: The Follower Label, Work Attitudes, and Well-Being

Exploring what it means to be a "follower," this experiment randomly assigned participants to a "follower," "leader," or "no label" condition. The follower label was associated with decreased intrinsic motivation, disinterest in performing extra-role behaviors, and depressed positive mood. Future avenues for research are discussed.

Colette Hoption, Queen's University
Amy M. Christie, Queen's University
Julian I. Barling, Queen's University
Submitter: Colette Hoption, choption@business.queensu.ca

148-11 Leader–Member Exchange: Importance of Self-Identity Level Congruence

This study investigated the role of leader–member self-identity similarity in relationships between supervisors and subordinates. Results indicated that self-identity similarity, particularly on relational self-identity, was associated with higher quality relationships. Interactive effects of similarity on multiple self-identity levels were also explored. Implications and directions for future research are discussed.

Erin Jackson, University of South Florida
Russell E. Johnson, University of South Florida
Submitter: Erin Jackson, erinmjackson@gmail.com

148-12 Leadership Emergence: Contrasting Effects of Hard and Soft Influence Tactics

This study examined the effect of hierarchy and influence tactics in predicting leadership emergence in contemporary organizations. Field data from 140 employees in professional organizations demonstrated that hierarchy predicts leadership emergence with greater effect depending on the strength and intensity of influence tactics.

Alexander Mathew, Indian School of Business
Ajay Thomas Abraham, Indian School of Business
Submitter: Dishan Kamdar, dishan_kamdar@isb.edu

148-13 Leadership Self-Efficacy, Leadership Goals, and Intrateam Leadership

We examined leadership dispersed among members of athletic teams. Leadership self-efficacy and goals were examined. Stronger efficacy and leadership goal difficulty predicted self-evaluations and coach evaluations of leadership. Findings support applications of goal theory to intrateam leadership. Leadership self-efficacy and leadership goals as "framing" teammates' leadership actions are discussed.

Thomas D. Kane, Missouri State University
Michael T. Davis, Western Carolina University
Jamie C. Alonzo, Missouri State University
Submitter: Thomas Kane, tomkane@missouristate.edu

148-14 Stereotype Threat and Women's Perceptions of Leadership Self-Efficacy

Fear of confirming the stereotypes of others, or stereotype threat, can negatively impact women's leadership self-efficacy. Self-esteem and investment in gender ideals were investigated as possible "buffers," and results revealed a significant main effect for gender ideals. Participant characteristics emerged as a methodological concern in determining effects of stereotype threat.

Phillip Lipka, Clemson University
Mary Anne Taylor, Clemson University
Charlotte L. Powers, Clemson University
Submitter: Phillip Lipka, plipka@clemson.edu

148-15 Transformational Leadership Among Guild Members in Massively Multiplayer Online Games

Guild members from a massively multiplayer online game (MMO) completed a survey regarding their guild and real-life transformational leadership, as measured by self-report responses to the Multifactor Leadership Questionnaire (MLQ). Implications for leadership training and development and further research questions are discussed.

Timothy C. Lisk, Claremont Graduate University
Submitter: Timothy Lisk, timothy.lisk@cgu.edu

148-16 Applying Complexity Theory to Group Dynamics and Leadership

This study explores the extent to which the leadership behavioral repertoire of a manager determined their

position in an organizational social network and consequentially affects which members of their managerial cohort with whom they interacted, because existing leadership literature upholds that interaction is fundamental to leadership effectiveness.

Imelda C. McCarthy, Aston Business School

Submitter: Imelda McCarthy, i.mccarthy@aston.ac.uk

148-17 A Longitudinal Examination of LMX, Ability, Differentiation, and Team Performance

Leader–member exchange (LMX) theory posits that good leaders form dyadic relationships with followers that differ in quality, and that differentiation positively affects team performance. This notion was tested using longitudinal data from 3 studies of small teams. Results show positive effects for differentiation on team performance at certain time periods.

Loren J. Naidoo, Baruch College, CUNY
Charles A. Scherbaum, Baruch College, CUNY
Harold W. Goldstein, Baruch College, CUNY
George B. Graen, University of Louisiana-Lafayette

Submitter: Loren Naidoo, Loren.Naidoo@Baruch.cuny.edu

148-18 Leader–Member Exchange Development During Leader Succession—Social Comparison Perspective

Utilizing social comparison theory (SCT), I proposed an innovative and comprehensive theoretical model in understanding the effect of prior leaders in the development of leader–member exchange (LMX) between new leaders and members, as well as leader effectiveness.

Mingzhu (Amy) Nie, Michigan State University

Submitter: Mingzhu (Amy) Nie, niemingz@msu.edu

148-19 Linking Leadership Style and Succession Planning Outcomes: A Socio-Analytic Approach

This study attempts to fill a void in the succession planning literature by examining several alternative models of the extent to which leadership style (consideration and initiating structure) relates directly to ratings of high potential and indirectly through mediators (getting along and getting ahead) derived from socioanalytic theory.

In-Sue Oh, University of Iowa
Bennett E. Postlethwaite, University of Iowa
Michael K. Mount, University of Iowa
Linda S. Zachar, Panera Bread of Iowa

Submitter: In-Sue Oh, in-sue-oh@uiowa.edu

148-20 The Effects of Leader Behavioral Integrity on Follower Creativity

This online experimental study examined the role that leader behavioral integrity plays in fostering follower creativity. Using partial least squares analysis, we found that leader behavioral integrity is related to a follower's sense of psychological safety, which in turns helps followers think more creatively and engage in greater risk taking.

Michael Palanski, Purdue University Calumet
Gretchen Vogelgesang, SUNY-New Paltz

Submitter: Michael Palanski, mpalanski@calumet.purdue.edu

148-21 Relationship Quality: The Effect of Dyad Diversity Composition and Time

This study investigates the impact of demographic make-up of the leader–subordinate dyad and relationship length on LMX and trust. A total of 182 employees from a large telecommunications company participated in the analysis. Diversity and length of relationship both contributed to building and maintaining trusting relationships.

Yelena Polyashuk, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Jennifer L. Roberts, Illinois Institute of Technology

Submitter: Yelena Polyashuk, yelena25@sbcglobal.net

148-22 Who's Your Leader? Follower Personality and Leadership Style Preferences

Relationships between followers' personality and their preferences for leadership styles was investigated. In a sample of 173 undergraduate students, Big Five traits gave rise to differential preferences in terms of charismatic, relationship-oriented or task-oriented leadership. Practical implications and limitations are discussed.

Daniel Winick, University of South Florida
Ozgun Burcu Rodopman, University of South Florida
Asli Goncu, University of South Florida
Thomas R. Gordon, University of South Florida
Russell E. Johnson, University of South Florida

Submitter: Ozgun Rodopman, orodopma@mail.usf.edu

148-23 Performance Outcomes of CEOs' Culture-Building Actions Mediated by Entrepreneurial Culture

Does entrepreneurial culture, measured by entrepreneurial orientation (EO), consisting of innovation, proactivity, and risk taking, mediate the effects of CEOs' culture-building actions on various measures of organizational performance? Results showed that risk taking was the most powerful mediator, innovation was also a significant mediator, and proactivity was not a mediator.

Marshall Sashkin, George Washington University
Ayman El Tarabishy, George Washington University
Submitter: Marshall Sashkin, sashkin@gwu.edu

148-24 Developing Vision Statements: Impact of Forecasting Extent, Resources, and Timeframe

This study examined how those facing a leadership problem use effective forecasting to articulate a viable vision. Effective forecasting may be a result of specific considerations surrounding the problem scenario. Results revealed that forecasting strength was related to vision strength and focusing on certain issues can improve forecasting.

Amanda Shipman, University of Oklahoma
Cristina L. Byrne, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Amanda Shipman, ashipman@psychology.ou.edu

FRIDAY AM

148-25 eLeadership and Social Internet Experience on Integrative Virtual Team Tasks

This study investigates the influences of a participative style of leadership and experience socializing through computer-mediated communications on an integrative task in teams where team members had more task knowledge than the leader. Results found significant interactions between participative leadership and online experience on virtual team outcomes.

Melissa Staniewicz, University of Tennessee, Knoxville
Harold W. Goldstein, Baruch College, CUNY
Joan R. Rentsch, University of Tennessee, Knoxville

Submitter: Melissa Staniewicz, mzullo@utk.edu

148-26 How LMX Shapes Creative and Noncreative Performance

Results of this field study suggest high LMX employees believe their supervisors hold both creative and conscientious role appraisals for them and that such perceptions lead to corresponding performance. A significant interaction suggests focal performances are highest when the corresponding role appraisal is strong and contrasting role appraisal is weak.

Pamela Tierney, Portland State University
Steven M. Farmer, Wichita State University

Submitter: Pamela Tierney, pamt@sba.pdx.edu

148-27 Linking Transformational Leadership and Team Performance: A Conflict Management Approach

Data were collected from 3 sources in a longitudinal manner from 108 teams in China. Analysis suggests that transformational leadership affects team adoption of cooperative conflict management that lead to team effectiveness and then team performance. Results suggest that team developing cooperative conflict management contributes to effective transformational leadership.

Xinan Zhang, Shanghai Jiao Tong University
Cao Qing, University of Connecticut
Dean W. Tjosvold, Lingnan University, Hong Kong

Submitter: Dean Tjosvold, tjosvold@ln.edu.hk

148-28 Trait and Behavioral Theories of Leadership: A Meta-Analysis

This article uses meta-analytic techniques to examine the relative validity of trait and behavioral theories of leadership. Results indicate that behaviors explain more variance in leadership effectiveness than traits but suggest that a more integrative model where leader behaviors mediate the relationship between leader traits and effectiveness is warranted.

Daniel S. Derue, University of Michigan
Jennifer D. Nahrgang, Michigan State University
Ned M. Wellman, University of Michigan
Stephen E. Humphrey, Pennsylvania State University

Submitter: Ned Wellman, ewellman@umich.edu

148-29 LMX as a Mediator Between Abusive Leadership and Work Behaviors

We investigated the relationship between abusive leadership and employees' work behaviors (task performance, OCBO, and OCBI) through its impact on leader–member exchange relationship (LMX). Using data collected from 366 supervisor–subordinate dyads, we found that LMX fully mediated the negative effects of abusive leadership on subordinates' task performance, OCBO, and OCBI.

Erica H. H. Xu, The Hong Kong Polytechnic University
Catherine Lam, The Hong Kong Polytechnic University
Xu Huang, The Hong Kong Polytechnic University

Submitter: Erica Xu, 06900770r@polyu.edu.hk

148-30 Do "In-Agreement" Leaders Have Better Organizational Performance? A Mediation Test

This study examined the role of organizational contextual variables based on the service-profit chain in linking leaders' multisource feedback rating congruence to organizational performance. Polynomial regression results showed that, in almost all cases, employee and customer opinions fully mediated the relationship between 3-dimensional feedback rating congruence and organizational performance.

Matthew S. Kleinman, New York Life Insurance Company
W. Warner Burke, Teachers College, Columbia University

Submitter: Matthew Kleinman, msk2115@columbia.edu

148-31 Are Leaders Self-Deceptive? Evidence From a College Sample

This study investigated self-deception as a predictor variable for leadership roles. Assessments were completed for self- and other deception, as well as for group membership and leadership roles. Zero-order correlations and hierarchical regression models assessed the relationship and predictive value of self-deception for leadership.

Gregory W. Stevens, Auburn University
Caroline F. Keating, Colgate University

Submitter: Gregory Stevens, gws0002@auburn.edu

148-32 Managing the Work–Family Divide: LMX and Flexible Work Arrangements

This investigation explores how organizations and employees can minimize existing tension between work and home and leverage the benefits stemming from positive spillover. With a sample of 152 employees, it was found that leader–member exchange, social skill, and flexible work arrangements influenced work–family conflict and work–family enrichment.

Altovise Rogers, University of Houston
Evan L. Weinberger, University of Houston

Submitter: Altovise Rogers, amrogers@mail.uh.edu

149. Interactive Posters: 11:30 AM–12:20 PM
Napoleon D1-D2

Neglecting Family Effectively: Achieving a Work/More Work Balance

Jesse Michel, Florida International University, *Facilitator*

149-1 Effects of Work–Family Guilt on Pro- and Antisocial Work Behaviors
This paper explores the behavioral outcomes of guilt in the work–family domain. Results provide support for the hypotheses that FIW guilt is associated with pro-social behaviors when employees are satisfied with their jobs and that WIF guilt can lead to antisocial behaviors when individuals intend to leave their jobs.

Whitney E. Botsford, EASI Consult
Eden B. King, George Mason University
Jennifer M. Demarais, Army Research Institute
Cordelia Maguire, George Mason University
Submitter: Whitney Botsford, wbotsfor@gmu.edu

149-2 A Qualitative Analysis of Strategies for Coping with Work–Family Stressors
This paper heeds the call by researchers to further investigate the coping strategies individuals use to manage work and family stressors using a qualitative study design. The coping strategies identified were categorized into 2 broad factors: internally focused and externally focused coping strategies. Specific strategies and general themes are discussed.

Malissa A. Clark, Wayne State University
Anne C. Bal, Wayne State University
Ludmila Zhdanova, Wayne State University
Boris B. Baltes, Wayne State University
Submitter: Malissa Clark, malissa@wayne.edu

149-3 The Relationship Between Work–Family Culture, Work–Family Interference, and Well-Being
This study examined whether work–family interference functions as mediator in the link between work–family culture and well-being, hereby distinguishing between a negative, energy depleting process and a positive, motivation generating process. Results clearly demonstrate the crucial role of supportive work–family cultures in preventing burnout and enhancing work engagement.

Maria Peeters, Utrecht University
Wietske de Regt, Utrecht University
Cobi Wattez, Institute for Work & Stress
Evangelia Demerouti, Utrecht University
Submitter: Jan de Jonge, j.d.jonge@tue.nl

149-4 Interactive Effects of Community Embeddedness and Work–Life Permeability on Stress
The purpose of this study is to investigate the relationship between off-the-job embeddedness, workplace stress, and boundary management strategy. Results showed a positive relationship between off-the-job embeddedness and stress associated with work demands but also revealed that a boundary management strategy favoring integration weakened the relationship.

Andrew T. Hinrichs, Texas A&M University
Wendy R. Boswell, Texas A&M University
Ryan D. Zimmerman, Texas A&M University
Brian W. Swider, Texas A&M University
Submitter: Andrew Hinrichs, ahinrichs@mays.tamu.edu

150. Symposium/Forum: 11:30 AM–1:00 PM
Nottaway

Personality and Within-Individual Relationships: New Research Findings and Directions

This symposium examines personality and within-individual processes at work. Using experience-sampling methods, the 4 studies address unique topics in the study of personality, including construct validity issues in within-individual personality variation, antecedents and boundary conditions of that within-individual variation, and the influence of managers' personalities on employees.

Brent A. Scott, Michigan State University, *Chair*
Eric D. Heggestad, University of North Carolina Charlotte, Heather Gordon, University of North Carolina Charlotte, Charlie L. Reeve, University of North Carolina Charlotte, *Do Contextualized Personality Measures Predict Personality in Context?*
Daniel Heller, Tel Aviv University, Noam Weinblatt, Tel Aviv University, *A Within-Individual Examination of Work and Family Role-Based Personalities*
Jason L. Huang, Michigan State University, Ann Marie Ryan, Michigan State University, *Examining Personality States and Situations in Customer Service Jobs*
Brent A. Scott, Michigan State University, Jason A. Colquitt, University of Florida, Layne Paddock, Columbia University, Timothy A. Judge, University of Florida, *The Role of Manager Empathy on Employees' Daily Well-Being*
Murray R. Barrick, Texas A&M University, *Discussant*
Submitter: Brent Scott, scott@bus.msu.edu

151. Roundtable Discussion/Conversation Hour: 11:30 AM–1:00 PM
Oak Alley

Talent Management and Enterprise Software: Round 2

At SIOP 2008 we conducted this session, and audience members stated they absolutely wanted to have a deeper discussion at SIOP 2009. Three experts in the fields of enterprise software and talent management solutions will facilitate a discussion about the blending of I-O content and processes with enterprise software.

Nathan J. Mondragon, Taleo, *Host*
Tobin V. Anselmi, Creative Metrics, Inc., *Host*
Lisa Kobe Cross, Taleo, *Host*
Submitter: Nathan Mondragon, nmondragon@taleo.com

152. Special Events: 12:00 PM–1:20 PM
Armstrong

Insights on Teams at Work: Lessons From Collaborative Work on Team Development and Effectiveness

The goal of this session is to expose SIOP conference participants to a synergistic science–practice collaboration involving a top researcher and a top practitioner. John Mathieu of the University of Connecticut and Scott Tannenbaum of the Group for Organizational Effectiveness will highlight their collaboration on team development and effectiveness.

Linda R. Shanock, University of North Carolina at Charlotte, *Chair*
Scott I. Tannenbaum, Group for Organizational Effectiveness, *Presenter*
John E. Mathieu, University of Connecticut, *Presenter*

Submitter: Shanock Linda, shanock@gmail.com

153. Panel Discussion: 12:00 PM–12:50 PM
Gallery

Maximizing Learning From Your Graduate Internship: Lessons From the Trenches

Graduate students can strongly embrace the scientist–practitioner model (McIntire, 1990) through completing applied internships. This panel investigates applied internships from the point of view of students completing them, across a variety of firms where I-O psychologists are employed. Topics include effective integration, seeking projects to grow skills, and ensuring effective performance/feedback.

Tasha L. Eurich, CH2M HILL, *Chair*
Rachel M. Johnson, Sun Microsystems, Inc., *Panelist*
Lara Summers, Legacy Alliance, *Panelist*
Anne M. Hansen, Colorado State University, *Panelist*
Martin Lanik, Colorado State University, *Panelist*

Submitter: Tasha Eurich, tasha.eurich@ch2m.com

154. Community of Interest: 12:00 PM–1:20 PM
Gallier AB

Test Development & Validation

P. Richard Jeanneret, Valtera, *Host*
John F. Binning, The DeGarmo Group, Inc., *Host*

155. Symposium/Forum: 12:00 PM–1:20 PM
Grand Ballroom D

Onboarding Leaders: An Integrated Review, Best Practices, and New Research

Onboarding programs are increasingly used to combat rising failure rates among new executives, yet low success rates are common. This session presents a strategic framework for onboarding, a case study of best practices, and field research contrasting the experience of internally promoted versus externally hired executives new to the role.

Jeffrey L. Herman, George Mason University, *Co-Chair*
Catherine L. Murensky, Booz Allen Hamilton, *Co-Chair*

David A. Dye, Booz Allen Hamilton, Jennifer Anderson, Booz Allen Hamilton, Leslie Ann Pearson, Partnership for Public Service, Elizabeth A. Conjar, George Mason University, Lisa Gulick, George Mason University, *Onboarding: An Integrative Review of Research and Best Practice*
Catherine L. Murensky, Booz Allen Hamilton, *Leadership Onboarding at Booz Allen Hamilton*
Cory Adis, George Mason University, Jeffrey L. Herman, George Mason University, Stephen J. Zaccaro, George Mason University, Catherine L. Murensky, Booz Allen Hamilton, Jean Leslie, Center for Creative Leadership, *Executive Onboarding: Differences in Perceptions of Insiders and Outsiders*
Cynthia Emrich, Duke Corporate Education, *Discussant*

Submitter: Jeffrey Herman, jherman@alumni.duke.edu

156. Symposium/Forum: 12:00 PM–1:20 PM
Grand Ballroom E

"Working" Through Environmental Issues: The Role of the I-O Psychologist

Environmental issues are a great concern in mainstream society yet are largely ignored in I-O psychology research and practice. This symposium will include 3 presentations highlighting the potential contribution of I-O psychology to sustainability issues in the workplace by discussing who we are, what we practice, and what we research.

Ann H. Huffman, Northern Arizona University, *Chair*
Kristen M. Watrous, Texas A&M University, Ann H. Huffman, Northern Arizona University, Jaime B. Henning, Eastern Kentucky University, Julia L. Berry, Northern Arizona University, *Our Workplace–Our World: I-O Psychology and Sustainability*
Connie R. Wanberg, University of Minnesota, Jessica Ly Saltz, PepsiCo, Allan H. Church, PepsiCo, *The Greening of Organizations and Our Economy*
Elise L. Amel, University of St. Thomas, Christie M. Manning, Macalester College, Britain A. Scott, University of St. Thomas, *Employee Perceptions and Organizational Opportunities on the Path to Green*
Paul M. Muchinsky, University of North Carolina-Greensboro, *Discussant*

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

157. Friday Seminar: 12:00 PM–2:50 PM
Grand Chenier

Making HR Measurement Strategic

Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit for attending.)

This seminar will focus on HR investments with a rich history of data-based research, including staffing, training, workplace health, employee attitudes, and turnover. We will emphasize the logic that links specific HR programs, employee behaviors, and operational and financial outcomes, and demonstrate software that facilitates the calculation of costs and benefits in several topical areas.

Wayne F. Cascio, University of Colorado, *Presenter*
John W. Boudreau, University of Southern California, *Presenter*
Christopher C. Rosen, University of Arkansas, *Coordinator*

158. Friday Seminar: 12:00 PM–2:50 PM
Grand Couteau

Illustrating Social Network Analysis's Potential for I-O: Workplace Interpersonal Affect

Friday Seminars require advance registration as well as an additional fee! (3 hrs. CE credit for attending.)
Conceptualizing organizations and industries as a set of interrelating nodes (e.g., individuals, groups, departments, organizations) has generated a great deal of research excitement and established social networks as one of the premier research perspectives in the field of management. This seminar will discuss how to adapt social network analysis to study I-O and OB topics.

Jonathan Johnson, University of Arkansas, *Presenter*
Giuseppe (Joe) Labianca, University of Kentucky's LINKS Network Research Center, *Presenter*
Hock-Peng Sin, Michigan State University, *Coordinator*

159. Symposium/Forum: 12:00 PM–1:20 PM
Maurepas

Using Both Qualitative and Quantitative Approaches to Study Job Stress in China

By applying Western-developed quantitative measures to study job stress in China, important nation-specific job stressors may be ignored. Alternatively, qualitative data could provide more in-depth descriptions about what exactly would lead to stress in Chinese workplaces. In this symposium, researchers examine Chinese employees' job stress using both qualitative and quantitative approaches.

LeeAnn Y. Liu, Renmin University of China, *Chair*
Cong Liu, Hofstra University, *Co-Chair*
Jia Lin Xie, University of Toronto, *Chinese Executives' Job Stress Experience*
Jianmin Sun, Renmin University of China, Tao Yang, Renmin University of China, *Work Stressor Scale for Managers in Chinese Organizations*
Cong Liu, Hofstra University, LeeAnn Y. Liu, Renmin University of China, *Job Stress and Job Performance Among Chinese Government Personnel*
Liu-Qin Yang, University of South Florida, Paul E. Spector, University of South Florida, Xichao Zhang, Beijing Normal University, Xuanhui Lin, Beijing Normal University, *Stress Among Chinese Service Workers: The Role of Workplace Incivility*
Donald D. Davis, Old Dominion University, *Discussant*

Submitter: Cong Liu, cong.liu@hofstra.edu

160. Panel Discussion: 12:00 PM–12:50 PM
Rhythms 1

Industry Spotlight: Applying I-O to Healthcare

This "industry spotlight" examines the critical role I-O psychology is playing in the healthcare industry. A diverse panel of I-O psychologists will discuss their current work in healthcare, challenges faced, and future needs. Applications of core I-O topics will be examined including training, personnel selection, organizational citizenship, and job satisfaction.

Andrea Amodeo, American Institutes for Research, *Co-Chair*

Nora P. Reilly, Radford University, *Co-Chair*
David P. Baker, Carilion Clinic, *Panelist*
Scott H. Oppler, Association of American Medical Colleges, *Panelist*
Sean Robson, Radford University, *Panelist*
David D. Rowlee, Morehead Associates, *Panelist*

Submitter: Andrea Amodeo, aamodeo@air.org

161. Symposium/Forum: 12:00 PM–1:50 PM
Rhythms 2

Evidence-Based Diversity Management: Strategies for Managing Diverse Organizations

Increasing workforce diversity has prompted attention to the question of how organizations can manage individuals from diverse backgrounds. Extending the largely theoretical extant literature, the papers in this session test the efficacy of recruitment, climate, training, and personal strategies for managing diversity, thereby providing empirical evidence regarding diversity management programs.

Eden B. King, George Mason University, *Co-Chair*
Derek R. Avery, University of Houston, *Co-Chair*
Derek R. Avery, University of Houston, Sabrina Volpone, University of Houston, Patrick F. McKay, Rutgers University, *The Impact of Mixed Messages on Diversity Recruitment*
Eden B. King, George Mason University, Jeremy F. Dawson, Aston University, David A. Kravitz, George Mason University, Lisa Gulick, Booz Allen Hamilton, *Does Diversity Training Reduce Discrimination? A Longitudinal, Multilevel Study*
Jennifer Wessel, Michigan State University, Ann Marie Ryan, Michigan State University, *Climate Perceptions: The Role of Exclusion, Incivility, and Organizational Support*
Kathy Stewart, Gallup, Katherine Elder, Federal Management Partners (FMP), Eden B. King, George Mason University, Ashley B. Agerter, George Mason University, Gia Dirosa, George Mason University, Chad Peddie, George Mason University, Anna K. Winters, Consortium Research Fellows Program (CRFP), *Assumptions of Preferential Selection: The Role of Diversity Climate*
Sarah L. B. Singletary, Rice University, Michelle (Mikki) Hebl, Rice University, *Use of Individual Compensation Strategies: The Impact of Group Membership*

Submitter: Eden King, eking6@gmu.edu

162. Symposium/Forum: 12:00 PM–12:50 PM
Rhythms 3

Leveraging Telework Sustainability: Examining the Impact of Program Characteristics

Telework is lauded as a "win–win" for employers and organizations. Although research documents the positive outcomes of telework, it provides limited insight into how they can be leveraged. This symposium extends the extant research and provides practical suggestions to increase telework ROI through worker attitudes.

Nancy DeLay, Kenexa, *Chair*
Valerie J. Morganson, Old Dominion University, *Co-Chair*
Timothy Golden, Rensselaer Polytechnic Institute, Allan Fromen, Reuters, *Does Location Really Matter? Understanding Attitudes Across the Teleworking Spectrum*
Lisa M. Germano, Kenexa Corporation, Nancy DeLay, Kenexa, *Impact of Telework Arrangement on*

Engagement, Work–Family Conflict, and LMX

Valerie J. Morganson, Old Dominion University, Debra A. Major, Old Dominion University, Jennifer M. Verive, White Rabbit Virtual, Inc., *Exploring the Affective Outcomes Telework Program Formality*

Submitter: Valerie Morganson, Vmorgans@odu.edu

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163. Symposium/Forum: 12:00 PM–1:20 PM
Waterbury

Leadership and Culture: Relationships Across Individual, Organizational, and Societal Levels

Although culture has been found to influence leadership and other outcomes, many key questions have yet to be answered. This symposium examines the impact of culture at the individual, organizational, and national levels of analysis on individual behaviors including performance and leader actions towards employees.

Frederick P. Morgeson, Michigan State University, *Co-Chair*
Payal N. Sharma, University of Maryland, *Co-Chair*
Payal N. Sharma, University of Maryland, Gilad Chen, University of Maryland, Debra L. Shapiro, University of Maryland, Jiing-Lih Farh, Hong Kong University of Science and Technology, *Roles of Follower and Leader Cultural Values in Empowering Leadership*
Fred Walumbwa, Arizona State University, Suzanne J. Peterson, Arizona State University, Bruce J. Avolio, University of Washington, Chad A. Hartnell, Arizona State University, *Positive Leadership and Organizational Culture in Police Organizations*
Ashley Fulmer, University of Maryland, Paul J. Hanges, University of Maryland, Peter W. Dorfman, New Mexico State University, Jon P. Howell, New Mexico State University, *The Importance of CEO Emotional Intelligence: Environmental Contingencies Matter*
William A. Gentry, Center for Creative Leadership, Frederick P. Morgeson, Michigan State University, Jillian L. Hmurovic, Michigan State University, *How the Cultural Context Shapes Leader Behavior and Performance*
John Schaubroeck, Michigan State University, *Discussant*

Submitter: Payal Sharma, pnsharma@rhsmith.umd.edu

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164. Panel Discussion: 12:30 PM–1:50 PM
Grand Ballroom A

Tale of Two Towers: Increasing Ivory- and Corporate-Tower Collaboration

Representatives from an I-O program, a business school, external consulting, internal consulting, and a government contractor discuss challenges they encounter when collaborating across the academic–industry divide and provide recommendations to their counterparts on how to increase collaboration and partnership in the area of personnel selection.

Lilly Lin, Development Dimensions International, *Co-Chair*
Michael J. Zickar, Bowling Green State University, *Co-Chair*
Kimberly R. Brossoit, Development Dimensions International, *Panelist*
Charles J. Cosentino, Development Dimensions International, *Panelist*
Monica A. Hemingway, Starwood Hotels & Resorts, *Panelist*
Patrick Gavan O'Shea, HumRRO, *Panelist*
Chad H. Van Iddekinge, Florida State University, *Panelist*

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

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165. Panel Discussion: 12:30 PM–1:20 PM
Grand Ballroom B

Sisterhood of the Traveling Careers: I-O Women Psychologists' Successful Transitions

This forum presents the experiences and insights of 5 female I-O psychologists who managed successful career transitions involving a change in their role as psychologists. They discuss why they changed careers, the factors that enabled them to do so, and how they were able to overcome barriers.

Lorraine C. Stomski, Aon Consulting, *Chair*
Katherine L. Bittner, Bittner and Associates, LLC, *Panelist*
Karen S. Lyness, Baruch College, CUNY, *Panelist*
Lise M. Saari, IBM, *Panelist*
Nancy T. Tippins, Valtera, *Panelist*
Anna Marie Valerio, Executive Leadership Strategies, LLC, *Panelist*

Submitter: Katherine Bittner, kbittner@bittnerandassociates.com

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166. Posters: 12:30 PM–1:20 PM
Napoleon ABC

Judgment/Decision Making/Training

166-1 Influence of Emotions on Judgment and Decision Making: A Meta-Analysis

Recent studies have revealed the importance of examining the influence of discrete emotions on judgment and decision-making outcomes. The purpose of this study is to review research examining this relationship using meta-analysis. Results show that emotions have very small effects with differences seen within moderators.

Amanda D. Angie, University of Oklahoma
Ethan P. Waples, Louisiana State University-Shreveport
Vykinta Kligyte, Development Dimensions International
Shane Connelly, University of Oklahoma

Submitter: Amanda Angie, aangie@ou.edu

166-2 He Said She Said: Do Rumors Affect Hiring Decisions?

This study investigated rumor transmission within a managerial chain and whether rumored and non-rumored information influence decisions differently. Results indicated that rumors are transmitted similarly within hypothetical managerial chains as in other situations. Results also showed that respondents do not differentiate between rumored and nonrumored information when making hiring decisions.

Dev K. Dalal, Bowling Green State University

Submitter: Dev Dalal, ddalal@bgsu.edu

166-3 The Development and Validation of a Decision Style Scale

The purpose of this research was to develop a decision style scale that overcomes problems with current measures. To stimulate future empirical research, we offer evidence regarding the dimensionality, internal consis-

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tency, convergent and discriminant validity, as well as test–retest reliability of the new decision style scale across 3 independent samples.

Susan Mohammed, Pennsylvania State University
Katherine Hamilton, Pennsylvania State University
Submitter: Katherine Hamilton, klh365@psu.edu

166-4 A Mediated Model of Project Completion Stage and Decision-Making Experience

This study extends research on the escalation of commitment phenomenon by examining decision makers' attention to pertinent information cues regarding ongoing commitments to failing courses of action. Results indicated that attention to relevant information cues mediates the effect of decision-making experience and project completion stage on continuance judgments.

Paul Harvey, University of New Hampshire
Lisa M. Victoravich, University of Denver
Submitter: Paul Harvey, paul.harvey@unh.edu

166-5 Change of Regulatory Focus During Escalation of Commitment

This study proposes a motivational interpretation of escalating commitment. Results of an experimental study on investment decisions after repeated negative feedback point out that, during escalation of commitment, regulatory focus changes from promotion to prevention focus.

Roman Soucek, University of Erlangen-Nuremberg
Klaus Moser, University of Erlangen-Nuremberg
Submitter: Klaus Moser, Klaus.Moser@wiso.uni-erlangen.de

166-6 Understanding Value Development: Intervening Role of Self-Concept and Identity

This paper proposes a theoretical framework that defines social structure and context as antecedents to value development. By applying identity and social identity theory it answers why this relationship exists. How the antecedents affect values is answered by underlying processes like socialization, determination of salience, and social interaction.

Garima Sharma, Case Western Reserve University
Submitter: Garima Sharma, garima.sharma.11@gmail.com

166-7 Selection of Raters (Really) Matters When Modeling Multitrait-Multirater Data

When modeling multitrait–multirater data, researchers often randomly select from the raters that rated each ratee for purposes of fitting their models. We show that the selection of raters for each ratee can lead to striking differences in a range of modeling outcomes (e.g., model fit, parameter estimates, and model selection).

Dan J. Putka, HumRRO
Charles E. Lance, University of Georgia
Huy Le, University of Central Florida
Rodney A. McCloy, HumRRO
Submitter: Dan Putka, dputka@humrro.org

166-8 Motivation and Training Transfer: The Role of Person–Situation Variables

The authors explored the joint effects of individual and contextual factors on motivation to learn. In addition, they examined the mediating effect of motivation to learn on the relationship between individual characteristics and contextual factors with training transfer intentions. Results revealed partial mediation and significant interactive effects.

Ari A. Malka, University of Houston
Emily David, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Hung Hoang, University of Houston
Cristina Rubino, University of Houston
Alex Milam, University of Houston
Submitter: Ari Malka, malka.ari@gmail.com

166-9 Can We Train Interviewers to be Good Judges of Personality?

We evaluated a training protocol designed to increase interviewers' knowledge of personality-related cues and improve the accuracy of their personality ratings. The trained group was more accurate than the control group for 2/3 of the rated traits. These findings contribute to understanding the processes involved in rating accuracy.

Deborah M. Powell, Saint Mary's University
Richard D. Goffin, University of Western Ontario
Submitter: Deborah Powell, dpowell@uoguelph.ca

166-10 Linking Qualitative and Quantitative Affective Reactions to Training

This study investigated whether employees who provided negative feedback about their training experiences when answering an open-ended question about training reported quantitatively less positive reactions to training than those who did not respond to the open-ended question negatively. The former group actually reported more positive reactions and greater implementation satisfaction.

Jared A. LeDoux, Louisiana State University
Tracey E. Rizzuto, Louisiana State University
Submitter: Jared LeDoux, jledou5@lsu.edu

166-11 Evidence-Based Management in the Forensic Science Laboratory

We demonstrate a science–practice partnership in response to increased demand for better, quicker, cheaper forensic science intellectual capital. We define performance measures as cost-benefit and cost-effectiveness measures at multiple levels of analysis for crime laboratories, critical to assess the overall impact of forensic science to crime investigation and society.

Wendy S. Becker, Shippensburg University
W. Mark Dale, University at Albany
Submitter: Wendy Becker, wbecker@siop.org

166-12 An Investigation of How Interview Training Programs Influence Interview Performance

We assessed the relative effectiveness of various components of interview training programs and found that the addition of counselor feedback was related to lower levels of communication anxiety. Furthermore, we found that the use of impression management tactics mediated the relation between interviewee communication anxiety and ratings of interview performance.

Kate Williams, Clemson University
Patrick H. Raymark, Clemson University

Submitter: Patrick Raymark, praymar@clemson.edu

166-13 Who Is the Trainer? Effects of Trainer Characteristics on Transfer

This study explores the role that the trainer has in the transfer of training content. Research exploring learning and transfer of training content has primarily focused on understanding the training design or the technology for training delivery with very little emphasis on the trainer. This study addresses that gap.

Jessica F. Angelos, Walgreens
Isabel C. Botero, Illinois State University

Submitter: Isabel Botero, ibotero@ilstu.edu

166-14 Training Supervisors to Support Transfer of Training

Supervisors were trained in how to enhance transfer climate. It was found that supervisors did enhance transfer climate but did not directly affect transfer of training. Self-efficacy mediated the relationship between climate and transfer. Enhancing transfer climate was necessary but not sufficient for transfer of training to occur.

Fiona Sookhai, York University
Marie-Helene Budworth, York University

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

166-15 SJTs Used as Training Content: Validation With a Field Sample

Training was created using situational judgment test items as the content. The training was delivered to a museum's staff in an interactive manner. In addition to increases in job knowledge, employees demonstrated transfer of training to the job as measured by supervisor and customer ratings before and after training.

Amy Crook, Rice University
Harrison J. Kell, Rice University
Cody B. Cox, Rice University
Margaret E. Beier, Rice University

Submitter: Amy Crook, crook@rice.edu

166-16 Meta-Analysis of the Effects of Team Training

A meta-analysis was conducted to determine the relationship between team training and team effectiveness. Results from the 21 studies provided evidence that training is positively related to overall team effectiveness and effectiveness in 5 outcome categories (affective, cognitive, subjective task-based skill, objective task-based skill, and teamwork skill).

Lisa Delise, University of Tennessee
C. Allen Gorman, Angelo State University
Abby M. Brooks, Georgia Southern University
Joan R. Rentsch, University of Tennessee
Debra Steele-Johnson, Wright State University

Submitter: Lisa Delise, ldelise@utk.edu

166-17 The Effect of Experiential Variety and Metacognition on Adaptive Performance

This study tests the moderating effect of experiential variety on the relationship between metacognition and adaptive performance. As hypothesized, individuals high in metacognitive skill demonstrated significantly lower performance in an adaptive situation when there was also a high variability in learning exercises. This effect is attributed to cognitive overload.

Gia Dirosa, George Mason University
Johnathan Nelson, George Mason University
Lisa Gulick, Booz Allen Hamilton
Elizabeth A. Conjar, George Mason University
Stephen J. Zaccaro, George Mason University

Submitter: Gia DiRosa, gdirosa@gmu.edu

166-18 Identifying Interventions for Hostile Environment Sexual Harassment Training

This study used the theory of planned behavior (TPB) to target interventions for sexual harassment training. This study identified several interventions to target in employer training programs. This finding is beneficial to organizations as they design and implement training programs that will reduce and hopefully eliminate workplace sexual harassment.

Pamela J. Foster, Kansas State University

Submitter: Pamela Foster, pwilkie@ksu.edu

166-19 Training HR Managers to Handle Harassment Complaints: Context Matters

We examined the effects of managerial support for training and harassment climate on knowledge and behavior changes of HR professionals who attended training on conducting internal investigations. Both predictors affected knowledge change immediately after training; harassment climate affected behavior changes both immediately and 6 months after training.

Caren Goldberg, American University
Elissa L. Perry, Teachers College, Columbia University

Submitter: Caren Goldberg, careng@american.edu

166-20 Using Competency Models to Increase Employees' Organizational Attitudes

Drawing on insights from practitioner literature on competency models, this paper explores the potential of competency-based programs for improving training and develop-

ment systems. Benefits of a competency-based training program and the steps organizations can take to increase the likelihood of successful implementation are discussed.

Russell Guay, University of Iowa

Submitter: Russell Guay, rguay47564@aol.com

166-21 Future Directions in Error-Management Training Research

Research on error-management training (EMT) has identified underlying mechanisms and boundary conditions. We advance 2 perspectives to further understanding of EMT effects on performance. Cognitive appraisals can account for the stressful aspects of training under error-based learning, and situation strength can clarify the inconsistency found in the personality–training type interaction.

Zach Kalinoski, Wright State University
Debra Steele-Johnson, Wright State University
Julie Steinke, Wright State University

Submitter: Zach Kalinoski, kalinoski.2@wright.edu

166-22 Quasi-Experimentation Masks the Differences Between Web-Based and Traditional Training

A recent meta-analysis on posttraining outcomes by Sitzmann et al. (2006) suggests that Web-based training may be superior to classroom training when the training is designed with certain characteristics. However, a replication of this meta-analysis taking pretraining differences into account casts doubt onto this interpretation.

Richard N. Landers, University of Minnesota

Submitter: Richard Landers, rlanders@umn.edu

166-23 The Effects of Cognitive Appraisals in a Training Context

We examined the role of cognitive appraisals in ability and complexity effects. Results indicated that cognitive appraisals accounted for unique variance in motivation (i.e., self-efficacy) after controlling for ability and task complexity, highlighting the important influence of individuals' assessments of resources and demands on subsequent motivation, performance, and satisfaction.

Keith A. Leas, Wright State University
Debra Steele-Johnson, Wright State University
Zach Kalinoski, Wright State University

Submitter: Keith Leas, leas.3@wright.edu

166-24 Need for Cognition and Complex Skill Training: An Attribute–Treatment Interaction

This study investigated the relationship between need for cognition and training condition in predicting training outcomes. Training outcomes measured included skill acquisition, declarative knowledge, knowledge structure, and trainee reactions, all in the context of training a complex skill. Results indicated attribute-treatment interactions for need for cognition and training condition.

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

Submitter: Lauren McEntire, lemcentire@yahoo.com

166-25 Leader Is for Leniency, Subordinate for Self-Enhancement? Overestimating Training Transfer

Based on data from trainees and mangers in 1 work organization, this study indicates that both self and manager ratings of employee transfer 6 to 12 weeks after attending training are overestimated. Individual differences and skill visibility influence levels of overestimation.

Dan S. Chiaburu, Pennsylvania State University
Christian Thoroughgood, Pennsylvania State University
Katina Sawyer, Pennsylvannia State University

Submitter: Katina Sawyer, katina.sawyer@gmail.com

166-26 The Effects of Cross Training Teams: A Meta-Analytic Path Model

The science of teams, training theory, and meta-analytic evidence were leveraged to meta-analytically test a path model of the effects of team cross training. Findings support the model. Cross training imparts shared cognitive states that are leveraged by collectives to enact teamwork processes that over time yield team performance outcomes.

Kevin C. Stagl, CHI Systems, Inc.
Cameron Klein, University of Central Florida
Patrick J. Rosopa, Clemson University
Deborah DiazGranados, University of Central Florida
Eduardo Salas, University of Central Florida
C. Shawn Burke, University of Central Florida

Submitter: Kevin C. Stagl, kevinstagl@hotmail.com

166-27 The Physiological Influence of Self-Efficacy During Monitored Web-Based Training

This study examined the role of self-efficacy during monitored, online training. Ninety-five e-learners completed a challenging Web-based software training program. As hypothesized, lower pretraining learning self-efficacy predicted higher levels of in-training mental workload (measured via heart-rate variability) as well as lower levels of posttraining performance on knowledge and skills tests.

Lori Foster Thompson, North Carolina State University
Jack W. Stoughton, North Carolina State University
Tara S. Behrend, North Carolina State University

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

166-28 The After-Action Review Training Approach: An Empirical Test

We examined the effectiveness of an after-action review versus a non-after-action review team training approach and the effect of objectivity during the review. After-action training was effective for some but not all training out-

comes. Moreover, there was no difference between subjective and objective reviews on any of the training outcomes.

Anton J. Villado, Rice University
Winfred Arthur, Texas A&M University
Winston Bennett, Training Research Laboratory

Submitter: Anton Villado, antonvillado@rice.edu

166-29 Off the Shelf? Comparing Organization-Specific and Field-Specific Ethics Training

This study compares 2 ethics training programs rooted in sensemaking, field-specific and organization-specific, implemented in the same organization. Effectiveness was assessed using a pre–post scenario-based ethical decision-making measure. Both training programs were effective; however, the organization-specific program did not demonstrate significant incremental gain over the field-specific program.

Ethan P. Waples, Louisiana State University-Shreveport
Vykinta Kligyte, Development Dimensions International
Michael D. Mumford, University of Oklahoma

Submitter: Ethan Waples, ewaples@lsus.edu

167. Interactive Posters: 12:30 PM–1:20 PM
Napoleon D1-D2

Customer Incivility: The Problem Lies Between the Keyboard and the Chair

Gary Adams, University of Wisconsin-Oshkosh, *Facilitator*

167-1 Do Smiles Prevail Over Differences? Employee–Customer Interaction: U.S.–France

This study examined the display of emotional expressions and race between employees and customers. The sample ($N = 80$) encompassed employees of McDonald's stores in the U.S. and France; socioeconomic status was controlled. The study found that employees display more smiles to customers of their same race in France, but U.S. showed no difference.

Cintia Carciochi C. Carciochi, Carlos Albizu University
Toni M. Didona, Carlos Albizu University

Submitter: Cintia Carciochi Carciochi,
    cintia_carciochi@hotmail.com

167-2 Waiting for Service: Can Fast and Friendly Service Improve Reactions?

Waiting in lines can result in dissatisfied customers. We examine 2 positive service behaviors that the employee can control during the encounter: task efficiency and the employees' positive expressions. Results suggest only speedy service moderates the reactions to a long wait, though positive displays did have a strong main effect.

Allison S. Gabriel, University of Akron
Alicia A. Grandey, Pennsylvania State University

Submitter: Allison Gabriel, allison.gabriel@gmail.com

167-3 Smile, but Don't Wear Yourself Out: Emotional Labor and Ego Depletion

This study examined consequences of emotional labor in a simulated bank. Acting strategy and customer anger were manipulated to examine ego depletion over time. Results revealed greater exhaustion over time when participants interacted with angry customers and that deep actors interacting with angry customers showed less ego depletion over time.

Eric S. McKibben, Clemson University
Thomas W. Britt, Clemson University
Dewayne D. Moore, Clemson University
Lynn A. McFarland, Clemson University

Submitter: Eric McKibben, EsMcKibben@yahoo.com

167-4 The Moderating Effect of Emotional Labor on Customer Incivility

Customer incivility has increased in frequency, and its effects should be examined. This study uncovers relationships between customer incivility and performance, stress, and burnout, with faking positive and suppressing negative emotions as moderators. Results imply that steps should be taken to reduce these effects.

Michael T. Sliter, Bowling Green State University
Steve M. Jex, Bowling Green State University
Katherine Wolford, Bowling Green State University
Joanne McInnerney, AmTrust Bank

Submitter: Michael Sliter, msliter@bgnet.bgsu.edu

168. Special Events: 12:30 PM–1:50 PM
Napoleon D3

Evidence-Based White Papers: The Aging Workforce: An International Collaboration Between EAWOP, IAAP, and SIOP

SIOP has initiated a new collaboration between EAWOP, IAAP, and SIOP to promote our field as having relevant inputs to public and private organizations, to foster interaction between different I-O and work psychology associations, to promote the use of evidence-based decision making in management and policy making, and to translate our research findings into a form decision makers can use. This collaboration will produce a set of white papers and the first topic planned is the aging workforce. The session will discuss the goals and procedures of generating and disseminating the white papers.

Robert D. Pritchard, University of Central Florida, *Presenter*
Robert A. Roe, University of Maastricht, *Presenter*
Nik Chmiel, Queen's University Belfast, *Presenter*

Submitter: Robert Pritchard, rpritcha@pegasus.cc.ucf.edu

169. Master Tutorial: 1:00 PM–2:20 PM
Borgne

1.5 CE credits for attending. Register at session!

Integrated, Talent Assessment, Leadership Development, and Career Management

This tutorial discusses a model of career management and succession planning in a comprehensive talent

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assessment, leadership development, and career management framework, and it offers structured models to leverage the potential of individuals of various levels of capability at various organizational and career levels.

Charlie Brooks, State Personnel Administration, *Presenter*

Submitter: Charlie Brooks, cbrooks6@gatech.edu

170. Symposium/Forum: 1:00 PM–2:20 PM
Gallery

Contextualizing Emotion Display Requirements and Their Outcomes

Emotion display rules, or norms about social expressions, are thought to be unique in work settings. These 4 papers ask whether display rules vary by context (work vs. nonwork, culture, target) and whether they interact with other contextual factors (incentives, service climate) to predict well-being and performance.

Alicia A. Grandey, Pennsylvania State University, *Chair*
James M. Diefendorff, University of Akron, Christina M. Saluan, University of Akron, Gary J. Greguras, Singapore Management University, *Work Versus Nonwork Display Rules: A Cross-Cultural Investigation*
Alicia A. Grandey, Pennsylvania State University, James M. Diefendorff, University of Akron, Patricia E. Grabarek, Pennsylvania State University, Jennifer A. Diamond, Pennsylvania State University, *Emotional Display as Job Requirement: Differences Across Targets and Performance*
Markus Groth, University of New South Wales, Robyn E. Goodwin, University of New South Wales, Stephen J. Frenkel, University of New South Wales, *Linking Emotional Labor, Work Context, and Employee and Organizational Outcomes*
Jennifer A. Diamond, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Financial Rewards for Following Display Rules: Coercive or Compensating?*

Submitter: Alicia Grandey, aag6@psu.edu

171. Symposium/Forum: 1:00 PM–2:20 PM
Nottaway

Multiple Paths in Driving Engagement Through Work–Life Flexibility

This symposium presents insights about the relationship between work–life flexibility and employee engagement based on research and experience from multiple perspectives. Flexibility initiatives at local and global levels, practical advice and best practices, and ways to sustain the momentum will be discussed.

Steven Katzman, KPMG LLP, *Chair*
Christina Matz-Costa, Boston College, Age, *Flexibility, and Engagement in the New Millennium*
Steven Katzman, KPMG LLP, *Driving Flexibility and Engagement at KPMG*
Kira L. Barden, AXA Equitable, *Implementing a Flexibility Program: Impacts on Engagement and Customer Satisfaction*
John O. DeVille, Dell Inc., Jolene L. Skinner, Dell, Inc., *Aligning Dell's Work–Life Flexibility and Engagement Initiatives*
Ariane Ollier-Malaterre, Rouen School of Management, *Discussant*

Submitter: Steven Katzman, skatzman@kpmg.com

172. Roundtable Discussion/Conversation Hour: 1:00 PM–2:50 PM
Oak Alley

Exploring the Boundaries of Civility and Incivility

We will present information on civility and incivility, including its measurement and relationships with a number of variables. Then, we will explore the boundaries of civility and incivility, including what each is (and is not), how to encourage organizations to implement civility/incivility interventions, and future directions for research and practice.

Mark S. Nagy, Xavier University, *Host*
Katerine Ostuke, Department of Veterans Affairs, *Host*
Mark Meterko, Department of Veterans Affairs, *Host*
Ross S. Scruggs, Auburn University, *Host*
David Mohr, Department of Veterans Affairs, *Host*
Nicholas Warren, University of Connecticut, *Host*
Michael J. Hodgson, Department of Veterans Affairs, *Host*
Scott C. Moore, University of Cincinnati, *Host*
Linda Belton, Department of Veterans Affairs, *Host*

Submitter: Mark Nagy, nagyms@xu.edu

173. Symposium/Forum: 1:00 PM–2:20 PM
Rhythms 1

Theory of Job Embeddedness and Applications to Predicting Employee Retention

Job embeddedness theory (Mitchell et al., 2001) has brought about advances in understanding employee retention. This symposium is designed to inform researchers and practitioners about the theory and its utility in explaining employee retention. Research that spans academic and applied settings will be presented.

Scott Mondore, Strategic Management Decisions, LLC, *Chair*
Thomas W. Lee, University of Washington, Brooks C. Holtom, Georgetown University, Terence R. Mitchell, University of Washington, *Update on Job Embeddedness Research: New Findings*
Tiffany Bludau, PDRI, Lois E. Tetrick, George Mason University, *Job Embeddedness, the Unfolding Model, and the Retirement Decision Process*
Ruth Kanfer, Georgia Institute of Technology, Tracy Kantrowitz, PreVisor, *Nonability Individual Differences Related to Job Fit, Sacrifice, and Withdrawal*
Scott Mondore, Strategic Management Decisions, LLC, Shane Douthitt, Strategic Management Decisions, LLC, *Driving Retention With Job Embeddedness Theory in Public/Private Organizations*
Connie R. Wanberg, University of Minnesota, *Discussant*

Submitter: Scott Mondore, spmondore@yahoo.com

174. Symposium/Forum: 1:00 PM–2:50 PM
Rhythms 3

Injustice and Recovery: Understanding Forgiveness at the Workplace

This session will focus on a multilevel investigation of forgiveness at the workplace. Presentations will provide both theoretical rationale and empirical evidence for the role of stable dispositions, repair attempts, and contextual factors in predicting forgiveness as a response to violations of justice.

Ruchi Sinha, Michigan State University, *Co-Chair*

Richard P. DeShon, Michigan State University, *Co-Chair*

Ruchi Sinha, Michigan State University, Richard P. DeShon, Michigan State University, *Interpersonal Forgiveness: Role of Individual Differences, Apology, and Perspective Taking*

James J. Lavelle, University of Texas, Arlington, Laurie Barclay, Wilfrid Laurier University, Daniel Skarlicki, University of British Columbia, Robert G. Folger, University of Central Florida, *Organizational Injustice and Recovery Encounters: Critical Moments of Truth*

David S. Bright, Wright State University, *Meaning and Practice of Forgiveness in the Workplace: Contextual Factors*

Rommel O. Salvador, University of Washington Tacoma, Robert G. Folger, University of Central Florida, *Organizational Forgiveness and Punishing Ethical Misconduct*

Susie S. Cox, McNeese State University, Rebecca J. Bennett, Louisiana Tech University, Laura E. Marler, Louisiana Tech University, *Development of a Forgiveness Climate: Effects of Justice and Trust*

Edward Kass, University of San Francisco, *Intrapersonal Consequences of (Un)Forgiving: How Forgiveness Affects the Victim*

Submitter: Ruchi Sinha, sinharuc@msu.edu

175. Special Events: 1:00 PM–1:50 PM
Salon 820/824

S. Rains Wallace Dissertation Award: Exploring Curvilinear and Moderated Effects for the Antecedents of Voice

Research on voice—employees' expression of work-related opinions or concerns—has been often characterized by inconsistent findings and poor validities. I propose that these results may be partly explained by nonlinear effects (i.e., curvilinear and moderated effects) for some of its antecedents (e.g., personal control, organizational commitment, invitation to voice).

Gilad Chen, University of Maryland, *Chair*

Subrahmaniam Tangirala, University of Maryland, College Park, *Presenter*

176. Panel Discussion: 1:30 PM–3:20 PM
Armstrong

Beyond Great Data: Helping Line Managers Make Better Talent Decisions

Despite advances in measuring potential, talent decisions are often still made based on the manager's comfort with the candidate with little regard to the data. Panelists will share lessons learned about how to help line managers balance data and personal experience when making talent decisions.

Joy Fisher Hazucha, Personnel Decisions International, *Chair*

Laura Ann Preston, Kelly Services, *Panelist*

Renee M. BeShears, TRW Automotive, *Panelist*

Matthew R. Walter, Bank of America, *Panelist*

Miya Maysent, Valero, *Panelist*

Submitter: Joy Hazucha, joy.hazucha@personneldecisions.com

177. Panel Discussion: 1:30 PM–2:50 PM
Cornet

Driving Culture Change From the Trenches

Panelists from 4 different industries discuss lessons learned from driving culture change initiatives. Panelists

address (a) applied change models, (b) knowing when to change, (c) engaging different levels of the workforce, (d) identifying and addressing resistance, (e) creating ownership and establishing accountability, and (f) maintaining momentum and integrating change.

John Azzara, People Talent Solutions, Inc., *Chair*

David Morris, Applied Biosystems, *Panelist*

Jeffrey Gust, Toyota Financial Services, *Panelist*

Michelle R. Schulz, California State-San Bernardino, *Panelist*

Submitter: John Azzara, john@peopletalentsolutions.com

178. Community of Interest: 1:30 PM–2:50 PM
Gallier AB

Occupational Health in Organizations

Richard G. Best, Lockheed Martin, *Host*

179. Symposium/Forum: 1:30 PM–2:20 PM
Grand Ballroom B

Women and Leadership: Innovative Practices in Organizations

Development of women leaders has become an important focus recently, as workforce trends and globalization force organizations to build their talent pipelines. This forum will look at what organizations can do to develop women leaders and, specifically, a number of initiatives in high-performing organizations designed to develop women leaders.

Erica I. Desrosiers, PepsiCo, *Chair*

Anna Marie Valerio, Executive Leadership Strategies, LLC, *Developing Women Leaders: What Organizations Can Do*

Patricia R. Pedigo, IBM Business-Human Resources, Suzanne Walsh, IBM, *Expanding the Global Reach in Developing IBM Women Leaders*

Beverly A. Tarulli, PepsiCo, Christopher T. Rotolo, Behavioral Insights, LLC, *The Future of Developing Women Leaders at PepsiCo*

Submitter: Erica Desrosiers, erica.desrosiers@pepsi.com

180. Panel Discussion: 1:30 PM–2:50 PM
Grand Ballroom D

Developing and Sustaining Selection and Assessment Programs: The Insiders' View

Selection and assessment practitioners within organizations must make business cases for and defend the proper use of employment assessments. This panel of assessment experts provides insight into sustaining and growing assessment programs, addressing key challenges including return-on-investment skepticism and leadership doubts, organizational conflicts and resistance, financial constraints, and technology complications.

David N. Dickter, PSI, *Chair*

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

Sharon Rose, Pacific Gas & Electric, *Panelist*

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

Kevin J. Nilan, 3M, *Panelist*

Douglas D. Molitor, 3M, *Panelist*

Submitter: David Dickter, dndmail1@aol.com

181. Panel Discussion: 1:30 PM–2:50 PM
Grand Ballroom E

Transforming Organizations to Green Sustainability: What Can Psychology Contribute?

Organizations worldwide face strong pressures to respond to rapid energy price increases, climate change, and stakeholder concerns about environmental stewardship. The purpose of this panel discussion is to provide an overview of organizational sustainability issues and initiatives, and to outline agendas for research and practice.

David A. DuBois, PSRI, *Co-Chair*
Cathy L. Z. DuBois, Kent State University, *Co-Chair*
David V. Day, University of Western Australia, *Panelist*
John Hollwitz, University of Fordham, *Panelist*
Elise L. Amel, University of St. Thomas, *Panelist*
Mona A. Amodeo, idgroup, *Panelist*

Submitter: David DuBois, ddubois@lisco.com

182. Symposium/Forum: 1:30 PM–2:50 PM
Maurepas

Advances in Item Response Theory

Item response theory provides solutions to many difficult measurement problems. The papers in this symposium address issues related to estimating parameters, fitting models, and evaluating goodness of fit. The findings have important implications for the assessment of cognitive ability and personality.

Fritz Drasgow, University of Illinois at Urbana-Champaign, *Chair*
Jing Guo, University of Illinois at Urbana-Champaign, Christopher D. Nye, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Estimating Item Parameters From a Sparse CAT Response Matrix*
Chenwei Liao, Illinois Institute of Technology, Alan D. Mead, Illinois Institute of Technology, *Fit of Ideal-Point and Dominance IRT Models to Simulated Data*
Christopher D. Nye, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, *Infit, Outfit, and Misfit: Does Your Model Fit?*
Stephen Stark, University of South Florida, Oleksandr Chernyshenko, University of Canterbury, Nigel Guenole, Victoria University of Wellington, *Streamlining the Development of Adaptive Pairwise Preference Scales*

Submitter: Fritz Drasgow, fdrasgow@uiuc.edu

183. Posters: 1:30 PM–2:20 PM
Napoleon ABC
Job Analysis/Staffing/Testing

183-1 Confirmatory Factor Analyses of O*NET Ratings

Confirmatory factor analyses were run to empirically validate taxonomies from the O*NET content model. A combination of theoretical foundation, empirical validation, and usability concerns were taken into account in creating simpler structures for the generalized work activity, work context, and skill dimensions. Practical applications are discussed.

Michael T. Ford, University at Albany, SUNY
Bryan Wiggins, Fors Marsh Group
Brian K. Griepentrog, Fors Marsh Group

Submitter: Bryan Wiggins, bwiggins@forsmarshgroup.com

183-2 Why Does Emotional Intelligence Predict General Job Attitudes?

This study suggested and tested the mediating role of situational judgment effectiveness (SJE) in the relationship between emotional intelligence (EI) and overall job attitude. As predicted, EI, SJE, and job attitude were positively related. Results also showed that the EI–job attitude relationship was partially mediated by SJE.

Daejeong Choi, University of Iowa
Eunjung Lee, University of Iowa
Dong-Gun Park, Korea University
In-Sue Oh, University of Iowa
Russell Guay, University of Iowa

Submitter: Daejeong Choi, dayz.choi@gmail.com

183-3 The Situational Judgment Test Approach to Emotional Intelligence Measurement

This study examined how 2 new emotional intelligence (EI) measures, the Situational Test of Emotional Understanding and the Situational Test of Emotion Management, correlate with existing emotional intelligence measures. CFA results indicated that the tests are associated with performance-based ability EI measures and not with self-report EI measures.

Nele Libbrecht, Ghent University
Filip Lievens, Ghent University
Stephane Cote, University of Toronto

Submitter: Filip Lievens, filip.lievens@ugent.be

183-4 Using Job Analysis to Facilitate Reasonable Accommodations

This paper describes a tool that assists medical practitioners with determining whether employees with disabilities can perform the essential functions of the job. Specifically, the Physical and Mental Activity Form was developed to provide a description of the job that facilitates medical and psychological evaluation and determination of reasonable accommodations.

Michael A. Gold, City of Los Angeles

Submitter: Michael Gold, michael.gold@lacity.org

183-5 Visual Job Classification: A Neural Network Illustration

Traditional job classification techniques produce results that are complicated, difficult to understand, and even harder to explain. This study demonstrates a network analysis approach to creating job families that creates an efficient visual display that reveals the pattern of relationships between jobs.

Thomas A. Stetz, National Geospatial-Intelligence Agency
Gary N. Burns, Wright State University
Submitter: Gary Burns, gary.burns@wright.edu

183-6 Interactive Work Design: Examining Individual Responses to Work Characteristics

Recent theory has highlighted a deficiency in our understanding of individual responses to work characteristics. This paper incorporates a fit theoretical perspective in a large-scale multilevel empirical test. Specifically, we examine how hardiness interacts with work characteristics to influence worker attitudinal and behavioral outcomes.

Timothy P. Munyon, Florida State University
Stephen E. Humphrey, Pennsylvania State University
Frederick P. Morgeson, Michigan State University
Submitter: Stephen Humphrey, stephen.humphrey@psu.edu

183-7 Social Interdependence's Influence on Job Analysis Ratings and Role Perceptions

Based on role theory and social interdependence theory, we posit that variations in job analysis ratings and perceptions of role breadth and job complexity provided by incumbents of the same job may be meaningfully associated with incumbents' identification of social interdependence. Data from China generally support our hypotheses.

Wen-Dong Li, Chinese Academy of Sciences
Jiafang Lu, Lingnan University
Dean W. Tjosvold, Lingnan University
Kan Shi, Graduate University of Chinese Academy of Sciences
Submitter: Wen-Dong Li, oceanbluepsy@gmail.com

183-8 Individual Differences in Competency Ratings

This study explores possible systematic variability in SME competency ratings due to job family, supervisory and incumbent experience, and gender, as well as the relationship among these contextual and individual difference variables. Support was found for some of the hypothesized relationships. The implications of these ratings differences are discussed.

Lauren N. Robertson, University of Tulsa
Corrie E. Pogson, PERSEREC
Submitter: Lauren Robertson, lnicolerob@gmail.com

183-9 Creating Occupational Groups Using Visual Job Analysis

This study used an innovative, graphic-based approach to collect job analysis data and examine occupational groupings. The methods allowed for the collection and presentation of data using graphic visualizations that provided an acute look at complex research findings and allowed management to make informed decisions regarding occupational groups.

Thomas A. Stetz, National Geospatial-Intelligence Agency
Scott B. Button, C2 Technologies, Inc.
Dustin W. Scott, C2 Technologies, Inc.
Submitter: Dustin Scott, dscott@c2ti.com

183-10 Stability of Job Analysis Findings and Test Plans Over Time

In an attempt to answer when to revalidate selection systems, this study compared the stability of job analysis (JA) data gathered in 2006 and 2008 and the resulting selection plans for sergeant promotional exams. Although differences in JA data were found between independent samples, the data produced similar test plans.

Calvin C. Hoffman, Los Angeles County Sheriff's Department
Carlos Valle, Los Angeles County Sheriff's Department
Gabriela Orozco-Atienza, Los Angeles County Sheriff's Department
C. Chy Tashima, Los Angeles County Sheriff's Department
Submitter: C. Chy Tashima, ctashim@lasd.org

183-11 A Meta-Analysis of the Bennett Mechanical Comprehension Test

This meta-analysis examines the Bennett Mechanical Comprehension Test. It correlated with job performance ($r = .433$). Job complexity was a moderator; high complexity ($r = .572$) had higher correlations than medium ($r = .384$). It correlated with GMA (.455) but for job performance showed incremental validity of .149 over it.

Thomas Kiger, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Eric D. Heggestad, University of North Carolina Charlotte
Submitter: Thomas Kiger, tomkiger@gmail.com

183-12 Implicit Association Tests: A Case for Polynomial Regression

This study was conducted to examine the criterion-related validity of implicit association test measures of personality. Through the application of polynomial regression, the relationship between implicit personality and work performance was explored while also alleviating some of the traditional problems associated with traditional IAT scoring.

Max McDaniel, Rice University
Submitter: Max McDaniel, maxj@rice.edu

183-13 Development and Validation of the Perceptions of Employment Opportunities Inventory

This study was conducted to develop a psychometrically sound, multidimensional measure of individuals' perceptions of employment opportunities. Using a sample of 791 adults, items were developed and content-related validity was established in Phase 1. In Phase 2, CFA was used to establish the dimensionality of the new measure.

Corbin C. Wong, Hofstra University
Terri Shapiro, Hofstra University
Submitter: Corbin Wong, corbin.wong@psualum.com

183-14 Predicting Sales Performance With the 16PF: Global Versus Primary Scales

The job-relatedness (i.e., cross-validated prediction of sales volume) of the global scales of the 16PF were

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compared to the more specific, primary scales. It was hypothesized and found that the more specific scales would have higher levels of validity.

Alan D. Mead, Illinois Institute of Technology
Gary A. Kustis, Watterson, Aldridge & Associates, Inc.

Submitter: Alan Mead, mead@iit.edu

183-15 Obesity-Based Discrimination in Hiring: Job, Sex, and Weight Influences

Raters evaluated male or female applicants who were either average-weight or overweight for jobs with differing sex types. Results showed that obesity-based discrimination was not consistent and that applicant sex and weight interacted to impact ratings of potential for advancement and interview recommendations.

Deborah A. Danzis, High Point University

Submitter: Deborah Danzis, ddanzis@highpoint.edu

183-16 Meeting Applicant Preferences During Recruitment: Investigating Fit and Applicant Attraction

Utilizing a longitudinal design, we examined how applicant preferences for information provided or not provided during 2 recruitment activities (an information session and a site visit) predicted applicant attraction and perceptions of fit. We suggest ways in which customized versus broad-based recruitment practices may enhance applicant attraction to employment opportunities.

David Kraichy, University of Calgary
Krista L. Uggerslev, University of Manitoba
Neil E. Fassina, University of Manitoba

Submitter: David Kraichy, dgkraich@ucalgary.ca

183-17 Occupational Vision Standards in Selection: A Review of the Literature

This review examined literature and employment laws on visual perception in occupational selection. Research has indicated that visual perception is an important factor that should be considered during employment selection; however, the presence of moderators and training of the consultant will affect the utility of vision perception for occupational selection.

John P. Steele, Army Research Institute

Submitter: John Steele, jpsteele@ksu.edu

183-18 Intelligence and Mood State Influence Faking Behavior on Personality Tests

This study found individuals willing and able to fake the NEO-PI-R. In addition, a prototypical individual difference variable (intelligence) and situational variable (mood state) significantly influenced faking behavior. Finally, those faking were grossly overrepresented (93.6%) among the top applicants in a top-down selection system.

Sarah E. Teague, Auburn University
Adrian Thomas, Auburn University
Chris S. Winkelspecht, Medco Health Solutions

Jacqueline K. Mitchelson, Auburn University

Submitter: Adrian Thomas, thomaa6@auburn.edu

183-19 Ethnic and Gender Subgroup Differences in Assessment Center Exercises

Although assessment centers as a whole have displayed small ethnic group differences, individual assessment center exercises have not been studied in the same capacity. Study results show ethnic group differences in 3 out of 4 assessment center exercises and gender differences in 1 out of 4 exercises.

Sharyn Aufenanger, Miami Dade College
Julio E. Fernandez de Cueto, Miami Dade College
Ann Kwak, Miami Dade College, North

Submitter: Sharyn Aufenanger, saufenanger@gmail.com

183-20 Measuring Faking Propensity

The utility of a measuring faking propensity as a method factor using single condition data was investigated. Faking propensity so measured demonstrated convergent validity with difference score measures of faking and moderate convergent validity with social desirability measures. Faking propensity was unrelated to cognitive ability, indicating discriminant validity.

Michael Biderman, University of Tennessee-Chattanooga
Nhung T. Nguyen, Towson University

Submitter: Michael Biderman, Michael-Biderman@utc.edu

183-21 Measurement Equivalence of Proctored and Unproctored Internet Testing Across Languages

This study presents comparison of a verbal reasoning test in both proctored and unproctored Internet testing conditions across three languages: Dutch, German, and Norwegian. Although results showed inconsistent score differences, all language forms showed no differential test functioning, as well as no bias against participants in the unproctored condition.

Ben-Roy Do, Roosevelt University
Christopher D. Nye, University of Illinois at Urbana-Champaign
Fritz Drasgow, University of Illinois at Urbana-Champaign
Saul Fine, Midot Systems

Submitter: Ben-Roy Do, benroydo@uiuc.edu

183-22 Culture, Situational Stakeness, and Double-Rating Method: Influences on Response Distortion

This cross-cultural study demonstrates that respondents' levels of impression management (IM) and self-deceptive enhancement (SDE) are differentially affected by culture and whether a high stake is involved in the assessment setting. A double-rating method (Hui, 2001) is equally effective in reducing IM and SDE for both cultural groups.

Ka Wing Tsoi, University of Hong Kong
C. Harry Hui, University of Hong Kong

Submitter: C. Harry Hui, huiharry@hku.hk

183-23 Determinants of Performance Success of Law Enforcement Supervisors: A Meta-Analysis

This study was conducted to empirically identify and theoretically explain constructs most highly related to dimensions of managerial job performance in law enforcement. Meta-analysis was employed to synthesize available data. To facilitate interpretation at the construct level, effect sizes were corrected for measurement error in predictors and criteria.

David M. Klieger, University of Minnesota at Twin Cities
Ronald C. Page, Assessment Associates International
Submitter: David Klieger, klie0019@umn.edu

183-24 Assessors' Cognitive Load Impairs Rating Quality in AC Group Discussions

Although it has long been suggested that high cognitive demands in assessment centers (ACs) impair assessors' rating accuracy relevant evidence is sparse. We evaluated this suggestion by varying whether assessors had to observe either 1 or 6 candidates in a group discussion and found significantly lower accuracy in the latter condition.

Klaus G. Melchers, University of Zurich
Marion Meyer, University of Zurich
Martin Kleinmann, University of Zurich
Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

183-25 Forced-Choice Personality Measures: Implications for Score Inflation and Applicant Reactions

Evidence regarding the effectiveness of forced-choice personality measures is mixed. This study examined the effect of item desirability rating instructions on measure functioning, as well as reactions to forced-choice measures. Results indicated different instructions may produce differentially effective measures and applicants react more negatively to forced-choice measures than Likert-scale measures.

Jaya Pathak, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Edward D. Kostic III, Florida Institute of Technology
Submitter: Jaya Pathak, jpathak@fit.edu

183-26 Current Look at Gender and Math Performance in Standardized Testing

Gender means and variances of math performance were examined in 3 large data sets. Effects appear to remain stable across years 2000–2008, showing men to have higher performance overall and to more frequently achieve scores in the 95th percentile and above. Implications for science/technology/engineering/math (STEM) careers are discussed.

Jana Rigdon, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Jana Rigdon, rigdo003@umn.edu

183-27 The Navy Computer Adaptive Personality Scale and the Big Five

In this study, responses to the Navy Computer Adaptive Personality Scale (NCAPS) were compared to a traditional measure of Big Five personality traits with the goal of providing supporting construct validity evidence for the NCAPS. Results suggest that the NCAPS encompasses many of the Big Five traits.

Donna Roland, University of Memphis
Ronald S. Landis, University of Memphis
Ronald Bearden, Navy Personnel Research, Studies, and Technology
Submitter: Donna Roland, droland@memphis.edu

184. Interactive Posters: 1:30 PM–2:20 PM Napoleon D1-D2

Virtual Teams: Why Can't Our Avatars All Just Get Along?

Chris Barnes, Michigan State University, *Facilitator*

184-1 Virtual Teams: Group Processes and Satisfaction With Virtual Interactions

Connections between perceptions of virtual team processes and individual member outcomes were explored. Findings show that the more competition and less participation team members perceived, the less they were satisfied with the virtual environment; Satisfaction with the decision process mediated this relationship. Implications for virtual team success are discussed.

Raluca Graebner, The George Washington University
Lynn R. Offermann, The George Washington University
Sumona Basu, The George Washington University
Philip Wirtz, The George Washington University
Submitter: Raluca Graebner, raluca_n@gwu.edu

184-2 It's Just Business: Affective and Cognitive Trust in Virtual Teams

In a longitudinal study of 63 virtual teams, cognitive-based trust was related to 3 different measures of team performance whereas affective-based trust was related to 1 measure of performance at 1 point in time. The study used a team level of analysis. Implications for practice and future research are discussed.

Rudolph J. Sanchez, California State University-Fresno
Julie B. Olson-Buchanan, California State University-Fresno
James Schmidtke, California State University, Fresno
Jill C. Bradley, California State University, Fresno
Submitter: Rudolph Sanchez, rjsanchez@csufresno.edu

184-3 Communication Order Matters for Minority Members of Virtual Teams

This study investigated whether the order of face-to-face and virtual communication used by virtual teams could be used as 1 means of increasing inclusion and participation of women in male-dominated teams. Results confirmed that women felt more included in teams that began communicating virtually first as opposed to face-to-face first.

Mary Triana, Texas A&M University
Bradley Kirkman, Texas A&M University
María Fernanda Garcia, University of Texas at El Paso
Submitter: Maria Triana, mtriana@bus.wisc.edu

184-4 Perceptions of the Usefulness of Online Social Networking Systems

This paper describes the results of a study of the online social networking use of 500 undergraduate students. Perceptions of the usefulness of the systems were related to user perceptions of social norms, indicating that perceptions of online social networking systems are influenced by nontechnology characteristics.

Timothy J. Willis, American Institutes for Research
Tanya S. Taylor, American Institutes for Research

Submitter: Timothy Willis, twillis@air.org

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185. Symposium/Forum: 1:30 PM–2:50 PM
Waterbury

Cognitive Approaches to Understanding Faking on Self-Report Tests

In light of growing evidence that faking on self-report personality test scores undermines hiring decisions, 4 studies are presented examining the faking process from a cognitive perspective. Collectively, the studies lay the groundwork for better control of faking, toward improving personality test validity in selection settings.

Cornelius J. Koenig, University of Zurich, *Chair*
John A. Coaster, Central Michigan University, Neil D. Christiansen, Central Michigan University, Gary N. Burns, Wright State University, *Ideal Applicant Schemas: Explaining When Applicants Lower Their Scores*
Anne M. Jansen, University of Zurich, Cornelius J. Koenig, University of Zurich, Klaus G. Melchers, University of Zurich, Martin Kleinmann, University of Zurich, *Explaining Faking With Impression Management Theory*
Robert P. Tett, University of Tulsa, Kurt A. Freund, University of Tulsa, Neil D. Christiansen, Central Michigan University, Kevin E. Fox, Saint Louis University, *Trait Level, Job, and Ability Effects on Faking Trait-EI*
Gary N. Burns, Wright State University, Chrystal Meyer, University of Wisconsin-Oshkosh, *Role of Job Fit on Implicit Job Theories*
Richard L. Griffith, Florida Institute of Technology, *Discussant*

Submitter: Cornelius Koenig, c.koenig@psychologie.uzh.ch

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186. Debate: 2:00 PM–2:50 PM
Grand Ballroom A

Generational Differences at Work: Are the Causes Generational or Maturational?

Researchers will debate the nature of generational differences in the workplace. The debate will explore 2 competing viewpoints on why workers of different age groups appear to portray different values as well as the extent to which these differences have an impact on organizational functioning.

Boris B. Baltes, Wayne State University, *Chair*
Abigail E. Reiss, Wayne State University, *Co-Chair*
Cort Rudolph, Wayne State University, *Co-Chair*
Ariel Lelchook, Wayne State University, *Co-Chair*
Angela K. Pratt, Procter & Gamble, *Moderator*

Jennifer J. Deal, Center for Creative Leadership, *Presenter*
Carole L. Jurkiewicz, Louisiana State University, *Presenter*
Marcie Pitt-Catsouphes, Boston College, *Presenter*
Valerie I. Sessa, Montclair State University, *Presenter*

Submitter: Abigail Reiss, areiss@wayne.edu

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187. Special Events: 2:00 PM–2:50 PM
Napoleon D3

Fostering Effective International Practice and Research

Understanding the relationships occurring in workplaces to enhance organizational effectiveness, productivity, and individual well-being is a special challenge for psychologists in multinational settings. Presidents of 3 associations reflect on experiences in international collaboration and identify activities the associations might take to foster effective international practice and research.

Milton Hakel, Bowling Green State University, *Moderator*
Franco Fraccaroli, Universita degli Studi di Trento, *Presenter*
Gary P. Latham, University of Toronto, *Presenter*
Jose M. Peiro Silla, University of Valencia, *Presenter*

Submitter: Milton Hakel, mhakel@bgsu.edu

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188. Symposium/Forum: 2:00 PM–2:50 PM
Rhythms 2

Overqualification: New Directions and Practical Implications

Overqualification, a common phenomenon among workers, is just now receiving attention in the I-O literature. The 3 papers in this symposium highlight the newest findings on previously unexplored topics, including relations among surplus ability, job skill attainment, and motivation; the anticipated overqualification of applicants; and moderators of the overqualification–turnover relationship.

Douglas C. Maynard, SUNY New Paltz, *Chair*
Monica A. Hemingway, Starwood Hotels & Resorts, Douglas C. Maynard, SUNY New Paltz, Natalya M. Parfyonova, University of Western Ontario, *Practical Implications of Overqualification in the Workplace*
Michael R. Bashshur, Universitat Pompeu Fabra, Ana M. Hernandez, University of Valencia, *Overqualification, Job Knowledge, Skill, and Motivation*
Aleksandra Luksyte, University of Houston, Kayo Sady, University of Houston, Christiane Spitzmueller, University of Frankfurt/University of Houston, *Perceived Overqualification and Voluntary Turnover in the Boundaryless Careers Context*

Submitter: Douglas Maynard, maynardd@newpaltz.edu

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189. Symposium/Forum: 3:30 PM–5:20 PM
Armstrong

Person–Environment Fit: Uses for Recruitment, Selection, and Beyond

This symposium integrates recent research examining person–environment fit across the entire employee lifecycle. Academics and practitioners discuss applied studies that elucidate the importance of fit for recruitment,

selection, and other organizational contexts while studying both applicant and incumbent populations. Case studies as well as advice on best practices are presented.

Tiffany M. Greene-Shortridge, Kenexa, *Co-Chair*

Lilly Lin, Development Dimensions International, *Co-Chair*

Marije de Goede, University of Amsterdam, Annelies E. M. Van Vianen, University of Amsterdam, Ute-Christine Klehe, University of Amsterdam, *Job Seekers Perceived Person–Organization Fit: Appetitive, Aversive, or Overall Fit*

Lisa Teeter, Development Dimensions International, Lilly Lin, Development Dimensions International, *Best Practices for the Development of Fit-Based Selection Tools*

Tiffany M. Greene-Shortridge, Kenexa, Jeff A. Weekley, Kenexa, *Person–Organization Fit and Retention: The Moderating Role of Location*

Rachel N. Vernon, Lowe's Companies, Inc., Jessica L. Bradley, Clemson University, Autumn D. Krauss, Kronos Talent Management Division, *Do You Fit Our Molding? Environmental Fit, Engagement, and Performance*

Daniel M. Cable, University of North Carolina, *Discussant*

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

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190. Symposium/Forum: 3:30 PM–4:50 PM
Borgne

Preventative Maintenance: Using Research to Maintain an Ethical Culture

Ethics are essential to the success of an organization. Practitioners from 3 companies will discuss ways they have actively managed ethical risks in their organizations using a variety of research efforts. They will discuss their research and how findings were applied to maintain an ethical culture.

Mariangela Battista, Starwood Hotels & Resorts, *Chair*

Jeffrey M. Saltzman, Kenexa, Jeffrey A. Jolton, Kenexa, *Understanding Employee Perceptions of Ethics: Relationships, Differentiators, and Influences*

Christine Fernandez, Baruch College, CUNY, Jennifer Collins, Starwood Hotels & Resorts Worldwide, Inc., *Using an Engagement Survey to Avoid Ethical Misconduct at Starwood*

Steven Katzman, KPMG LLP, *Creating a Model Ethics and Compliance Program at KPMG*

Michael Brown, Pennsylvania State University, Erie, *Discussant*

Submitter: Christine Fernandez, cschrader22@hotmail.com

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191. Symposium/Forum: 3:30 PM–4:50 PM
Cornet

The Next Generation: Unique Issues for Young Workers

Young people are a unique yet understudied population of workers. The research presented in this symposium addresses issues distinct to young workers, including how jobs are related to work, school, and personal outcomes, as well as the values of young workers that shape their employment expectations.

Adam B. Butler, University of Northern Iowa, *Chair*

Eric Faurote, University of Nebraska-Omaha, Lisa L. Scherer, University of Nebraska-Omaha, *Work–School Conflict and Job Satisfaction in Young Workers*

Russell A. Matthews, Louisiana State University, Jessica L. Pearson, Louisiana State University, *Predicting Overload and Withdraw Behaviors in Young Workers*

Nicole Johnson, University of Connecticut, Leslie M. Golay, University of Connecticut, Peter D. Bachiochi, Eastern Connecticut State University, Janet L. Barnes-Farrell, University of Connecticut, *Inter- and Intragenerational Differences in the Importance of Work Values*

Adam B. Butler, University of Northern Iowa, Kama D. Dodge, University of Northern Iowa, Kristen Jones, University of Northern Iowa, *A Daily Study of College Students' Work and Alcohol Use*

Julian I. Barling, Queen's University, *Discussant*

Submitter: Adam Butler, adam.butler@uni.edu

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192. Symposium/Forum: 3:30 PM–5:20 PM
Gallery

New Directions in Counterproductive Work Behavior Research

This symposium presents 6 papers that reflect new directions in research on counterproductive work behavior (CWB). The papers utilize peer reports of CWB, create a measure of college CWB, address issues surrounding the climate for CWB, examine unit-level and curvilinear effects, and expand antecedents of abuse perceptions and victimization.

Susan M. Stewart, Western Illinois University, *Chair*

Melissa L. Gruys, Wright State University, *Co-Chair*

Stephan Dilchert, Baruch College, Deniz S. Ones, University of Minnesota, *Counterproductivity Among College Students: Convergence of Self-Reported/Admitted and Peer-Reported/Observed Behaviors*

Daniel S. Whitman, Florida International University, David L. Van Rooy, Marriott International, Chockalingam Viswesvaran, Florida International University, *Satisfaction and Counterproductive Behavior in Work Units*

Reeshad S. Dalal, George Mason University, Christopher D. Nye, University of Illinois at Urbana-Champaign, Carra S. Sims, RAND Corporation, *Climate for CWB: Its Incremental and Interactional Impact on CWB*

Philip J. Moberg, Northern Kentucky University, Emily Crabtree, Northern Kentucky University, Amanda Brun, Northern Kentucky University, Meghan Flesch, Northern Kentucky University, Christine L. Ehrbar, Meyer Tool, Inc., *Investigating Work Abuse: An Experimental Social Cognitive Paradigm*

Mark N. Bing, University of Mississippi, H. Kristl Davison, University of Mississippi, James M. LeBreton, Purdue University, Susan M. Stewart, Western Illinois University, *Dispositional Aggression and CWBs: New Findings for Affectivity and Personality*

Eugene Kim, University of Minnesota, Theresa M. Glomb, University of Minnesota, *Cognitive Ability, Victimization, and the Moderating Role of Victims' Personality*

Deniz S. Ones, University of Minnesota, *Discussant*

Submitter: Susan Stewart, sm-stewart2@wiu.edu

193. Symposium/Forum: 3:30 PM–4:50 PM
Grand Ballroom A

Evolving Action Planning Programs

Action planning is an integral part of any employee survey program. Practitioners from 4 companies will describe their approach to improving effectiveness around acting on survey results. Techniques discussed include aligning survey design with business goals, building support networks, shifting accountability for follow up, and utilizing technology.

Lewis K. Garrad, Sirota Consulting, **Chair**
Jacqueline Bassani, Sirota Survey Intelligence, **Co-Chair**
Michelle A. Donovan, Google, Tina Malm, Google, **Action Doing at Google**
Seymour Uranowitz, UnitedHealth Group, **Using Action Tracking to Drive Business Impact of Survey Results**
Jolene L. Skinner, Dell, Inc., **Refreshing Dell's Employee Opinion Survey**
Erica Davis Blann, TIAA-CREF, **Taking Action Planning to the Next Level at American Express**

Submitter: Jacqueline Bassani, jbassani@sirota.com

194. Panel Discussion: 3:30 PM–5:20 PM
Grand Ballroom B

Getting to Know Your SIOP Fellows

The objective of this session is to provide SIOP members with the opportunity to personally meet and converse with SIOP Fellows, distinguished industrial-organizational psychologists who have made outstanding contributions to the field. Potential gains anticipated include mentoring prospects, innovative research ideas, and a closer knit group of SIOP members.

Nic Bencaz, University of Central Florida, **Chair**
Deborah DiazGranados, University of Central Florida, **Co-Chair**
Robert D. Pritchard, University of Central Florida, **Co-Chair**
Richard D. Arvey, National University of Singapore, **Panelist**
David P. Campbell, Center for Creative Leadership, **Panelist**
Wayne F. Cascio, University of Colorado, **Panelist**
Adrienne J. Colella, Tulane University, **Panelist**
Robert L. Dipboye, University of Central Florida, **Panelist**
Leaetta M. Hough, Dunnette Group, Ltd., **Panelist**
Benjamin Schneider, Valtera, **Panelist**
Vicki V. Vandaveer, Vandaveer Group, Inc, **Panelist**
Sheldon Zedeck, University of California-Berkeley, **Panelist**

Submitter: Nic Bencaz, nicbencaz@gmail.com

195. Symposium/Forum: 3:30 PM–4:50 PM
Grand Ballroom D

Destructive Leadership: Measurement, Antecedents, and Outcomes

Although much attention has been given to implications of effective leadership for employees and organizations, destructive leadership has received relatively little attention. This symposium presents research from both military and civilian samples aimed at developing measures of destructive leadership as well as investigating antecedents and outcomes of destructive leadership.

Marilyn N. Deese, Clemson University, **Chair**
Mo Wang, University of Maryland, **Co-Chair**
Robert R. Sinclair, Clemson University, **Co-Chair**
Andrew A. Schmidt, University of Maryland, Paul J. Hanges, University of Maryland, **Development and Validation of the Toxic Leadership Scale**
Paul W. Mulvey, North Carolina State University, Art Padilla, North Carolina State University, **The Situational Environment of Destructive Leadership**
Adib Birkland, City College of New York, Brian S. Connelly, University of Connecticut, Deniz S. Ones, University of Minnesota, Theresa M. Glomb, University of Minnesota, **Dark Side Traits as Drivers of Senior Leader Misbehavior**
Anders Skogstad, University of Bergen, Guy Notelaers, University of Bergen, Ståle Einarsen, University of Bergen, **Destructive Leadership: Behavioral and Attitudinal Outcomes Among Subordinates**
Mo Wang, University of Maryland, Robert R. Sinclair, Clemson University, Marilyn N. Deese, Clemson University, Junqi Shi, Peking University, **Social Antecedents of Destructive Leadership in the Chinese Military**
Carl Castro, U.S. Army Medical Research and Materiel Command, **Discussant**

Submitter: Marilyn Deese, mdeese@g.clemson.edu

196. Symposium/Forum: 3:30 PM–4:50 PM
Grand Ballroom E

Diversity Matters: New Findings Regarding Team Performance and Health

Based on data from several field studies (together 334 teams, 5,266 employees) this symposium investigates when diversity constitutes an asset for organizations. Results show, for example, that appreciation of age diversity is important and that health disorders of female employees increase when women are in the majority.

Juergen Wegge, University of Technology Dresden, **Chair**
Guido Hertel, University of Muenster, **Co-Chair**
Juergen Wegge, University of Technology Dresden, Julia E. Hoch, University of Technology Dresden, Carla Roth, University of Technology Dresden, Klaus-Helmut Schmidt, Institut fur Arbeitsphysiologie an der Universiteit Dortmund, Daan van Knippenberg, Erasmus University Rotterdam, **Age Diversity and Innovation: Diversity Beliefs and Burnout as Moderators**
Meir Shemla, University of Technology Dresden, Juergen Wegge, University of Technology Dresden, Ruth Kanfer, Georgia Institute of Technology, Klaus-Helmut Schmidt, Institut fur Arbeitsphysiologie an der Universiteit Dortmund, Julia E. Hoch, University of Technology Dresden, **Men's and Women's Health Disorders and Gender Composition in Teams**
Eric Kearney, Jacobs University Bremen, Sven Voelpel, Jacobs University Bremen, **Team Personality Traits Affecting Diversity Outcomes**
Christian Rossnagel, Jacobs University Bremen, Eva-Marie Kessler, University of Heidelberg, **Personal Innovation Behavior Profiles in Age-Diverse Teams**
Beatrice I. van der Heijden, Maastricht School of Management, **Discussant**

Submitter: Juergen Wegge, wegge@psychologie.tu-dresden.de

197. Symposium/Forum: 3:30 PM–4:50 PM
Grand Chenier

Human Capital Risk Management: Models and Applications

Over the past decade, the discipline of enterprise risk

management has emerged to help organizations better identify, appraise, and mitigate the business risks they face. This session will demonstrate how many of our traditional areas of focus can be productively conceptualized within a human capital risk framework.

Seymour Adler, Aon Consulting, *Chair*
Laura Taylor, Aon Global Risk Consulting, *Enterprise Risk Management: An Overview for I-O Practitioners*
Seymour Adler, Aon Consulting, *A Framework for Human Capital Risk Assessment*
Kevin J. Kline, Federal Bureau of Investigation, *Enterprise Risk Management: A Practical Implementation at the FBI*
Amy Dawgert Grubb, Federal Bureau of Investigation, *Risk Management at the FBI: The People Perspective*

Submitter: Seymour Adler, Seymour_Adler@Aon.com

198. Symposium/Forum: 3:30 PM–4:50 PM
Grand Couteau

Prevent Organization Code Blue: Get CPR Certified (Competency Program Resurrection)

Strategically designing, developing, and introducing a competency model is critical for it to be leveraged by employees to increase their individual effectiveness. Learn from several organizations how they navigated through common competency design and implementation pitfalls to bring their competency models to life.

Alyson Landa Margulies, PepsiCo, *Chair*
Erica I. Desrosiers, PepsiCo, David H. Oliver, PepsiCo, Allan H. Church, PepsiCo, *Defining Leadership Competencies at PepsiCo*
Alyson Landa Margulies, PepsiCo, Julie K. Kabat, Ulta Beauty, *Bringing the Competency Model to Life at PepsiCo Chicago*
Jill Mowry Strange, Applied Psychological Techniques, Rebecca G. Schoepfer, Applied Psychological Techniques, *Competency Development and Validation in Large Organizations: Methods and Challenges*
Steven C. Hardesty, Assess Systems, *Competency Modeling as an International Culture Change Tool*
Stan Fletcher, Brinker International, *Competency Model Customization Run Amok: Lessons Learned*

Submitter: Alyson Margulies, alyson_margulies@quakeroats.com

199. Symposium/Forum: 3:30 PM–4:50 PM
Maurepas

Relational Perspectives on Organizational Phenomena

In this symposium, 4 papers employ a relational framework to focus on the dynamics and implications of interpersonal relationships at work. Studies of work design, organizational climate, multiplexity, and value congruency converge to emphasize the increasingly vital role relationships play in the modern organization, transcending cultures and levels of analysis.

Michele J. Gelfand, University of Maryland, *Chair*
Ryan Fehr, University of Maryland, *Chair*
Ashley Fulmer, University of Maryland, *Chair*
Adam Grant, University of North Carolina, *Burning Out or Fired Up? Relationships as Burdens Versus Benefits*
Jeffrey Sanchez-Burks, University of Michigan, Aleksandra Kacperczyk, University of Michigan, Wayne Baker, University of Michigan, *Social Isolation in the Workplace: A Longitudinal and Cross-Cultural Perspective*
Ryan Fehr, University of Maryland, Michele J. Gelfand, University of Maryland, Ashley Fulmer, University of Maryland, Jeffrey Sanchez-Burks, University of Michigan, Kirsten Keller, University of Maryland, College Park, Lisa M. Leslie, University of Minnesota, *Climate for Relational Practices: An Organizational Imperative*
Todd J. Weber, University of Nebraska-Lincoln, Mary Uhl-Bien, University of Nebraska-Lincoln, *Value Congruence and Relationship Quality*
Bernardo M. Ferdman, Alliant International University, *Discussant*

Submitter: Ryan Fehr, rfehr@psyc.umd.edu

200. Posters: 3:30 PM–4:20 PM
Napoleon ABC
Research Methodology/Measurement/Statistics

200-1 Confirmatory Factor Analysis of the Blacks as Managers Scale (BAMS)

A confirmatory factor analysis of the Blacks as Managers Scale (BAMS) was performed. Two models of the BAMS factor structure were tested. Examination of model fit supported a hypothesized 2-factor model, split along severity in item wording. Further, this 2-factor structure fit better for White respondents than Black respondents.

Marcus D. Weller, Wayne State University
Cort Rudolph, Wayne State University
Boris B. Baltes, Wayne State University
Submitter: Cort Rudolph, Cort.Rudolph@Wayne.edu

200-2 The Job Descriptive Index: A Reliability Generalization Study

The paper investigates the generalizability of reliability for the Job Descriptive Index measures of job satisfaction. Findings suggest that the JDI scales exhibit moderately high internal consistency and that the characteristics from which coefficient alpha estimates are obtained play a large role in observed reliability estimates.

Jason E. Adams, Bowling Green State University
Nathan T. Carter, Bowling Green State University
Katherine Wolford, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Scott Highhouse, Bowling Green StateUniversity
Submitter: Jason Adams, jeadams@bgsu.edu

200-3 Doing Less but Getting More: Improving Forced-Choice Measures With IRT

Using IRT we show how more efficient use can be made of information in forced-choice questionnaires. The approach described reduces the length of the instrument and provides information on people's absolute trait standing and the scales' relationships. Both of these are impossible to obtain from CTT-scored forced choice questionnaires.

Anna Brown, SHL Group Ltd
Dave Bartram, SHL Group PLC
Submitter: Dave Bartram, dave.bartram@shlgroup.com

FRIDAY PM

200-4 Common Method Variance in NEO-FFI and IPIP Personality Measurement

Including a method factor on which all items loaded significantly improved fit of CFAs of both IPIP and NEO-FFI data. Fit was further improved by separating the method factor into 2 factors representing construct-positive and construct-negative items. The criterion-related validity of Conscientiousness increased when uncontaminated by method bias.

Michael Biderman, University of Tennessee-Chattanooga
Nhung T. Nguyen, Towson University
Christopher J. L. Cunningham, University of Tennessee-Chattanooga

Submitter: Michael Biderman, Michael-Biderman@utc.edu

200-5 Exploratory Regression Analysis: A User-Friendly Tool for Determining Predictor Importance

When taking an exploratory approach to organizational research, linear regression can be used to help identify important predictor variables in a model, which has both theoretical and practical benefits. This paper describes a user-friendly program (in Excel) that generates results from several approaches to determine predictor variable importance.

Michael T. Braun, Michigan State University
Frederick L. Oswald, Rice University

Submitter: Michael Braun, braunmi3@msu.edu

200-6 Neglected and Otherwise Irritating Issues With Correlation Adjustment Equations

Absent from the literature is a correlation adjustment that corrects for criterion unreliability and indirect range restriction simultaneously. This article will propose an equation that will correctly make this simultaneous adjustment as well as point out some of the subtle issues that make all correlational adjustments trickier than they appear.

Reagan D. Brown, Western Kentucky University

Submitter: Reagan Brown, Reagan.brown@wku.edu

200-7 Do Vague Quantifiers Induce Unfolding in Personality Items?

This paper investigates the effects of vague quantifiers in item stems on IRT parameter estimates in the generalized graded unfolding model. Results suggest that the use of the word "sometimes" in items increases item heterogeneity, and respondents may use internal benchmarking procedures to interpret the vague quantifier in items.

Nathan T. Carter, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Dev K. Dalal, Bowling Green State University
Jason E. Adams, Bowling Green State University
Submitter: Nathan Carter, carternt@yahoo.com

200-8 Using Random Sampling in Study Selection for Inclusion in Meta-Analysis

The current investigation randomly sampled studies that were included in 3 previously conducted meta-analyses to determine the optimal percentage of sampling for producing accurate meta-analytic results. We found that random samples composed of at least 50% of the studies that fit one's inclusion criteria produced accurate main effect sizes.

Amy DuVernet, North Carolina State University
Mark A. Wilson, North Carolina State University
Jennifer London, North Carolina State University

Submitter: Amy DuVernet, amyduv@gmail.com

200-9 Self-Monitoring and Social Skill: The Jangle Fallacy?

Using structural equation modeling, this study simultaneously investigated (a) whether the measures of self-monitoring and social skill are the same and (b) the relationships between self-monitoring, social skill, and standardization and customization of service work. Results indicated that self-monitoring and social skill measures tap on the same 2 underlying dimensions.

Jason L. Huang, Michigan State University

Submitter: Jason Huang, huangle1@msu.edu

200-10 Sample Characteristics Over a Decade of Applied Psychological Research

This study focuses on sample characteristics of articles published in the *Journal of Applied Psychology* from 1995–2007. The median sample size of 174 was adequate for detecting medium and large effects as defined by Cohen (1992). Implications are discussed in terms of theory building, generalizability of findings, and statistical power.

Thomas Kiger, University of Minnesota
Winny Shen, University of Minnesota
Stacy Eitel Davies, University of Minnesota
Rena Lenore Rasch, University of Minnesota
Kara Simon, University of Minnesota
Deniz S. Ones, University of Minnesota

Submitter: Thomas Kiger, tomkiger@gmail.com

200-11 Estimating the Relative Importance of Interactive and Other Higher-Order Effects

In this paper we present a strategy for applying relative importance analysis to models containing higher order effects (e.g., interactive, quadratic, cubic). We describe how the standard relative importance analyses are inappropriate for models with higher order effects and describe a new approach that may be used with such models.

James M. LeBreton, Purdue University
Scott Tonidandel, Davidson College

Submitter: James LeBreton, lebreton@psych.purdue.edu

200-12 Unfolding Item Response Theory: Analysis of Employment Drug Testing Attitudes

We compared the use of unfolding and dominance approaches to develop a survey of attitudes toward employer drug testing. Results suggest that the ideal point and dominance approaches result in forms retaining different items and similar psychometric characteristics; persons who interpret items literally show less fit to unfolding models.

Bing C. Lin, Bowling Green State University
Michael J. Zickar, Bowling Green State University
Nathan T. Carter, Bowling Green State University
Dev K. Dalal, Bowling Green State University
Katherine Wolford, Bowling Green State University

Submitter: Bing Lin, bclin@bgnet.bgsu.edu

200-13 Order of Item Difficulty on Cognitive Assessments: A MACS Analysis

This study examined whether varying the order of item difficulty on a cognitive-ability test can result in differences of factor structure and latent means for the test—an important consideration in establishing evidence for construct validity. Analyses revealed that altering the presentation order of items appears to have no effects.

Donald E. Lustenberger, Purdue University

Submitter: Donald Lustenberger, dlustenb@purdue.edu

200-14 Goodness of Fit: Simple Rules of Thumb Simply Don't Work

This study illustrates the effects of the CFA estimation method on several measures of model fit and questions the appropriateness of previously developed "rules of thumb" for their interpretation. Results indicate that these rules of thumb may be misleading for diagonally weighted least squares (DWLS) estimation.

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

Submitter: Christopher Nye, cnye2@uiuc.edu

200-15 Identifying Key Drivers and Actionable Items: Comparison of Four Methods

To meet client needs, practitioners use key drivers analysis to identify strategic and actionable items. Various techniques to identify key drivers exist. Using the same data, this study compared 4 techniques, their results, and inferences drawn. Results suggest technique choice impacts results and inferences made, especially with correlated predictors.

Rena Lenore Rasch, University of Minnesota
Brenda Kowske, Personnel Decisions International
Anne E. Herman, University of Nebraska-Omaha, Kenexa

Submitter: Rena Rasch, rasc0042@umn.edu

200-16 Investigating Gender DIF in the Romanian Version of the CPI

This study investigates gender differences in the Romanian version of the California Personality Inventory using the differential item function techniques of item response theory. Results indicate only a few items of those analyzed showed DIF; however, the effect sizes were small and appear to be of little practical importance.

Michael E. Rossi, University of South Florida
Dan Ispas, University of South Florida
Dragos Iliescu, National School of Political and
    Administrative Studies
Alexandra Ilie, University of South Florida

Submitter: Michael Rossi, merossi00@gmail.com

200-17 Thirty Years of Meta-Analysis: Assessing Its Impact on the Sciences

Meta-analysis marks an important change in the empirical research paradigm. Meta-analytic publications are growing exponentially and are cited well above the average rate. We conducted a literature review to identify journal articles on meta-analytic topics appearing between 1977 and 2007 to assess this methodology's impact on modern research.

Fletcher Christensen, University of Minnesota
Benjamin K. Seltzer, University of Minnesota
Adam Beatty, University of Minnesota
Deniz S. Ones, University of Minnesota

Submitter: Benjamin Seltzer, seltz044@umn.edu

200-18 Anchored Preferential Personality Measure: Reducing the Susceptibility to Response Distortions

To mitigate the negative impact of response distortions on personality assessment in faking conditions, a new measure is proposed and tested. Construct validity was supported and the effect size differences between honest and faking conditions of the new measure were much smaller than items on the NEO-IPIP.

Megan N. Shaw, George Washington University
Nicholas L. Vasilopoulos, Personnel Decisions Research Institutes

Submitter: Megan Shaw, megshaw@gwu.edu

200-19 Measurement Equivalence of a Competency-Based Performance Assessment System

The construct validity and measurement equivalence of faculty ratings of surgical resident performance were examined across experience levels. Confirmatory factor analysis examine the structure of this instrument across 2 experience levels. Results indicate that the instrument measures the same 7-competency model in a conceptually similar way regardless of experience.

Kevin C. Wolfe, New York Medical College
Donald A. Risucci, New York Medical College
Bernard Gorman, Nassau Community College
William Metlay, Hofstra University

Submitter: Kevin Wolfe, kevin_wolfe@nymc.edu

200-20 Hypothesizing and Testing Multilevel Moderation: Issues and Recommendations

This study highlights the importance of differentiating moderation effects across multiple levels of analysis. Based on algebraic derivations, a Monte Carlo simulation, and a real dataset, we show that erroneous conclusions may be obtained if researchers use grand-mean centering or no centering and conflate various moderation effects across levels.

Zhen Zhang, Arizona State University
Michael J. Zyphur, University of Washington Bothell
Kristopher J. Preacher, University of Kansas

Submitter: Zhen Zhang, z.zhang@asu.edu

FRIDAY PM

200-21 Conducting and Reporting Meta-Analyses in I-O Psychology: Standard or Deviation?

We outline the development of quality guidelines for the conduct and reporting of meta-analyses in the sciences and present a checklist of meta-analysis guidelines for I-O researchers. Using these guidelines, we evaluate 10 current and influential I-O meta-analyses and provide recommendations to facilitate increased transparency and reliability of meta-analysis reporting.

Zeynep Aytug, Baruch College, CUNY
Hannah R. Rothstein, Baruch College, CUNY
Mary Kern, Baruch College, CUNY
Submitter: Zeynep Aytug, Zeynep_Aytug@baruch.cuny.edu

200-22 Building Versus Testing Theory: The Role of Accuracy of Prediction

Accuracy is a criterion for evaluating theory that plays only a minor role in theory testing. Its role in efforts to build better theory, though, is both critical and seemingly forgotten in contemporary research. Using measures of accuracy to index research is considered, and implications for research practice are discussed.

Kevin D. Carlson, Virginia Tech
Submitter: Kevin Carlson, kevinc@vt.edu

200-23 Citing, Reporting, Interpreting, and Building On Meta-analytic Findings

This paper examines what happens after a body of literature has been meta-analyzed. We identified 253 citations to meta-analyses and examined how authors described and used the results of prior meta-analyses. Surprisingly, effect size variability—a critical indicator of generalizability—was never reported. Recommendations for improved practice are offered.

Kevin D. Carlson, Virginia Tech
Fiona Xiaoying Ji, Virginia Tech
Submitter: Kevin Carlson, kevinc@vt.edu

200-24 Random Responding: Detection and Impact on Reliability and Effect-Size Estimates

We use simulations to assess the impact of random-responding on internal consistency and effect size estimates. Large effects on effect size estimates are observed when scale averages are not centered on the midpoint of the response-option continuum and when correlations are negative—even at low random responding base rates.

Marcus Crede, SUNY Albany
Submitter: Marcus Crede, mcrede@albany.edu

200-25 A Review of Confirmatory Factor Analysis in the Organizational Sciences

This manuscript reviews the contemporary application of confirmatory factor analysis in the organizational sciences. Topics covered include justifications for CFA; area of inquiry, sample adequacy, and information reported pertaining to assumptions; and model specification/identification/assessment. Conclusions are based on 63 studies published between 2003 and 2007 in the discipline's top journals.

Rustin D. Meyer, Purdue University
Dina Krasikova, Purdue University
Submitter: Rustin Meyer, meyer@psych.purdue.edu

200-26 The Development of the Research Participation Scale

This study was conducted to develop a scale to measure participant engagement during research experiments. Exploratory factor analyses with principal component extraction revealed a 1-factor construct of engagement. Implementation scale will allow researchers to gain insight into degree of effort put forth by their research participants.

Robyn Petree, University of Texas at Arlington
Katherine Sullivan, University of Texas at Arlington
Michael A. Neeper, University of Texas at Arlington
Submitter: Michael Neeper, mneeper@uta.edu

200-27 Understanding Survey Comment Nonresponse and the Characteristics of Nonresponders

This study investigated the "who" and "how" of open-ended comments by exploring commenting behavior on a training evaluation survey. Results showed that dissatisfied individuals and those interested in the topic were especially inclined to comment. In addition, dissatisfied respondents tended to provide negative comments, and conscientious respondents provided specific comments.

Reanna M. Poncheri Harman, North Carolina State University/SWA Consulting, Inc.
Lori Foster Thompson, North Carolina State University
Eric A. Surface, SWA Consulting Inc.
Submitter: Reanna Poncheri, rmponche@ncsu.edu

200-28 Development of a Visual Threat Detection Scale

To develop a scale to assess Warfighters' visual threat detection ability, items were generated through SME interviews and a literature review. Item validity was calculated using content validity ratios and an exploratory factor analysis was conducted. The scale was found to be suitable for assessing visual threat detection ability.

Iris Rivera, Consortium Research Fellows Program
Jennifer Murphy, U.S. Army Research Institute
Submitter: Iris Rivera, flip01@ufl.edu

200-29 Development/Validation of the PANON Scale Assessing Survey Anonymity Perceptions

As methods of survey administration have evolved over time, anonymity perceptions and their potential impact on data quality have remained an issue for researchers and practitioners alike. This study develops and provides validity evidence for the PANON, a scale measuring perceived anonymity that can be used in survey research.

Thomas J. Whelan, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitter: Thomas Whelan, tjwhelan@ncsu.edu

200-30 Examining DIF in Perceived Anonymity When Sensitive Items Are Endorsed

FRIDAY PM

This study examined anonymity perceptions in a Web-based survey context using an item response theory (IRT) based approach. Keeping characteristics of survey administration constant, differntial item functioning (DIF) analyses demonstrated that endorsements of sensitive items appeared to influence responses to a perceived anonymity measure, and sensitive items did not display DIF based on anonymity scale scores.

Thomas J. Whelan, North Carolina State University
Adam W. Meade, North Carolina State University
Submitter: Thomas Whelan, tjwhelan@ncsu.edu

200-31 Enhancing Utility Analysis: Introducing the Cue See Model

To augment utility analysis, a new approach inspired by computational organizational theory, industrial/systems engineering, the HC BRidge™ model, and stochastic finance is outlined and demonstrated in a Monte Carlo simulation of a gourmet restaurant business. Examples and results illustrate improvements for both science and practice.

Matt Barney, Infosys
Submitter: Matt Barney, drmattbarney@gmail.com

200-32 The Exploration of Statistical Methods in Detecting Random Responding

We examined 3 independent statistical methods to detect random responding. The degree of random response was manipulated across 10 datasets. Results reveal that identifying random responses within a dataset is possible through statistical means. The implications of these findings and future directions for research are discussed.

Clay Ehlers, Kenexa
Mark D. Zajack, Clemson University
Jeff A. Weekley, Kenexa
Tiffany M. Greene-Shortridge, Kenexa
Submitter: Mark Zajack, zajack@clemson.edu

201. Interactive Posters: 3:30 PM–4:20 PM Napoleon D1-D2

Diversity: My Gosh, Don't You Get it Yet?

Brian O'Leary, University of Tennessee-Chattanooga, *Facilitator*

201-1 The Impact of Diversity Climate on Climate for Innovation

This study investigated the impact of diversity climate on perceptions of climate for innovation. Findings revealed a group membership by diversity climate interaction and a gender by diversity climate interaction on climate for innovation, with mediation by employee engagement. Results demonstrate that prodiversity climates correspond with more positive innovation climates.

Benjamin E. Liberman, Columbia University
Submitter: Benjamin Liberman, bel2104@columbia.edu

201-2 Organizational Support for Diversity Mitigates Harmful Effects of Discrimination

Using justice and social exchange theories, we examined how negative effects of discrimination on affective commitment can be attenuated by organizational efforts to support diversity. We found that discrimination is negatively related to affective commitment. However, this relationship became weaker as employees perceived more organizational efforts to support diversity.

Mary Triana, Texas A&M University
María Fernanda Garcia, University of Texas at El Paso
Adrienne J. Colella, Tulane University
Submitter: Maria Triana, mtriana@bus.wisc.edu

201-3 Prejudice Perceptions and Organizational Commitment: An Investigation of Intervening Factors

This study reports the responses of 185 retirement home staff. Using a path-analytic approach, it was shown that when employees perceived being the target of prejudicial treatment contributed to their interpretations of the work environment, which, in turn, was associated with organizational commitment. Implications are discussed.

Jennica Webster, Central Michigan University
Stephen H. Wagner, Central Michigan University
Joseph R. Dettmann, Central Michigan University
Submitter: Jennica Webster, webst1jr@cmich.edu

201-4 Effect of Diversity Climate Perceptions on Attitudinal Outcomes

This study examined the effect of employees' diversity climate perceptions on organizational outcomes. Results indicated positive diversity climate perceptions predicted job satisfaction, organizational commitment, individual empowerment, and team cohesion. Mediation analysis showed that racial differences in empowerment and organizational commitment could be explained by diversity climate perceptions.

Natalie Wolfson, Colorado State University
Kurt Kraiger, Colorado State University
Lisa Finkelstein, Northern Illinois University
Submitter: Natalie Wolfson, newolfson9@gmail.com

202. Special Events: 3:30 PM–4:50 PM Napoleon D3

Town Hall Meeting

Come meet with the SIOP leadership to discuss various organizational issues as well as to get answers to your questions about SIOP activities. Topics will include implementation of SIOP's new governance structure, an update on the IAAP and SIOP United National initiative, and any other topics of interest to you.

Gary P. Latham, University of Toronto, *Presenter*
Lois E. Tetrick, George Mason University, *Presenter*
Kurt Kraiger, Colorado State University, *Presenter*

203. Symposium/Forum: 3:30 PM–5:20 PM Nottaway

Academic and Practitioner Perspectives on Solutions to Work-to-Nonwork Conflict

This session bridges the gap between academics and practitioners within the work–life literature by presenting the latest research around solutions for work-to-nonwork conflict from varying perspectives. Academics and practi-

FRIDAY PM

tioners will present research that addresses the role of organizations, supervisors, peers, individuals, and the cultural context in experiences of work-to-nonwork conflict.

Angela Grotto, Sirota Survey Intelligence/Baruch College, CUNY, *Co-Chair*
Carly S. Bruck, Sirota Consulting, *Co-Chair*
Angela Grotto, Sirota Survey Intelligence/Baruch College, CUNY, Patrick K. Hyland, Sirota Survey Intelligence, *The Relationship Among Proactive Personality, Work–Life Balance, Mindfulness, and Stress*
Karen S. Lyness, Baruch College, CUNY, Michael K. Judiesch, Manhattan College, *Multisource Perspectives on Work–Life Balance Across Cultures*
Kristen M. Shockley, University of South Florida, Eunae Cho, University of South Florida, Tammy D. Allen, University of South Florida, Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, *Flexible Work Arrangements in a Multinational Corporation*
John O. DeVille, Dell Inc., Jolene L. Skinner, Dell, Inc., *Action Planning From Dell's First Work–Life Survey*
Jhumur Manglik, American Express, *Researching "Extreme" Jobs and Practicing Workplace Flexibility and Work–Life Balance*

Submitter: Carly Bruck, cbruck@gmail.com

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204. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM
Oak Alley

Teaching "Interactive-Intensive" Topics in Online Settings

Universities and training facilities are incorporating more online instruction. Courses such as organizational behavior or business ethics seem to be incompatible with online instructional settings. This roundtable offers participants discussion of strategies for successfully leveraging the universe of possibilities for excellent online learning, even for seemingly incompatible course content.

Jeanne K. J. Enders, Portland State University, *Host*
Talya N. Bauer, Portland State University, *Host*

Submitter: Jeanne Enders, endersj@pdx.edu

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205. Symposium/Forum: 3:30 PM–4:50 PM
Rhythms 1

Personal Versus Process Safety: What's the Difference?

The need for understanding and measuring safety indicators and the role they play in managing organizational safety is imperative. This symposium comprises 4 papers that begin to provide the field with insights regarding the constructs and measurement of personal and process safety from both academic and applied perspectives.

Jaime B. Henning, Eastern Kentucky University, *Co-Chair*
Thomas Woodrick, Illinois State University, *Co-Chair*
Mindy E. Bergman, Texas A&M University, Jaime B. Henning, Eastern Kentucky University, Jeremy M. Beus, Texas A&M University, *Safety and Security of Persons, Processes, and Products*
Thomas Woodrick, Illinois State University, Justine O'Connor, Towers Perrin-ISR, Nathan Schneeberger, Towers Perrin ISR, Joseph R. Dettmann, Central Michigan University,

Measuring Process Safety Culture: Exploratory and Confirmatory Evidence
Jennifer Rodriguez, Texas A&M University, Mindy E. Bergman, Texas A&M University, Stephanie C. Payne, Texas A&M University, Jeremy M. Beus, Texas A&M University, *The Impact of the BP Baker Report*
Kevin W. Mac Dougall, Husky Energy Inc., *Baselining Safety Culture at Husky Energy*
Mark Griffin, University of Sheffield, *Discussant*

Submitter: Jaime Henning, Jaime.Henning@eku.edu

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206. Symposium/Forum: 3:30 PM–4:50 PM
Rhythms 2

Multiteam Systems: Exploring an Emerging Organizational Form

Teams are increasingly charged with networked interaction across both team and organizational boundaries to achieve higher order goals. This symposium presents a collection of 4 papers designed to advance theory on multiteam systems, paving the way for future thinking and empirical inquiry of these complex, emerging organizational structures.

C. Shawn Burke, University of Central Florida, *Co-Chair*
Leslie A. DeChurch, University of Central Florida, *Co-Chair*
Leslie A. DeChurch, University of Central Florida, Stephen J. Zaccaro, George Mason University, Michelle A. Marks, George Mason University, *Multiteam Systems: A Taxonomy and Theoretical Refinement*
C. Shawn Burke, University of Central Florida, Rebecca Lyons, University of Central Florida, Miliani Jimenez, Florida International University, Andrea M. Barnhard, University of Central Florida, Marissa L. Shuffler, ICF International, Eduardo Salas, University of Central Florida, Linda G. Pierce, Army Research Institute, *Development of a Taxonomy of Critical Processes in MTS*
Dave Luvison, Alliance Vista Corporation, Michelle A. Marks, George Mason University, *Developments in Interorganizational MTSs: Goal Hierarchies, Coopetition, and Contextual States*
Daniel Doty, University of Central Florida, Toshio Murase, University of Central Florida, Samuel R. Wooten II, IST, Leslie A. DeChurch, University of Central Florida, John E. Mathieu, University of Connecticut, *Modeling Multiteam Dynamics: Using SURREALISM to Investigate Complex Interteam Interactions*
Gerald F. Goodwin, U.S. Army Research Institute, *Discussant*

Submitter: Leslie DeChurch, ldechurc@mail.ucf.edu

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207. Symposium/Forum: 3:30 PM–4:50 PM
Rhythms 3

Trait, Criterion, and Situational Specificity in Personality–Job Performance Relations

Four empirical papers assess the value of situational, trait, and criterion specificity in linking personality with job performance. In contrast to the recent suggestions to abandon self-report personality tests in selection applications, validity gains linked to specificity suggest that personality tests have yet to reach their full potential.

Neil D. Christiansen, Central Michigan University, *Chair*
Alecia Billington, Central Michigan University, *Co-Chair*
Mitchell Rothstein, University of Western Ontario, Richard D. Goffin, University of Western Ontario, Michael J. Rieder, University of Western Ontario, Amanda Poole, University of

Western Ontario, Henryk T. Krajewski, University of Western Ontario, Deborah M. Powell, Saint Mary's University, R. Blake Jelley, University of Prince Edward Island, Allison C. Boyd, University of Western Ontario, Tracy Mestdagh, University of Western Ontario, *The Incremental Validity of Narrow Versus Broad Personality Measures*

Michael G. Anderson, CPP, Inc., Robert P. Tett, University of Tulsa, *Specificity and Multivariate Prediction in Personality–Job Performance Linkages*

John A. Coaster, Central Michigan University, Neil D. Christiansen, Central Michigan University, *Effects of Occupational Requirements on the Validity of Personality Tests*

Craig A. Johnson, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, *Is Personality Predictive? An Aternative Scoring Method That Increases Validity*

Dave Bartram, SHL Group PLC, *Discussant*

Submitter: John Coaster, coast1ja@cmich.edu

208. Panel Discussion: 3:30 PM–4:50 PM
Waterbury

Yakitiyack Don't Talk Back: New Perspectives on Survey Action Planning

Recent attention to employee engagement has yielded a productive dialogue in the area of survey research. This session will raise equally critical but overlooked issues around action planning. Specifically, our experienced panel will discuss processes that work, cultural issues, managing accountability, tracking systems, and managing effect size expectations.

Christopher T. Rotolo, Behavioral Insights, LLC, *Chair*
Lise M. Saari, IBM, *Panelist*
David H. Oliver, PepsiCo International, *Panelist*
Susan A. Walker, FedEx Freight, *Panelist*
Jerry Halamaj, The Foresight Group, *Panelist*

Submitter: Christopher Rotolo, christopher.rotolo@pepsico.com

209. Roundtable Discussion/Conversation Hour: 4:30 PM–5:30 PM
Oak Alley

The Future of SJTs: Where Do We Go From Here?

A situational judgment test (SJT) is an assessment tool that can provide a rich source of information across a variety of contexts (e.g., employee selection, training, development). Experts with knowledge of using SJTs will facilitate a discussion about a research agenda to enhance the use of SJTs in the future.

Mary L. Doherty, Valtera, *Host*
Catherine C. Maraist, Valtera, *Host*
Neil M. A. Hauenstein, Virginia Tech, *Host*
Michael A. McDaniel, Virginia Commonwealth University, *Host*

Submitter: Catherine Maraist, cmaraist@valtera.com

210. Panel Discussion: 5:00 PM–5:50 PM
Borgne

Making HR Metrics Work in Your Company

The emerging field of HR metrics provides a powerful addition to the menu of business performance measures. Measures of bench strength, workforce movement, and span of control provide data to evaluate organization effective-

ness. Three professionals discuss the challenges and rewards of establishing an HR metrics programs in their companies.

Sarah R. Johnson, Genesee Survey Services, *Chair*
Ori Levi, The Walt Disney Studios, *Panelist*
Lisa Wilkinson, Starbucks Coffee Company, *Panelist*
Todd Carlisle, Google, *Panelist*

Submitter: Sarah Johnson, sarah.johnson@gensurvey.com

211. Panel Discussion: 5:00 PM–5:50 PM
Cornet

Technology Leaders Discussion: Trends Impacting Industrial-Organizational Psychologists

Technology advances rapidly. Practitioners must often catch up to clients' desire to implement innovative HR tools. This panel discussion includes technology and product leaders from 5 large testing and human capital organizations (ADP, Kenexa, PreVisor, SHL, Valtera) to identify trends that will impact the work of I-O psychologists.

Sarah S. Fallaw, PreVisor, *Co-Chair*
Kathleen A. Tuzinski, PreVisor, *Co-Chair*
Pierre Burno, Kenexa, *Panelist*
Jack Coapman, ADP Pre-Employment Services, *Panelist*
Matthew Heck, Valtera, *Panelist*
Andy Ross, SHL Group Ltd., *Panelist*
Robert Stephens, PreVisor, *Panelist*

Submitter: Sarah Fallaw, sfallaw@previsor.com

212. Special Events: 5:00 PM–5:50 PM
Napoleon D3

The Value of Science and Evidence to Practitioners and Organizations

Understanding science and applying science are 2 different things. The Professional Practice Committee (PPC) of SIOP has created a presentation to be given to local professional groups that highlights the value of applying science in the workplace. The committee has also created a process to produce evidence for practitioners and a mechanism to push these out. This session will preview and discuss these and other projects of the PPC.

Deb Cohen, Society for Human Resources Management, *Moderator*
Nancy T. Tippins, Valtera, *Presenter*
Joan P. Brannick, Brannick HR Connections, *Presenter*
Alexander Alonso, American Institutes for Research, *Presenter*

Submitter: Debbie Cohen, dcohen@shrm.org

213. Panel Discussion: 5:00 PM–5:50 PM
Rhythms 1

Applying I-O Tools to Achieve Strategic Results

This session was organized to share insights and examples of strategic applications of I-O tools to talent management in a variety of organizations. This session will cover strategic aspects of employer branding, retention, onboarding, leadership development, employee engagement, human capital measurement, and development of winning cultures.

William A. Schiemann, Metrus Group, Inc., *Chair*
Tamar Elkeles, Qualcomm, Inc., *Panelist*
Lisa Corona, McCormick & Company, Inc., *Panelist*

Steve Ginsburgh, Universal Weather and Aviation, Inc., *Panelist*
William Schiemann, Metrus Institute, *Panelist*

Submitter: William Schiemann, wschiemann@metrus.com

214. Panel Discussion: 5:00 PM–5:50 PM
Rhythms 2

Understanding Resistance to Change From Multiple Perspectives

Organizational change is a complex phenomenon, with interpersonal, intrapersonal, and organization-wide antecedents. This panel discussion will explore resistance to change from multiple perspectives. Micro-, meso-,and macrosources of resistance will be discussed, and multilevel intervention strategies will be proposed.

Walter Reichman, Sirota Survey Intelligence, *Chair*
Peter Rutigliano, Sirota Survey Intelligence, *Panelist*
Patrick K. Hyland, Sirota Survey Intelligence, *Panelist*
Mitchell Fleischer, New Vectors, *Panelist*
Eric C. Marcus, Marcus Group, *Panelist*
Wes Siegal, Robert H. Schaffer & Associates, *Panelist*
Submitter: Walter Reichman, wreichman@sirota.com

215. Symposium/Forum: 5:00 PM–5:50 PM
Rhythms 3

Gender Differences in Leadership: Exploring the Effect of Context

Research on gender differences in leadership have yielded mixed results, and yet women still hold fewer leadership positions than men. This symposium explores rater, relational, and environmental context effects that may explain the gender gap.

Ashley M. Guidroz, Denison Consulting, *Chair*
Lindsey M. Kotrba, Denison Consulting, *Co-Chair*
Eliza W. Wicher, San Francisco State University, Boris B. Baltes, Wayne State University, *Double Jeopardy of Race and Gender in Performance Ratings*
Fred Zijlstra, University of Maastricht, Alessia D'Amato, Center for Creative Leadership-Brussels, Marjoleine Kooyman, Maastricht University, Matti Hille, Maastricht University, *Leadership Effectiveness: It Is in the Eye of the Beholder*
Lindsey M. Kotrba, Denison Consulting, Ashley M. Guidroz, Denison Consulting, *The Moderating Effect of Industry on Perceptions of Leaders*
Sandy Lim, National University of Singapore, *Discussant*

Submitter: Ashley Guidroz, aguidroz@denisonculture.com

216. Panel Discussion: 5:00 PM–5:50 PM
Waterbury

The Contribution of I-O Psychology to Disaster Recovery

A panel discussion considers the contribution of I-O psychology to assisting a community during disaster recovery. The project is based on a survey project with providers in social services, education, and health care working in New Orleans. The discussion considers the contribution of organizational research to community building.

Michael Leiter, Acadia University, *Chair*
Christina Maslach, University of California-Berkeley, *Panelist*
Sarah Hoffpauir, Behavioral Health Action Network, *Panelist*
Rebecca L. Toporek, San Francisco State University, *Panelist*
Submitter: Michael Leiter, michael.leiter@acadiau.ca

	Armstrong	Borgne	Cornet	Gallery	Gallier AB	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D	Grand Ballroom E	Grand Chenier	Grand Couteau
7:30 AM	Coffee Break										
8:00 AM				104 Subconscious Goals, Self-Efficacy, Need for Achievement		105 The Talent Imperative: Pursuing Strategy Driven Talent Management					
8:30 AM	109 Invited: 5-Year Journey With Coca-Cola	110 Measuring Complex Dimensions w/ Exec ACs	111 Workforce Readiness Assessment		112 COI: Evidence-Based Management		113 The Limits of Employee Engagement	114 Methods for Success: Leadership Issues	115 Directions in Voluntary Turnover Research	116 Frontiers of Personality Research and Practice	117 Occupational Health and Safety: Current Directions in Research and Practice
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	126 Invited Address: Dr Peter Gollwitzer	127 Personality and 360	128 Time and Job Performance	129 Allies, Enemies, and (Lack of) Boundaries	130 COI: Leadership Talent Management	131 OFCCP: Then and Now		132 Causes/ Consequences Soc Ntwrks	133 Driving M and A Results	134 Racioethnicity in Orgs: Scientific	
11:00 AM											
11:30 AM		145 Effective Succession Planning: A Journey, not a Destination	146 Using Internal Customer Service Assessment to Drive HR Effectiveness	153 Max Learning From Grad Internship	154 COI: Test Development & Validation		164 2 Towers: Ivory- and Corporate-Tower Collaboration	147 Job Analysis	155 Onboarding Leaders: Review, Best Practices, Research	156 "Working" Through Environmental Issues	157 Making HR Measurement Strategic	158 Illustrating Social Network Analysis's Potential for I-O: Workplace Interpersonal Affect
12:00 PM	152 Insights on Teams at Work: Lessons From Collab Work										
12:30 PM							165 Sisterhood of the Traveling Careers: I-O Women				
1:00 PM		169 Talent Assess, Ldrshp Dev, Career Mgmt		170 Emotion Display Requirements/ Outcomes							
1:30 PM	176 Beyond Great Data: Helping Line Managers		177 Driving Culture Change		178 COI: Occup Health in Orgs		186 Gen Differences	179 Women & Leadership	180 Selection/ Assessment Programs	181 Transforming Orgs to Green	
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	189 P-E Fit: Uses for Recruitment, Selection, and Beyond	190 Preventative Maintenance	191 Next Generation: Unique Issues	192 New Directions in Counter-productive Work Behavior Research		193 Evolving Action Plan Programs	194 Getting to Know Your SIOP Fellows	195 Destructive Leadership	196 Diversity Matters: New Findings	197 Human Capital Risk Management	198 Prevent Organization Code Blue
4:00 PM											
4:30 PM											
5:00 PM		210 Making HR Metrics Work in Co	211 Tech Leaders Discussion								
5:30 PM											

Friday Special Events:

FRIDAY SEMINARS
CE credits available, preregistration required.
AM Sessions: Frontiers of Personality Research and Practice (Grand Chenier)
 Occupational Health and Safety: Current Directions in Research and Practice
 (Grand Couteau)
PM Sessions: Making HR Measurement Strategic (Grand Chenier)
 Illustrating Social Network Analysis's Potential for I-O: Workplace Interpersonal
 Affect (Grand Couteau)

INVITED SESSIONS
Three sessions provided by the SIOP Program Committee (Armstrong)
Seven sessions provided by the SIOP Executive Committee (Napoleon D3)

LEADING EDGE RECEPTION
Friday, April 3, from 6:00–7:00 PM Waterbury (2nd Floor)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES
4:00–5:00 PM, Oakley Room (4th Floor)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION
5:00–6:00 PM Lagniappe (2nd Floor)

	Maurepas	Napoleon ABC	Napoleon D1-D2	Napoleon D3	Nottaway	Oak Alley	Rhythms 1	Rhythms 2	Rhythms 3	Salon 820/824	Waterbury
7:30 AM	Coffee Break										
8:00 AM				106 Disaster Response Committee	107 Adaptive Simulation-Based Assessment, Training, and Feedback						108 Shared Leadership in Context: N American and European Perspectives
8:30 AM						118 The Zeitgeist of the Future	119 I-O Psychologist as a Change Agent	120 Random Walks Down Memory Lane	121 Issues in Cross-Cultural Personality Assessment		
9:00 AM	122 Teams and Multiteam Systems	123 Job Attitudes/ Engagement	124 Workplace Deviance	125 "Brand" New I-O							
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	135 Unemploy in Economic Hard Times	136 Careers/ Mentoring/ Work-Life	137 Org Climate Change	138 New SIOP Web Initiative	139 Employee Retention Tight Labor Market	140 Beyond Service-Delivering	141 The Role of Decision Making in I-O	142 Threatened/ Threatening: Women	143 Goal Setting, Self-Efficacy and Performance		144 Bringing Assessment in Fed Gvmt Into 21st Century
11:00 AM											
11:30 AM		148 Leadership I	149 Neglect Family Effectively		150 Personality and Within-Individual Relationships	151 Talent Management and Enterprise Software: Round 2	160 Industry Spotlight: Applying I-O to Healthcare	161 Evidence-Based Diversity Management	162 Leveraging Telework Sustainability		163 Leadership and Culture: Relationships Indiv, Org, Soc Levels
12:00 PM	159 Qualitative Quantitative Approaches to Study Job Stress in China										
12:30 PM		166 Judgment/ Decision Making/ Training	167 Customer Incivility	168 Evidence-Based White Papers: Aging Workforce							
1:00 PM					171 Multiple Paths in Driving Engagement	172 Exploring Boundaries of Civility and Incivility	173 Theory of Job Embedded-ness		174 Injustice/ Recovery: Understanding Forgiveness at the Workplace	175 S Rains Wallace Award	
1:30 PM	182 Advances in IRT	183 Job/ Staffing	184 Virtual Teams								185 Cognitive Approaches to Faking
2:00 PM				187 Effective Int'l Practice				188 Over-qualification			
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	199 Relational Perspect on Org Phenom	200 Rsrch Method	201 Diversity	202 Town Hall Meeting	203 Academic/ Practitioner Perspectives on Work-to-Nonwork Conflict	204 Teaching Online	205 Personal vs Process Safety	206 Multiteam Systems	207 Trait, Criterion, Sit Specificity		208 Yakitiyack Don't Talk Back
4:00 PM											
4:30 PM						209 The Future of SJTs					
5:00 PM				212 Value of Science and Evidence			213 Applying I-O Tools	214 Resistance to Change	215 Gender Differences in Leadership		216 Contrib of I-O to Recovery
5:30 PM											

Invited Session	Master Tutorial (CE available)	Community of Interest
Friday Seminar	Posters	Interactive Posters

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES

Education. Support. Friendship.

We cordially invite you to attend our meeting and reception at SIOP 2009!

COMMITTEE MEETING
4:00–5:00 PM, Oakley Room (4th Floor)
RECEPTION
5:00–6:00 PM Lagniappe (2nd Floor)

217. Special Events: 8:00 AM–9:00 AM
Armstrong

♥Keynote: Corporate Social Responsibility as a Driver for Innovation and Opportunities

This keynote session will set the stage for SIOP's 2009 Saturday theme track covering the following areas: interweaving CSR/sustainability into the fabric of the business, the corporation's angle; CSR/sustainability as a driver for innovation and opportunities, beyond legal requirements; and strategic planning and CSR/sustainability.

Sara P. Weiner, Kenexa, *Chair*
Ingar Skaug, Wilh. Wilhelmsen ASA & Center for Creative Leadership, *Presenter*

218. Symposium/Forum: 8:00 AM–9:50 AM
Borgne

An Examination of Work–Family Conflict Among Low-Income and Nonprofessional Workers

Recent reviews of the work–family literature have noted the lack of studies focusing on low income and nonprofessional samples. This symposium addresses the call for more research on these understudied populations by presenting 4 empirical studies that extend our understanding of the unique issues faced by these groups.

Tracy Griggs, Winthrop University, *Co-Chair*
Wendy J. Casper, University of Texas at Arlington, *Co-Chair*
Jennifer E. Swanberg, University of Kentucky, Jacquelyn B. James, Boston College, *Workplace Flexibility for Low-Wage Workers: Benefits for Employees and Organizations*
Tracy Griggs, Winthrop University, Wendy J. Casper, University of Texas at Arlington, Lillian T. Eby, University of Georgia, *The Moderating Effects of Support on WFC–Withdrawl Relationships*
Ellen E. Kossek, Michigan State University, Leslie B. Hammer, Portland State University, Jesse S. Michel, Florida International University, Ryan Petty, Michigan State University, Nanette Yragui, Washington State SHARP Program, *An Embedded Leadership and Work Group Context Perspective on Work–Family*
Camille Johnson, San Jose State University, Meghna Virick, University of Texas at Arlington, *Effects of Role Conflict Among Employed School Goers*

Submitter: Tracy Griggs, TracyLGriggs@gmail.com

219. Panel Discussion: 8:00 AM–9:50 AM
Cornet

Synthetic Validity: Practical Questions and Answers

Synthetic validity techniques are infrequently used and not well understood despite their usefulness for common validation situations. This session provides practical perspectives and answers to questions on designing and implementing synthetic validity approaches to establishing validity evidence.

Charles A. Scherbaum, Baruch College, CUNY, *Chair*

> ♥ Indicates Saturday Theme Track Session.

Piers Steel, University of Calgary, *Co-Chair*
Jeff Foster, Hogan Assessment Systems, *Panelist*
Calvin C. Hoffman, LA County Sheriff's Department, *Panelist*
P. Richard Jeanneret, Valtera, *Panelist*
Jeff W. Johnson, Personnel Decisions Research Institutes, *Panelist*

Submitter: Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

220. Symposium/Forum: 8:00 AM–9:50 AM
Grand Ballroom B

Perceptions of Age in the Workplace: U.S. and EU Perspectives

These studies examine age perceptions in the workplace in the EU and the U.S. Topics include how subjective age influences individual attitudes, how the meaning of felt age changes over the lifespan, perceptions of older workers' personality and ability, and how time remaining in life influences worker behaviors and attitudes.

David Cadiz, Portland State University, *Chair*
Donald M. Truxillo, Portland State University, *Co-Chair*
David Cadiz, Portland State University, Donald M. Truxillo, Portland State University, Robert R. Sinclair, Clemson University, *Subjective Age, Core Self-Evaluations, and Workplace Outcomes Among Nurses*
Nicole Johnson, University of Connecticut, Alyssa McGonagle, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, Stephanie Morrow, University of Connecticut, *Drivers of Psychological Age Among Working Adults: Age-Dependent Phenomena*
Marilena Bertolino, University of Trento, Franco Fraccaroli, Universita degli Studi di Trento, *Perceived Age Differences in Personality and Cognitive Ability*
Alexander R. Schwall, Development Dimensions International, *Perceived Time Remaining in Life: An Alternative Conceptualization of Age*
Lisa Finkelstein, Northern Illinois University, *Discussant*
Dirk D. Steiner, Université de Nice-Sophia Antipolis, *Discussant*

Submitter: David Cadiz, dcadiz@pdx.edu

221. Symposium/Forum: 8:00 AM–9:50 AM
Grand Ballroom E

Meta-Analysis: Advances in Methods and Practice

This session describes advances in the statistical tools and practice of meta-analysis. Topics include methods to account for baseline data, correct for range restriction, estimate random variance components, and test for publication bias. Considerations in conducting and reporting meta-analytic results will be discussed.

Scott B. Morris, Illinois Institute of Technology, *Chair*
Scott B. Morris, Illinois Institute of Technology, *Accounting for Covariance Heterogeneity in the Standardized Mean Change*
Huy Le, University of Central Florida, In-Sue Oh, University of Iowa, *Correcting for Indirect Range Restriction: Determining the u_T Distributions*
Michael T. Brannick, University of South Florida, Guy Cafri, University of South Florida, *The Conditional Random-Effects Variance Component in Meta-Regression*
Michael A. McDaniel, Virginia Commonwealth University, *Cumulative Meta-Analysis as a Publication Bias Detection Method*

Frederick L. Oswald, Rice University, ***Interpreting and Using Results From Meta-Analysis***
Craig J. Russell, University of Oklahoma, ***Discussant***

Submitter: Scott Morris, scott.morris@iit.edu

222. Symposium/Forum: 8:00 AM–9:50 AM
Grand Chenier

Recent Development in Strategies for Testing Assumed Mediation Models

Recent developments and controversies surrounding strategies for testing assumed mediation models are considered. Presentations focus on (a) tests of mediation models based on experimental, quasi-experimental, and nonexperimental research; (b) construct validity issues in tests of mediation models; and (c) recommendations for conducting tests of mediation models.

Larry J. Williams, Virginia Commonwealth University, ***Chair***
Lawrence R. James, Georgia Institute of Technology, ***Testing for Mediation***
Dov Eden, Tel Aviv University, ***True-Experimental Tests of Mediation Models in Organizations***
Adam Grant, University of North Carolina, Toby Douglas Wall, University of Sheffield, ***Testing and Discovering Mediating Processes in Quasi-Experiments***
Eugene F. Stone-Romero, University of Texas, San Antonio, Patrick J. Rosopa, Clemson University, ***Construct Validity Issues in Tests of Assumed Mediation Models***
John E. Mathieu, University of Connecticut, ***Discussant***

Submitter: Eugene Stone-Romero, wolfcub1@satx.rr.com

223. Symposium/Forum: 8:00 AM–9:50 AM
Grand Couteau

Validity and Utility of Computer Adaptive Testing in Personnel Selection

The use of computer adaptive testing (CAT) in personnel selection has increased significantly over the past few years. As a follow-up to last year's well-attended sessions on a similar topic, 5 presenters will provide results of various studies that showcase the strength of the validity and utility of CAT.

Michael S. Fetzer, PreVisor, ***Chair***
Sara Lambert Gutierrez, PreVisor, Darrin Grelle, University of Georgia, Matthew J. Borneman, University of Minnesota, ***Computer Adaptive Measures of Cognitive Ability: Validity and Utility***
Jessica L. Blackburn, TeleTech, ***CAT Versus Static: Evaluation of an Adaptive Job Knowledge Test***
Tracy Kantrowitz, PreVisor, Richard A. McLellan, Previsor, Walter C. Borman, Personnel Decisions Research Institutes, Janis S. Houston, Personnel Decisions Research Institutes, Robert J. Schneider, Personnel Decisions Research Institutes, ***Validation of Computer Adaptive Personality Scales for Commercial Use***
Amanda Dainis, James Madison, Darrin Grelle, University of Georgia, Laura Hurst, PreVisor, ***Optimizing Test Length and Measurement Precision: CAT Versus Dynamic Tests***
Robert E. Gibby, Procter & Gamble, Andrew Biga, Procter & Gamble, Dan Ispas, University of South Florida, Matthew Fleisher, University of Tennessee, ***Validity/Utility of Unproctored CAT Cognitive Ability: A Global Look***

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

Submitter: Michael Fetzer, mfetzer@previsor.com

224. Posters: 8:00 AM–8:50 AM
Napoleon ABC

Leadership II

224-1 The Relationship Between "Dark Side" Dispositions, Derailment Potential, and Turnover

This study addresses the relationships between dysfunctional dispositions (i.e., "moving against or away from people"), the potential to derail, and turnover. Results show that derailment potential partially mediated the positive relationship between the "moving against people" dispositional characteristics and both voluntary and involuntary turnover.

Marisa Adelman, University of North Carolina Charlotte
Linda R. Shanock, University of North Carolina Charlotte
Eric D. Heggestad, University of North Carolina Charlotte
Ashley Andrew, University of North Carolina Charlotte
Matthew R. Walter, Bank of America
S. Douglas Pugh, University of North Carolina Charlotte

Submitter: Marisa Adelman, madelman@uncc.edu

224-2 Methods for Interpreting Multisource Assessment Feedback

This study was conducted to evaluate the effectiveness and efficiency of 4 methods of providing coaching support for multisource assessment feedback interpretation and individual development plan creation.

Arnold L. Leonard, ICF International
Trevor M. Conrad, ICF International
Angela Karrasch, Center for Army Leadership

Submitter: Arnold Leonard, leonard286@verizon.net

224-3 Strategically Evaluating Leader Self-Development: Methodologies, Practical Considerations, and Organizational Implications

Self-development presents leaders with an opportunity to grow their skills with minimal resource allocation from the organization. Organizations must, however, offer support and guidance. This paper discusses methodologies organizations can employ to evaluate leader self-development efforts and also motivate and enhance the effectiveness of leaders' future self-development efforts.

Karin A. Orvis, Old Dominion University
Krista L. Langkamer, Aptima, Inc.

Submitter: Karin Orvis, korvis@odu.edu

224-4 Predictors of Leaders' Satisfaction With 360-Degree Feedback Coaching

The effectiveness of 360-degree feedback can be maximized through sessions with a coach. Using evaluations from 1,569 managers of a *Fortune* 100 company, we observed that valuable insights, challenged assumptions, and well-prepared coaches were the strongest predictors of

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overall satisfaction with feedback sessions. Implications for researchers and practitioners are discussed.

Cathleen A. Swody, Leadership Research Institute
Stephen Young, University of Connecticut
Steven M. Rumery, Leadership Research Institute

Submitter: Cathleen Swody, Cathy.Swody@lri.com

224-5 Effects of Age and Gender in a Leadership Development Program

Using archival data from a leadership development program in a military setting, we examined implications of gender and age for objective and subjective performance. Results indicated that gender and age significantly impacted participants' scores on objectively measured performance and partially mediated the effects of these attributes on subjective performance ratings.

Robert R. Hirschfeld, University of Colorado
Christopher H. Thomas, Northern Illinois University

Submitter: Christopher Thomas, chthomas@niu.edu

224-6 Reducing One's Guilt: A Neutralization Model

We present a model of the neutralization process in an individual based on our examination of the corruption perpetrated by T.T. Durai, the ex-chief executive officer of the National Kidney Foundation, Singapore. The model is based on the theoretical framework provided by research on neutralization techniques and attribution theory.

Hwee S. Khoo, National University of Singapore
Vivien K. G. Lim, National University of Singapore

Submitter: Hwee Khoo, hweesing@gmail.com

224-7 Cynicism and Consequences for Professionalism

The purpose of this research is to develop a theoretical model of cynicism and professionalism. Cynicism has reached high levels in many organizations, and it may have important organizational consequences (Bedeian, 2007). The resulting model suggests both direct and indirect effects of individuals' cynicism on their professionalism and professional ethics.

Jeffrey J. Bailey, University of Idaho

Submitter: Jeffrey Bailey, jbailey@uidaho.edu

224-8 Violating Stereotypes: Harsh Evaluations for Women With Relationship Problems

Examining data from 14,925 managers, we found women and men were held to different behavioral standards. Although men and women's performance evaluations were equivalent, women with relationship problems at work were assessed by their bosses as more likely (than men with similar problems) to derail, but differences were small.

Phillip W. Braddy, Center for Creative Leadership
Joyce E. Bono, University of Minnesota
John W. Fleenor, Center for Creative Leadership

Submitter: Phillip Braddy, braddyp@leaders.ccl.org

224-9 An Empirical Examination of a Model of Authentic Leadership

With Authentic Leadership Questionnaire (ALQ), this study examined the Avolio et al. (2004) authentic leadership model that specifies the linkage between leadership behavior and followers' emotions, attitudes, and behaviors. Our results supported most of the links in the Avolio et al. (2004) model.

Xiafang Chen, University of Maryland
Juliet Aiken, University of Maryland
Paul J. Hanges, University of Maryland

Submitter: Xiafang Chen, xichen@psyc.umd.edu

224-10 The Power–Influence Paradox: Towards a Better Understanding of Social Exchanges

This paper discusses how the leadership literature has implicitly treated power as though it were permanently embedded within the context of organizational hierarchy rather than being a characteristic of the individuals in the social relationship. An examination of social exchanges is provided with an alternate framework for conceptualizing power.

Cody L. Chullen, Purdue University

Submitter: Cody Chullen, cchullen@purdue.edu

224-11 Transformational Leadership and Psychological Contract Fulfillment

We examined the association between transformational leadership, psychological contract fulfillment, and follower attitudes and performance. Structural equation modeling results showed that relational psychological contract fulfillment significantly mediated the relationship between transformational leadership and followers' attitudes and performance. Polynomial regression results revealed complex relationships between psychological contract perceptions and attitudes.

Gang Wang, University of Iowa
Amy Colbert, University of Iowa
John B. Bingham, Brigham Young University
Daejeong Choi, University of Iowa

Submitter: Amy Colbert, amy-colbert@uiowa.edu

224-12 An Examination of a Model Predicting Quality LMX Relationships

This study tested a model predicting the quality of LMX relationships. Data from 109 pairs of employed supervisors and subordinates revealed that member job security and job stress are significantly related to LMX, and both of these relationships are mediated by member state anxiety.

Angela R. Connell, Kansas State University
Satoris S. Culbertson, Kansas State University

Submitter: Angela Connell, aconnell@ksu.edu

224-13 Perpetuating Abusive Supervision: Reactions of Third-Party Observers

Research on abusive supervision has focused almost exclusively on the perceptions of the targets of abuse.

This study explored observer reactions to abusive supervision and found that observers are more likely to condone the behavior of an abusive supervisor when the business outcomes associated with the supervisor are desirable.

Jonathan A. Shaffer, University of Iowa
Stephen H. Courtright, University of Iowa
Amy Colbert, University of Iowa
Todd C. Darnold, Creighton University

Submitter: Stephen Courtright, stephen-courtright@uiowa.edu

224-14 Emotional Intelligence and Leadership: A Meta-Analytic Review

Meta-analyses are used to examine the relationship between emotional intelligence and transformational leadership and other leadership behaviors. Results ($k = 50$, $N = 5,699$) indicate that the strength of the EI–transformational leadership relationship is far stronger when data is drawn from the same source ($\rho = .54$) than when data is multisource ($\rho = .14$).

Peter D. Harms, University of Nebraska, Lincoln
Marcus Crede, SUNY-Albany

Submitter: Marcus Crede, mcrede@albany.edu

224-15 Trust and Leadership (LMX) in National Science Foundation Research Centers

We examined the relationship between trust and leader–member exchange (LMX) on satisfaction, commitment, and performance of all industry/university cooperative research centers in the United States supported and funded by the National Science Foundation. The importance of leadership relationships and trust in success of these innovative research partnerships is discussed.

Janet L. Bryant, Personnel Decisions International
Donald D. Davis, Old Dominion University
Mathew E. Loesch, Old Dominion University

Submitter: Donald Davis, DDDavis@odu.edu

224-16 Leadership, Role Breadth Self-Efficacy and the Proactive Behavior of Employees

This multisource study addresses the role of perceived leadership and role breadth self-efficacy (RBSE) in peer-rated employee proactive behavior. Transformational leadership and RBSE were positively related to proactive behavior. A significant interaction qualifies the main effects: Transformational leadership enhances proactive behavior for individuals high (but not low) on RBSE.

Deanne N. Den Hartog, University of Amsterdam
Frank D. Belschak, University of Amsterdam

Submitter: Deanne Den Hartog, d.n.denHartog@uva.nl

224-17 Investigating Managerial Performance: A Relative Weights Analysis of Derailment Behaviors

This study of 4,728 managers used Johnson's (2000, 2001) relative weights analysis to determine which of 5 derailment behaviors are most indicative of poor managerial job performance. Results suggested that exhibit-ing behaviors of too narrow a functional orientation and difficulty changing/adapting were the most detrimental to managers' overall performance ratings.

William A. Gentry, Center for Creative Leadership
Phillip W. Braddy, Center for Creative Leadership
Todd J. Weber, University of Nebraska-Lincoln
Lori Foster Thompson, North Carolina State University
James M. LeBreton, Purdue University

Submitter: William Gentry, gentryb@ccl.org

224-18 Using Reputational Measures in Leadership Evaluation: A Theoretical Perspective

The means of evaluating leadership has historically neglected reputation, defined as the perceived identity of a person based on the person's personal characteristics, accomplishments, or behavior. This theoretical paper will examine reputation and how reputation should be used to evaluate changes of leaders participating in leadership development processes.

Robert Zinko, East Carolina University
William A. Gentry, Center for Creative Leadership

Submitter: William Gentry, gentryb@ccl.org

224-19 Effects of Leadership on Follower Identity: A Meta-Analysis

Follower self-identity is a key mechanism through which leadership-based effects are realized. In support of this idea, meta-analytic results are presented that indicate that transformational and transactional leadership have significant relationships with followers' collective, relational, and individual self-identities. Support for moderating effects (leader level, culture) was also found.

Russell E. Johnson, University of South Florida
Chu-Hsiang Chang, University of South Florida
Erin Jackson, University of South Florida
Kristin N. Saboe, University of South Florida

Submitter: Russell Johnson, rjohnson@cas.usf.edu

224-20 Supervisors' Moral Intelligence, Employee Outcomes, and Person–Supervisor Fit

This study examined how supervisors' moral intelligences affects employees' task performance and organizational citizenship behaviors towards supervisors. The results of 102 employee–supervisor pairs supported the role of employees' psychological empowerment in partially mediating the linkage. Furthermore, person–supervisor fit moderated the relationship between supervisors' moral intelligence and employees' psychological empowerment.

Tae-Yeol Kim, City University of Hong Kong
Min Soo Kim, Han Yang University
Jonathan Kwok, City University of Hong Kong
Robert C. Liden, University of Illinois at Chicago

Submitter: Tae-Yeol Kim, bestkty@cityu.edu.hk

224-21 Development of a Construct-Valid Scale of Theory X/Y Behaviors

McGregor's influential theorizing has rarely been tested due to the absence of valid measures. The pattern of

correlations between our 13-item measure of Theory X/Y behaviors and conceptually identical, proximal, distal, and unrelated measures (rs = .60, .43, .19, and -.05, respectively) provides evidence of convergent, substantive, and discriminant validity.

Richard E. Kopelman, Baruch College, CUNY
David J. Prottas, Adelphi University
David W. Falk, Baruch College, CUNY

Submitter: Richard Kopelman,
    richard_kopelman@baruch.cuny.edu

224-22 Openness to Experience and Leadership: The Mediation of Cognitive Flexibility

This study was conducted to extend previous research on leadership by examining attributes of emergent leaders in dynamic situations. Specifically, it assessed the mediating role of a proximal attribute (cognitive flexibility) between a distal attribute (openness to experience) and leader emergence.

Kate LaPort, George Mason University
Irwin J. Jose, George Mason University
Lisa Gulick, Booz Allen Hamilton
Johnathan Nelson, George Mason University
Stephen J. Zaccaro, George Mason University

Submitter: Kate LaPort, kate.laport@gmail.com

224-23 Gaining Leadership While Losing Altitude: In Extremis Leader Development

This research was conducted to examine individual leader development in an in extremis context: a freefall parachuting program. Through empirical analysis, it was demonstrated that individuals' leadership self-efficacy was increased through the in extremis training and that these results persisted over time providing initial support for in extremis leadership.

Douglas R. Lindsay, United States Air Force Academy
Steve M. Samuels, United States Air Force Academy
Craig A. Foster, United States Air Force Academy
Thomas A. Kolditz, U.S. Military Academy-West Point

Submitter: Douglas Lindsay, douglas.lindsay@usafa.edu

224-24 Antecedents and Consequences of Team Leader Adaptability

Although scholars have noted the importance of team leader adaptability, little research has investigated what enables leader adaptability and how adaptability is related to team performance. We find that a leader's job-related knowledge and experience are adaptability antecedents and that they are related, in part, to team performance through adaptability.

Frederick P. Morgeson, Michigan State University
Elizabeth Petersen, Michigan State University
Stephen E. Humphrey, Pennsylvania State University
Michael J. Mannor, University of Notre Dame

Submitter: Frederick Morgeson, morgeson@msu.edu

224-25 Impact of Leader Error on Subordinate Trust: An Experimental Investigation

In this experimental study, participants read vignettes about a leader committing 2 types of errors: task and/or relationship oriented. Results indicated that the type of error committed by the leader had a differential impact on the 2 dimensions of trust as well as perceived leadership ability.

Lily Pesin, Pennsylvania State University
Christian Thoroughgood, Pennsylvania State University
Sam T. Hunter, Pennsylvania State University

Submitter: Lily Pesin, liliyapesin@gmail.com

224-26 "Getting to Fair": Identity Negotiation in Justice Interactions

Research on social accounts has helped justice scholars understand how managers may be able to influence fairness perceptions. However, new perspectives on how managers in ongoing relationships come to be seen as "fair" are needed. We integrate identity negotiation and organizational justice research and offer propositions to guide future research.

Cecily D. Cooper, University of Miami

Submitter: Terri Scandura, scandura@miami.edu

224-27 Bad to the Bone: Empirically Defining and Measuring Negative Leadership

This study determined the dimensionality of the full-range of negative leader behavior. Multidimensional scaling found 3 dimensions underlying the behaviors. The study shows how previous research maps onto the broad concept of negative leadership and should stimulate future research to move in a more organized direction.

Brian W. Tate, Pennsylvania State University
Rick R. Jacobs, Pennsylvania State University

Submitter: Brian Tate, bwt120@psu.edu

224-28 Impact of Core Self-Evaluation on the Effectiveness of Transformational Leadership

Follower characteristics are an important factor that can impact leader effectiveness. This study examined the extent to which the effects of transformational leadership behaviors are a factor of follower core self-evaluation. A moderated relationship was found where the effect was stronger for followers with low core self-evaluation.

Charles N. Thompson, Aon Consulting

Submitter: Charles Thompson, chad_thompson@aon.com

224-29 Corporate Social Responsibility and the Nature of Managerial Work

This paper reanalyzes the data in Mintzberg's *The Nature of Managerial Work* through the lens of the stakeholder–shareholder debate. Mintzberg's data support the assertion that managers can and do consider the needs of stakeholders when making strategic decisions. The implications of this finding are then discussed.

Ned M. Wellman, University of Michigan

Submitter: Ned Wellman, ewellman@umich.edu

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224-30 Multilevel Authentic Leadership and the Mediating Role of Leader–Member Exchange

This study examined whether leader–member exchange (LMX) functions as a mediator by which individual- and group-level authentic leadership influences employee attitudes and behavior. HLM results showed that LMX partially mediated the individual-level authentic leadership influence on employee job satisfaction and organizational commitment, and fully mediated its influence on turnover intentions.

Ju-Chien C. Wu, Baylor University
Chung-Tzer Liu, Soochow University
Fred Walumbwa, Arizona State University

Submitter: Ju-Chien Wu, cindy_wu@baylor.edu

225. Interactive Posters: 8:00 AM–8:50 AM
Napoleon D1-D2

Assessment Trends: Used to Be a #2 Pencil Meant Something in This Town

Dan Putka, HumRRO, *Facilitator*

225-1 Validation of an Integrity-Based Selection Measure for Credit Risk Potential

This poster reviews the development of an integrity-based assessment that could be used as a partial substitute for credit history. The integrity assessment yields significant relationships between job-related and credit-related criteria. The research supports continued investigation into the contribution of integrity assessments to the evaluation of credit risk for selection.

Kelly D. Dages, Vangent, Inc.
John W. Jones, DePaul University
Bailey Klinger, Harvard University

Submitter: Kelly Dages, kelly.dages@vangent.com

225-2 Current Trends in Assessment Use: A Multi-Organizational Survey

Despite widespread research related to assessments by I-O psychologists, far fewer studies have examined how assessments are actually used within organizations. This study presents results of a survey related to how assessments are used for a variety of HR functions (selection, promotion, career development) across 140 companies in North America.

Sarah S. Fallaw, PreVisor
Andrew L. Solomonson, PreVisor
Laura E. McClelland, PreVisor

Submitter: Sarah Fallaw, sfallaw@previsor.com

225-3 Grey Gaps and the Digital Divide

Research is needed to address barriers to the increasing numbers of mature workers expected to be entering the job market. This study provides applied evidence that designers and administrators of tests must be careful how to set time limits and make accommodations for those who have limited computer skills.

Chris Fluckinger, University of Akron
Yoshie Nakai, University of Akron

Submitter: Chris Fluckinger, cdfluck@hotmail.com

225-4 Attractiveness Bias in Selection: Is the Relationship Linear or Curvilinear?

Previous studies have shown that the relationship between attractiveness and various selection-related variables is linear. This study explored the possibility of a more complex, nonlinear relationship between these variables. Significant linear and quadratic relationships were found between perceived attractiveness and job-related variables such as qualifications, professionalism, and responsibility.

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

Submitter: Comila Shahani-Denning, psyczs@hostra.edu

226. Symposium/Forum: 8:30 AM–9:50 AM
Gallery

Characteristics and Competencies of Elite Performers

Elite performers achieve the highest level of performance in their field. This symposium examines the characteristics and competencies of elite performers—what makes them special and how to help them to maintain their elite status. Presentations include empirical research findings and case studies from researchers and practitioners.

Gary R. Schmidt, Saville Consulting Group Ltd, *Chair*
Peter Saville, Saville Consulting Group Ltd, *Personality and Performance of Elite People*
Robert T. Hogan, Hogan Assessment Systems, *The Ambiguities of Effectiveness*
Adam C. Bandelli, RHR International Company, *From the Sea to the C-Suite: A Senior Executive's Journey*
Binna Kandola, Pearn Kandola, *The Leadership Journey*
Robert J. Lee, Management Consultant, *Coaching a Star Performer: What's Different?*
David P. Campbell, Center for Creative Leadership, *Discussant*

Submitter: Gary Schmidt, gary.schmidt@savilleconsulting.com

227. Community of Interest: 8:30 AM–9:50 AM
Gallier AB

Bridging the Science–Practice Gap
Denise M. Rousseau, Carnegie Mellon University, *Host*
Gene K. Johnson, Dell, *Host*

228. Panel Discussion: 8:30 AM–9:50 AM
Grand Ballroom A

The I-O Value Proposition in a Fluctuating Economy
This session will provide a forum for panelists and audience members to discuss strategies and challenges of I-O practitioners through economic turbulence. A diverse group of internal and external I-O consultants from successful organizations in industries impacted by the current economic downturn will share insights and lessons learned.

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Rick Hense, Bank of America, *Chair*
Scott C. Erker, Development Dimension International, *Panelist*
John H. Golden, Bank of America, *Panelist*
Jeffrey Gust, Toyota Financial Services, *Panelist*
Cheryl Harris, American Airlines, *Panelist*
Mark A. Morris, JCPenney, *Panelist*

Submitter: Rick Hense, rick.hense@bankofamerica.com

229. Symposium/Forum: 8:30 AM–9:50 AM
Grand Ballroom D

Remote Assessment and Applicant Response Distortion: Applied Research and Practice

This session focuses on applicant faking/response distortion with emphasis on practitioner implementation of decades of research on response distortion as applied to remote assessment. Researchers and practitioners share insights, experience, and discuss "real-world issues" with the audience.

Kathleen M. Melcher, The DeGarmo Group, Inc., *Chair*
Kathleen M. Melcher, The DeGarmo Group, Inc., *Effectiveness of Techniques for Decreasing Faking on Unproctored Internet Tests*
Matthew J. Borneman, University of Minnesota, *Predictive Validity of Unproctored Internet Testing*
Amanda L. Evans, PreVisor, *Which CPQ Items and Personality Factors Are Changed Most Often?*
Jocelyn M. Courtney-Hays, pan-A TALX Company, *Practical Methods to Reduce the Opportunity for Applicant Faking*
Matthew S. O'Connell, Select International, Inc., *A Discussion of Techniques for Identifying Fakers With Global/Cultural Considerations*
Richard L. Griffith, Florida Institute of Technology, *Discussant*

Submitter: Kathleen Melcher, melcher@degarmogroup.com

230. Symposium/Forum: 8:30 AM–9:50 AM
Maurepas

What Did You Expect? Managing Expectations in Mentoring Relationships

Emerging research suggests that the expectations held by mentors and protégés have a significant impact on quality and outcomes of mentoring. Accordingly, the goal of this symposium is to present theoretical and empirical research that illuminates the antecedents, processes, and outcomes associated with expectations in mentoring relationships.

Susan E. Murphy, Claremont McKenna College, *Co-Chair*
Belle Rose Ragins, University of Wisconsin-Milwaukee, *Co-Chair*
Belle Rose Ragins, University of Wisconsin-Milwaukee, *Building a Theoretical Foundation: The Self-Structures of Mentoring*
Susan E. Murphy, Claremont McKenna College, Ellen E. Ensher, Loyola Marymount University, *"You...Complete Me." Matching Mentor Prototypes*
Tammy D. Allen, University of South Florida, Laura Poteat, University of South Florida, Kristen M. Shockley, University of South Florida, *Do You Hear What I Hear? Feedback in Mentoring Relationships*
Lisa Baranik, University of Georgia, Lillian T. Eby, University of Georgia, Carrie S. Hurst, Tennessee State University, Sara Curtis, University of Georgia, *Organizational Support for Mentoring: Aligning Mentor and Protégé Expectations*

Submitter: Susan Murphy, susan.murphy@cmc.edu

231. Symposium/Forum: 8:30 AM–9:50 AM
Nottaway

Aiding Veterans With PTSD and Traumatic Brain Injuries Through Employment

Hundreds of thousands of veterans are returning from the current conflicts with posttraumatic stress disorder (PTSD) and traumatic brain injuries (TBI). This symposium describes the current situation, summarizes the research, and presents ideas on how I-O psychologists can help these veterans with psychological disabilities through employment options.

Nathan D. Ainspan, United States Army, *Chair*
Nathan D. Ainspan, United States Army, *Aiding Veterans With PTSD and Traumatic Brain Injuries Though Employment*
Douglas L. Kruse, Rutgers University, Lisa Schur, Rutgers University, *Projecting Potential Demand for Workers With Psychological and Other Disabilities*
Walter E. Penk, Texas A&M University System Health Sciences Center, *Treating Trauma Through the Rehabilitation of Work*
Sharon M. Crowder, Dallas VA Medical Center, *Compensated Work Programs in the Department of Veterans Affairs*
Charles Drebing, Edith Nourse Rogers VA Medical Center, *Enhancing Employment and Functional Outcomes for Veterans With Mental Disabilities*

Submitter: Nathan Ainspan, nate@ainspan.com

232. Roundtable Discussion/Conversation Hour: 8:30 AM–9:50 AM
Oak Alley

Moving Into an HR Generalist Role: A Good Career Move?

The purpose of this session is to provide an overview of the human resource generalist position and explore how it might contribute to the career of an I-O psychologist. We discuss challenges associated with the role and provide suggestions for those becoming an HR generalist.

Scott L. Martin, Zayed University, *Host*
Van M. Latham, PathPoint Consulting, *Host*

Submitter: Scott Martin, scott.martin@zu.ac.ae

233. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 1

Perspectives on High-Risk Jobs/Extreme Contexts

Extending research on leadership in extreme contexts, this symposium examines how performance can be achieved despite the significant demands in these contexts. By exploring the role of leadership in extreme contexts, this set of papers explores the role of leadership and broadens understanding related to performance in extreme environments.

Gonzalo Ferro, Personnel Decisions Research Institutes, *Co-Chair*
Johnathan Nelson, George Mason University, *Co-Chair*
Kelley J. Krokos, American Institutes for Research, *Improving Human Performance in High-Risk Jobs*
Sean T. Hannah, United States Military Academy, Pierre Balthazard, Arizona State University, Peter L. Jennings,

Arizona State University, David A. Waldman, Arizona State University West, *Leader Complexity for Extreme Contexts*

Gonzalo Ferro, Personnel Decisions Research Institutes, Johnathan Nelson, George Mason University, Meredith L. Cracraft, Personnel Decisions Research Institutes, Donald C. Bolduc, U.S. Army, *Leadership in Extreme Contexts: Lessons From a Special Forces Battalion*

Paul B. Lester, United States Military Academy, *There and Back Again: Studying Leadership in a Combat Zone*

Stephen J. Zaccaro, George Mason University, *Discussant*

Submitter: Gonzalo Ferro, gonzalo.ferro@pdri.com

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234. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 2

Beyond Regurgitation: Ideas to Enhance Critical Thinking in I-O/HR Courses

This teaching-focused forum presents 4 innovative approaches to the instruction of critical thinking. Brief presentations will describe specific case, simulation, and exam-based methods for enhancing students' domain-specific critical thinking skills. A discussion period will provide participants with the opportunity to share their own pedagogical approaches to critical thinking instruction.

Cindy Wassenaar Parker, George Mason University, *Chair*

Paige Porter Wolf, George Mason University, Teaching *Workplace Security: A Case-Based Approach*

Peter G. Dominick, Stevens Institute of Technology, *The Vigilance Project: An Integrated Case Linking HR/Management Practices*

Sandra L. Fisher, Clarkson University, *Developing Managerial Skills With an Interview Simulation*

Janet L. Kottke, California State University-San Bernardino, Kenneth S. Shultz, California State University-San Bernardino, *Using a Simulated Selection Interview as a Culminating Experience*

Submitter: Cindy Parker, cparker8@gmu.edu

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235. Symposium/Forum: 8:30 AM–9:50 AM
Rhythms 3

Interpersonal Perspectives on Intergroup Bias: When Diverse Individuals Interact

As organizations become more diverse, organizational challenges (e.g., discrimination, lowered cohesion) often follow. I-O psychologists have documented these effects but have not yet addressed the interpersonal dynamics of intergroup contact. This session will explore interpersonal experiences of diverse workers, thereby highlighting the processes that underlie resultant organizational challenges.

Eden B. King, George Mason University, *Co-Chair*

Seth A. Kaplan, George Mason University, *Co-Chair*

Alecia M. Santuzzi, Syracuse University, *Nondisabled Individuals' Expectations About Interacting With Disabled Social Partners*

Joseph Luchman, George Mason University, Seth A. Kaplan, George Mason University, Eden B. King, George Mason University, Cory Adis, George Mason University, *The Role of Metaperceptive Concern in Team Performance*

Harrison J. Kell, Rice University, Louma Ghandour, Rice University, Michelle (Mikki) Hebl, Rice University,

Conflicting Judgments of Interpersonal Behaviors in Intergroup Difficulties

Dana M. Glenn-Dunleavy, Association of American Medical Colleges, Eric M. Dunleavy, DCI Consulting Group, Eden B. King, George Mason University, Salman A. Jaffer, George Washington University, Katherine Elder, Federal Management Partners (FMP), Courtney M. Newman, George Mason University, Whitney E. Botsford, EASI Consult, Raluca Graebner, George Washington University, Sumona Basu, George Washington University, *Modern-Day Discrimination: Are Science and the Law Aligned?*

Submitter: Seth Kaplan, skaplan1@gmu.edu

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236. Panel Discussion: 8:30 AM–9:50 AM
Waterbury

The Importance of I-O Psychologists in Top HR Jobs

One way to increase visibility and impact of I-O on human capital strategy and organization effectiveness is by ensuring that top HR/OE jobs are held by talented practitioners. The panel will discuss the importance of I-Os in top jobs and what this does for the business and the profession.

Leslie W. Joyce, The Home Depot, *Chair*

Allan H. Church, PepsiCo, *Panelist*

Matthew R. Redmond, Starwood Hotels & Resorts, *Panelist*

Mark D. Harris, Dell Inc., *Panelist*

Anthony J. Rucci, Fisher College of Business, *Panelist*

Submitter: Leslie Joyce, Leslie_Joyce@homedepot.com

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237. Special Events: 9:05 AM–9:55 AM
Armstrong

♥ The CSR Trend in Global Business: Global Banks as Global Regulators

This session will cover the following areas: overview of the CSR trend in global business, an examination of 1 industry (banking) and the CSR standards being developed in that industry, and implications within the firm and for employees of firms that are CSR leaders.

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

Cynthia Williams, University of Illinois, *Presenter*

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238. Posters: 9:00 AM–9:50 AM
Napoleon ABC

Org Performance/Culture/Climate/Change/Performance Appraisal

238-1 Sex, Status, and Culture: Implications for Humor Use in Organizations

This study employed a scenario methodology with participants from the U.S. and Hong Kong to examine contextual influences on the effects of humor use in organizations. The sex, status, type of humor, and culture of the participants had significant effects on participant reactions to a humorous comment.

Christopher Robert, University of Missouri, Columbia

Wan Yan, University of Missouri, Columbia

Joyce Iun, Chinese University of Hong Kong

Submitter: Christopher Robert, robertc@missouri.edu

238-2 Psychological Age Climate in Organizations: Associations With Work-Related Outcomes

This study aimed at developing and validating a measure of psychological age climate for the assessment of age stereotypes in organizations. Relationships with job satisfaction, organizational commitment, and job performance were tested and first insights on mediating and moderating processes that may underlie these relationships could be gained.

Martin Noack, Jacobs University Bremen
Ursula M. Staudinger, Jacobs University Bremen

Submitter: Martin Noack, m.noack@jacobs-university.de

238-3 Relationship Between Organizational Citizenship Behavior and Performance Evaluation Outcomes

Attribution theory suggests salient events impact performance evaluations and provides a framework for understanding the effects of organizational citizenship behavior. Consistent with the attribution framework we develop, the results from our lagged field test suggest that it is in low task interdependence conditions that citizenship effects performance evaluations.

Daniel G. Bachrach, University of Alabama
Brian J. Collins, University of Southern Mississippi

Submitter: Daniel Bachrach, dbachrac@cba.ua.edu

238-4 Charisma and Affective Climate: The Role of Leader's Influence and Interaction

This paper contributes to clarifying the relationship between leader's charisma and team affective climate by considering 2 relevant moderators: leader's influence and frequency of leader's interaction with the team. Whereas leader's influence enhances the relationship between leader's charisma and affective climate, the frequency of the interaction has a counterproductive effect.

Ana Hernandez Baeza, University of Valencia
Cristina Araya, University of Valencia
Juliana Garcia-Meneses, University of Valencia
Vicente Gonzalez-Roma, University of Valencia

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

238-5 Meaningful Work and Social Support as Predictors of Well-Being

This paper reviews how social support enables individuals to find meaning and purpose in work. In a cross-sectional design, we found that meaningful work partially mediated the relationship between social support and affective well-being. The results highlight the importance of fostering a work environment that encourages meaningful work.

Erica L. Carleton, Saint Mary's University
Deborah M. Powell, Saint Mary's University

Submitter: Erica Carleton, Erica.Carleton@smu.ca

238-6 Development and Validation of a Multi-dimensional Organizational Identification Scale

The purpose of this study was to develop a conceptually grounded and empirically validated measure of organizational identification. Confirmatory factor analysis confirmed the proposed 4-factor model: Conceptual, Componential, Functional, and Operationalization. Furthermore, the results confirmed the reliability, convergent and divergent validity of the scale.

Richard D. Harvey, St. Louis University
Tiffani Cage, Southern Illinois University-Edwardsville
Jami T. Wolfe, CMA
Rachel M. Westerfield, Saint Louis University

Submitter: Richard Harvey, harveyr@slu.edu

238-7 The Culture–Performance Link in a Simulated Entrepreneurial Team Context

Entrepreneurship research recognizes the importance of teams to entrepreneurial success. Organizational and team culture research has struggled with finding definitive links between culture and performance. This study simulated a new venture environment to investigate the culture–performance relationship. Results suggested significantly different cultural profiles between high and low performing teams.

John E. Mello, Arkansas State University
Ernest Cadotte, University of Tennessee, Knoxville
Abby L. Mello, University of Tennessee, Knoxville
Minsung Kim, Inha University

Submitter: Abby Mello, amello@utk.edu

238-8 A Longitudinal Examination of Workgroup Civility and Satisfaction

This study was conducted to provide a longitudinal perspective on the relationship between workgroup civility and satisfaction. Through path analysis of a cross-lagged panel design and subsequent modification, reciprocal influence and longitudinal aspects of civility and satisfaction were explored.

Scott C. Moore, University of Cincinnati

Submitter: Scott Moore, scottymoore14@hotmail.com

238-9 Evaluating a Brief Scale Measuring Psychological Climate for Sexual Harassment

We evaluated the psychometric properties of a new measure of Psychological Climate for Sexual Harassment (PCSH). Results of psychometric and factor analytical studies of this scale suggests that the PCSH has good measurement properties and predicts health and job outcomes associated with climate of sexual harassment.

Kristine J. Olson, Washington State University-Vancouver
Armando X. Estrada, University of Texas-El Paso
Anders Berggren, Sweden National Defence College
Colin Harbke, Western Illinois University

Submitter: Kristine Olson, kristine_olson@wsu.edu

SATURDAY AM

238-10 What Do We Know About the Psychology of Lean?

Conclusions on the impact of lean practices on employee outcomes are limited, providing little guidance for organizations contemplating adopting this increasingly popular organizational intervention. Conceptual and methodological recommendations are presented to address current limitations of evaluation research assessing the impact of lean interventions on employee perceptions, attitudes, and outcomes.

William K. Balzer, Bowling Green State University
Erin N. Smith, Bowling Green State University
Katherine N. Alexander, Bowling Green State University

Submitter: William Balzer, wbalzer@bgsu.edu

238-11 CEO Regulatory Fit: Regulatory Foci, Environmental Dynamism, and Firm Performance

This study was conducted to investigate the relationship between the CEO's regulatory foci and firm performance, with the degree of environmental dynamism as a moderator. Utilizing regulatory focus and upper echelon theories, the hypothesized relationships were found, adding important knowledge to our understanding of both theories.

Jason W. Ridge, Oklahoma State University
J. Craig Wallace, Oklahoma State University
Laura Little, Oklahoma State University

Submitter: Aaron Hill, aaron.hill@okstate.edu

238-12 Building Commitment to Change: The Role of PSS and Competence

Few researchers examined how employees develop their commitment to change. This study ($N = 210$) analyzes how supervisors' competence and support influences employees' commitment to change. Perceived supervisor support mediated the relationship between competence and affective and normative commitment to change, whereas competence was negatively related to continuance commitment to change.

Pedro Neves, University of Delaware

Submitter: Pedro Neves, p.neves@yahoo.com

238-13 The Moderating Role of Gender in the Personality–Performance Relationship

This study was conducted to explore the relationship between personality traits and performance ratings as moderated by gender. The personality–performance relationship was explored using gendered personality traits and multisource performance ratings in top executives.

Ashley M. Andrew, University of North Carolina-Charlotte
Eric D. Heggestad, University of North Carolina-Charlotte
Linda R. Shanock, University of North Carolina-Charlotte
Matthew R. Walter, Bank of America
S. Douglas Pugh, University of North Carolina-Charlotte

Submitter: Ashley Andrew, ashmandrew@gmail.com

238-14 Consistency Matters: The Impact of Performance Variability in Professional Golfers

We examine the role of both individual average performance and consistency in a sample of PGA tour golfers. Results indicate that both mean performance level and individual variability impact key performance-related outcomes. Further, individual variability accounted for variance in outcomes over and above mean performance level.

Hannah G. Burk, University of Georgia
Elizabeth McGee, University of Tennessee
David J. Woehr, University of Tennessee

Submitter: Hannah Burk, burk.hannah@gmail.com

238-15 Individual Reactions to Team Performance Feedback for a Decision Task

This study of team decision making examined the impact of team-level performance feedback on individual ratee reactions to feedback and found that reactions are dependent on the level of team interdependency but not on evaluating team processes as a component of the appraisal. Implications and future directions are discussed.

Kristophor G. Canali, University of Connecticut
Alicia G. Dugan, University of Connecticut
Curtis T. Walker Jr., University of Connecticut
Benjamin M. Walsh, University of Connecticut
Michael D. Tuller, University of Connecticut
Leslie M. Golay, University of Connecticut
Nicole Johnson, University of Connecticut
Amy L. Reese, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut

Submitter: Kristophor Canali, kristophor.canali@uconn.edu

238-16 Performance Appraisal Reactions: The Role of Feedback and Goal Orientation

We examined the interaction among goal orientation (learning, performance-prove, performance-avoid) and feedback type (positive, negative) on performance appraisal reactions (satisfaction and utility perceptions). Results demonstrated that performance appraisal satisfaction depends on whether feedback is positive or negative and the level of employee learning-, performance-prove, and performance-avoid goal orientation.

Satoris S. Culbertson, Kansas State University
Jaime B. Henning, Eastern Kentucky University
Stephanie C. Payne, Texas A&M University

Submitter: Satoris Culbertson, satoris@ksu.edu

238-17 Linking Empowering Leadership to Followers' Feedback-Seeking Patterns

Using a sample of 991 employees, working in 185 teams, this study tests a cross-level model of the intrapersonal and interpersonal mechanisms through which empowering leaders impact followers' feedback-seeking behavior. Results show that empowering leaders influence followers' feedback seeking by fostering autonomous goal pursuit and cooperative group norms.

SATURDAY AM

Katleen De Stobbeleir, Vlerick Leuven Gent Management School
Susan J. Ashford, University of Michigan
Dirk Buyens, Ghent University

Submitter: Katleen De Stobbeleir, katleen.destobbeleir@vlerick.be

238-18 Evaluating the Effectiveness of Frame-of-Reference Scales for Improving Rating Accuracy

Despite evidence in support of the effectiveness of frame-of-reference (FOR) training, there are practical obstacles that limit its successful implementation in organizations. This study tested the efficacy of FOR scales for improving rating accuracy. Results suggested that FOR scales are at least as effective as FOR training.

C. Allen Gorman, Angelo State University
Lauren Moore, Angelo State University
Joshua A. Collins, Angelo State University
Jennifer Godbey, Angelo State University
Benjamin Overstreet, Angelo State University
Jessica Stoner, Angelo State University

Submitter: C. Gorman, cgorman@angelo.edu

238-19 Frequency of Feedback Seeking: Impact of Motives and Feedback Environment

The impact of feedback-seeking motives and the feedback environment on the frequency of feedback seeking was studied. Significant correlations were found between the frequency of feedback seeking and feedback environment, information, image enhancement, and image defense motives. The information motive moderated the relationship between the feedback environment and seeking.

Elizabeth M. Grozman, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology
Jaci Jarrett Masztal, Burke, Inc.

Submitter: Elizabeth Patricia Grozman, egrozman@fit.edu

238-20 Moderation of Communication Medium Richness on Reactions to Task Feedback

We conducted a laboratory study to expand earlier work into the examination of employee reactions (fairness, satisfaction, and supervisor credibility) to feedback delivered via electronic media. Results indicated that the medium for feedback delivery had an effect on reactions and that perceptions of media richness moderated these relationships.

Brian M. Hurd, Colorado State University
Zinta S. Byrne, Colorado State University
Michael Gross, Colorado State University

Submitter: Brian Hurd, brian.hurd@colostate.edu

238-21 The Effects of Extremities on Dynamic Performance Appraisal

Dynamic performance appraisal involves the evaluation of a performance profile over time. This study found that, for a given mean performance level, and regardless of the general performance trend over time, performance profiles containing negative extremities are rated more negatively than those containing no extremities or positive extremities.

Hana Lee, George Mason University
Gunna (Janet) Yun, University of Baltimore

Young Woo Sohn, Yonsei University

Submitter: Hana Lee, hlz@gmu.edu

238-22 The Effects of Implicit Person Theory on Task Feedback Reactions

The effects of participants' implicit person theories (IPT) on reactions to task feedback were explored. Results indicated that IPT significantly predicted both interactional justice and supervisor credibility beyond feedback sign. Results support a person–situation perspective in which the sign of feedback and IPT affect how individuals respond to task-relevant feedback.

Joshua P. Liff, Colorado State University
Brian M. Hurd, Colorado State University

Submitter: Joshua Liff, joshua.liff@colostate.edu

238-23 Recognizing Situational Constraints in Performance Appraisal: The Role of Gender

Situational constraints, gender of rater, gender of ratee, and management level effects on performance evaluations were examined using scenarios with undergraduate students ($N = 289$). A 4-way significant interaction was found. Women raters rated women's performance higher than men's, dependent upon the presence of situational constraints and managerial level.

Meghan R. Lowery, Southern Illinois University Carbondale
Joel T. Nadler, Southern Illinois University Carbondale

Submitter: Meghan Lowery, meghanlowery@gmail.com

238-24 Rater Selection and Rating Accuracy in Multisource Assessment

This study investigated the variables that influence rater selection and rating accuracy in multisource assessment using multilevel modeling. Results indicated that ratees use different rater selection strategies for developmental versus administrative appraisals. Despite this, selected raters were at least as accurate as nonselected raters for both assessment purposes.

Jennifer Nieman-Gonder, Farmingdale State College
William Metlay, Hofstra University
Kevin C. Wolfe, New York Medical College
Bernard Gorman, Nassau Community College

Submitter: Jennifer Nieman-Gonder, jnieman00@yahoo.com

238-25 Context Effects in Performance Appraisal: Mediating Cognitive Processes

Response bias partially mediated the production of assimilation effects when indirect contextual information indicating that a ratee's previous performance was poor (Experiment 1) but not good (Experiment 2) was reviewed before or after viewing the target performance. Memory sensitivity did not mediate the production of assimilation effects in any situation.

Levi R. Nieminen, Wayne State University
Sebastiano A. Fisicaro, Wayne State University
Swati Buddhavarapu, Right Management

Submitter: Levi Nieminen, levi.nieminen@gmail.com

238-26 Is Conscientiousness Related to Rating Accuracy and Perceived Rating Difficulty?

This study examined Conscientiousness and its relationship with rating accuracy and perceived rating difficulty. The results, based on 312 raters, suggest that highly conscientious raters experience less difficulty when providing a rating. However, conscientiousness has no association with rating accuracy.

Jeremy D. Alexander, Western Kentucky University
Anthony R. Paquin, Western Kentucky University
Lauren Gruchala, Western Kentucky University
Submitter: Anthony Paquin, tony.paquin@wku.edu

238-27 Raters' Perceptions and Use of Inflated Self-Ratings in Performance Judgments

Two studies were conducted examining the effects of inflated self-ratings on performance judgments. Results indicated that performance ratings were higher when inflated self-ratings were provided to the rater. A forewarning and instructions to "consider-the-opposite" were both effective in reducing the effects of the inflated self-ratings on supervisory ratings.

Todd J. Thorsteinson, University of Idaho
Tanya Carr, University of Idaho
Claudia Mahler, University of Idaho
Submitter: Todd Thorsteinson, tthorste@uidaho.edu

238-28 Performance Ratings, Personality, and the Dark-Side of the ASA Cycle

Over the past decade, research on performance ratings has shifted from stressing the importance of psychometric issues to examining the social, cognitive, and contextual variables that influence performance appraisals. Although some have maintained that these 2 streams of research are mutually exclusive, we argue that they are fundamentally linked.

Daniel S. Whitman, Florida International University
Suzette Caleo, New York University
Submitter: Daniel Whitman, daniel.whitman@fiu.edu

238-29 Development and Preliminary Validation of a Psychometric Measure of Expertise

The development of employee expertise is a strategic imperative for organizations in hypercompetitive markets. This paper reports the development of the Generalized Expertise Measure (GEM) and examines its psychometric properties. Exploratory and confirmatory factor analyses are conducted on independent managerial samples. The results are discussed and a measure presented.

Marie-Line Germain, St. Thomas University
Manuel J. Tejeda, Barry University
Submitter: Marie-Line Germain, mgermain@stu.edu

238-30 Linking HR Information Technology Utilization to Effectiveness: A Multilevel Investigation

Drawing on advanced information technology, social exchange, and human resource (HR) connectivity theories, this multilevel study investigated HR networked information technology impact across 162 organizations. Data from line managers and employees suggested generally positive effects for perceptions of HR role effectiveness and, ultimately, employee attachment.

Kathryn M. Bartol, University of Maryland, College Park
David P. Lepak, Rutgers University
Sharyn Gardner, State of California
Daniel S. Wong, University of Maryland, College Park
Submitter: Kathryn Bartol, kbartol@rhsmith.umd.edu

238-31 Adjustment and Restructuring Effects of UA Information on Managerial Acceptance

This study examined how adjustments to utility analysis (UA) estimate size and restructuring of UA information affect managerial acceptance. Managers partially replicated the finding that UA information was more useful than validity information alone. In addition, managers were indifferent to UA estimate magnitude and information structure.

Matthew R. Lemming, Hogan Assessment Systems
Therese H. Macan, University of Missouri-St Louis
Submitter: Matt Lemming, mlemming@hoganassessments.com

238-32 Assessing the Cost of Incompetence: A Computer Programmer Example

Using data collected from 178 programmers, we applied CREPID (Cascio & Ramos, 1986) to determine the dollar value "cost of incompetence" across employees in a software development organization. We offer this as an example of how HR professionals can describe the "cost of incompetence" when seeking resources for their programs.

Rodger W. Griffeth, Ohio University
L. A. Witt, University of Houston
Carlos Polk, SSC-NOLA
Rebecca Thacker, Ohio University
Nicole Gullekson, Ohio University
Emily David, University of Houston
Sean Robinson, Ohio University
Mindy M. Krischer, University of Houston
Myroslav Gerasymchuk, Ohio University
Submitter: L. Witt, witt@uh.edu

239. Interactive Posters: 9:00 AM–9:50 AM Napoleon D1-D2

I'd Stay But I Need to Turnover

Ryan Zimmerman, Texas A&M University, *Facilitator*

239-1 Examining Means Efficacy and Turnover Intentions in Workers With Disabilities

Turnover and unemployment are substantial concerns among the population of workers with disabilities, and neither legislation nor organizational efforts have had much impact. This study reveals the motivational construct of means efficacy, one's confidence in their resources, to be a significant predictor of satisfaction, commitment, and turnover intentions.

Naomi Schmierer, California State University-San Bernardino
Marissa Jones, California State University-San Bernardino

SATURDAY AM

Mark D. Agars, California State University-San Bernardino
Janet L. Kottke, California State University-San Bernardino

Submitter: Mark Agars, Magars@csusb.edu

239-2 Group Absence, Dissimilarity, and Individual Absence Behavior

We examined whether the relation between group absence and individual absence depended on one's dissimilarity with group members with respect to tenure and/or union affiliation. Our hypotheses were tested with organizational data ($N = 1{,}410$). The relation between group and individual absence was moderated by union dissimilarity (but not tenure dissimilarity).

Ian R. Gellatly, University of Alberta
Natalie J. Allen, University of Western Ontario

Submitter: Ian Gellatly, ian.gellatly@ualberta.ca

239-3 A Meta-Analytic Update of the Absenteeism–Turnover Relationship

This meta-analysis updates the absenteeism–turnover relationship, finding an overall corrected correlation of .27. Industry in which studies were carried out and whether studies were included in a previous absenteeism–turnover meta-analysis were important moderators. Results are discussed in terms of implications for models of withdrawal from work.

Ariel Lelchook, Wayne State University
Malissa A. Clark, Wayne State University
Christopher M. Berry, Wayne State University

Submitter: Ariel Lelchook, alelchook@wayne.edu

239-4 The Interactive Effects of Performance and Emotional Exhaustion on Turnover

Integrating stress and turnover theory, we positioned emotional exhaustion as a moderator of the performance–turnover relationship to test competing viewpoints. We found a positive performance–turnover relationship among workers high in emotional exhaustion and a negative relationship among workers with low and moderate levels of emotional exhaustion.

Sara J. Perry, University of Houston
Mindy M. Krischer, University of Houston
Emily David, University of Houston
Emily M. Hunter, University of Houston
L. A. Witt, University of Houston

Submitter: Sara Perry, skj02@yahoo.com

240. Symposium/Forum: 9:00 AM–9:50 AM
Napoleon D3

Retention in IT and Computer Science: Repairing the Pipeline

This symposium presents 3 studies designed to enhance understanding of the shrinking pipeline in IT and computer science. Research findings point to key leverage points likely to be useful in designing retention interventions. Workforce implications of retention in higher education, especially the differential retention of women and minorities, are discussed.

Debra A. Major, Old Dominion University, ***Chair***
Valerie J. Morganson, Old Dominion University, Meghan P. Jones, Old Dominion University, Debra A. Major, Old Dominion University, ***Gender Disparate Retention: Exploring the Role of Social Coping***
Tracy L. Lewis, Radford University, Wanda J. Smith, Virginia Tech, France Belanger, Virginia Tech, K. Vernard Harrington, Radford University, ***Persistence of African Americans in Computing Education: Factors Affecting Success***
Donald D. Davis, Old Dominion University, Kurt L. Oborn, Old Dominion University, Valerie J. Morganson, Old Dominion University, Debra A. Major, Old Dominion University, ***Enhancing Career Self-Efficacy and Career Commitment With Realistic Career Previews***
MaryBeth Mongillo, Dell Inc., ***Discussant***

Submitter: Debra Major, dmajor@odu.edu

241. Special Events: 10:30 AM–11:50 PM
Armstrong

♥Behavioral Ethics: Linking Managerial Ethics and Corporate Social Responsibility

This session aims to strengthen the ties between ethics and CSR research by taking a multilevel perspective on behavioral ethics and the larger CSR context in which it operates. We seek to bridge that gap and initiate conversations in which theoretical and empirical approaches from all sides might be better integrated.

Marshall Schminke, University of Central Florida, ***Chair***
Noel F. Palmer, University of Nebraska-Lincoln, ***Author***
Robert G. Folger, University of Central Florida, ***Presenter***
James Caldwell, University of Central Florida, ***Author***
Alex Vestal, University of Central Florida, ***Author***
David M. Mayer, University of Central Florida, ***Presenter***
Marie S. Mitchell, University of Nebraska, ***Presenter***
Elizabeth Umphress, Texas A&M University, ***Author***
John B. Bingham, Brigham Young University, ***Author***
Deborah E. Rupp, University of Illinois at Urbana-Champaign, ***Discussant***

Submitter: Marshall Schminke, nschminke@bus.ucf.edu

242. Panel Discussion: 10:30 AM–11:30 AM
Borgne

The Role of I-O Psychology in Emergency Management Operations

Many government agencies and volunteer organizations have turned to I-O psychologists to help define and staff the roles required for large-scale emergency response. Panelists from the private and public sectors will discuss unique contributions I-O psychologists are making to emergency response, as well as the challenges they face.

Christina K. Curnow, ICF International, ***Chair***
Robert F. Calderon, SRA International, ***Panelist***
C. Harry Hui, University of Hong Kong, ***Panelist***
Timothy P. McGonigle, SRA International, ***Panelist***
Carolyn M. Parish, ICF International, ***Panelist***
Bernice Zaidel, Federal Emergency Management Agency, ***Panelist***

Submitter: Robert Calderon, rob_calderon@sra.com

SATURDAY AM

243. Master Tutorial: 10:30 AM–12:20 PM
Cornet

Two (2) CE credits for attending. Register at session!

How to Score Biodata Measures: A Master Tutorial

This tutorial will describe the various approaches to scoring biodata measures, including empirical keying, rational keying, and the "hybrid" approaches. The presenters will demonstrate how to perform analyses in SPSS for use in creating an empirical key. Guidance will be provided on how to choose between the different scoring approaches.

Jeffrey M. Cucina, U.S. Customs and Border Protection, *Presenter*
Julia Bayless, Sodexo, Inc., *Presenter*
Henry F. Thibodeaux, U. S. Office of Personnel Management, *Presenter*
Henry H. Busciglio, U.S. Customs and Border Protection, *Presenter*
Charles N. MacLane, U.S. Office of Personnel Management, *Presenter*

Submitter: Jeffrey Cucina, jcucina@gmail.com

244. Symposium/Forum: 10:30 AM–12:00 PM
Gallery

The Cutting Edge: Expanding the Temporal Lens of Team Research

This symposium expands the temporal lens of team research in diverse ways, including incorporating temporal individual differences (time urgency, pacing style), explicitly specifying temporal reference points in the measurement of group process variables (temporal conflict, time awareness norms), considering the temporal context (time pressure), and longitudinal analysis.

Susan Mohammed, Pennsylvania State University, *Chair*
John E. Mathieu, University of Connecticut, John Cordery, University of Western Australia, Bradley Kirkman, Texas A&M University, Micahel Kukenberger, University of Connecticut, *Modeling Virtual Team Participation Trajectories*
Rhetta L. Standifer, University of Wisconsin-Eau Clair, Jonathon R. B. Halbesleben, University of Oklahoma, Julia Kramer, University of Wisconsin-Eau Clair, *The Impact of Temporal Differences on Team Process and Effectiveness*
Susan Mohammed, Pennsylvania State University, Sucheta Nadkarni, University of Nebraska-Lincoln, *Diversity of Temporal Individual Differences, Temporal Leadership, and Team Performance*
Yang Zhang, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, Rosalie Ocker, Pennsylvania State University, *Temporal Individual Differences in Teams: Do They Really Matter?*
Mary J. Waller, York University, *Discussant*

Submitter: Susan Mohammed, sxm40@psu.edu

245. Community of Interest: 10:30 AM–12:00 PM
Gallier AB

Executive Assessment

Robert C. Muschewske, Personnel Decisions International, *Host*
Robert T. Hogan, Hogan Assessment Systems, *Host*

246. Special Events: 10:30 AM–12:00 PM
Grand Ballroom A

Program Committee Invited Address: Dr. James H. Bray

Dr. James H. Bray, 2009 president of the American Psychological Association, will speak on the future of psychology practice and science education. He is an associate professor of family and community medicine and psychiatry at Baylor College of Medicine, a NIH funded scientist, and a Fellow of 12 APA divisions.

Gary P. Latham, University of Toronto, *Chair*
James H. Bray, American Psychological Association, *Presenter*

247. Panel Discussion: 10:30 AM–12:00 PM
Grand Ballroom B

Method Variance: Problems, Preventatives, and Remedies

Method variance refers to variance in observed measures attributable to the method of measurement rather than the construct of interest. Method variance is often mentioned by reviewers as a criticism of research. Panelists will discuss the nature of method variance and what can be done to combat it.

Michael T. Brannick, University of South Florida, *Chair*
David Chan, Singapore Management University, *Panelist*
Charles E. Lance, University of Georgia, *Panelist*
Paul E. Spector, University of South Florida, *Panelist*
Larry J. Williams, Virginia Commonwealth University, *Panelist*

Submitter: Michael Brannick, mbrannic@luna.cas.usf.edu

248. Symposium/Forum: 10:30 AM–12:20 PM
Grand Ballroom D

When the Going Gets Tough: How I-O Can Help

Current economic conditions create opportunities for I-O psychologists to contribute value to business leaders by translating I-O "science" into practical solutions for organizations. This symposium will focus on 5 organizations from a variety of industries that will share their challenges and describe strategies to overcome these challenges in tough times.

Stephanie A. Tarant, R. H. Donnelley, *Chair*
Thomas E. Powell, GlaxoSmithKline, Penny Koommoo-Welch, GlaxoSmithKline, *Data-Driven Action: Using I-O Tools to Address OD Problems*
Corey S. Munoz, Fannie Mae, Stephanie A. Tarant, R. H. Donnelley, Tiffany Bludau, PDRI, *Fannie Mae's Glass House: Market Trends and Vexing I-O Issues*
Jana Fallon, Prudential Financial, Brian Penner, Prudential Staffing, *Prudential's Opportunistic Talent Acquisition Strategy: Hire When Others Are Not*
Stephanie L. Sloan, Hay Group, Robert Bertens, Meyn North

America, ***Warding off a Crisis: Utilizing I-O to Foster Organizational Change***

Lindsay A. Bousman, Starbucks Coffee Company, ***Right Data at the Right Time: Influencing Internally During Transformations***

Submitter: Stephanie Tarant, Stephanie_Tarant@yahoo.com

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249. Symposium/Forum: 10:30 AM–12:20 PM
Grand Ballroom E

The Fit Between Emotional Demands and Emotional Abilities

Four empirical studies examine the fit between emotional demands of the job and employee emotional abilities. Both direct and indirect methods of assessing emotional demands-abilities (ED-A) fit are explored, and several antecedents and consequences of ED-A fit are examined.

Erin M. Richard, Florida Institute of Technology, ***Chair***
James M. Diefendorff, University of Akron, ***Co-Chair***
Moshe Feldman, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Wiese, University of Central Florida, Ariel Afek, University of Central Florida, Kendra Brown, University of Central Florida, Jaclyn Schwartz, University of Central Florida, ***Personality-Display Rule Congruence and Emotional Regulation in a Service Simulation***
Grace Leung, University of Akron, Megan Chandler, University of Akron, James M. Diefendorff, University of Akron, Cecily Becker, University of Akron, ***Perceived Emotional Demands–Abilities Fit and Emotional Labor***
S. Douglas Pugh, University of North Carolina Charlotte, ***Antecedents and Consequences of Emotional Demands–Abilities Fit***
Cecily Becker, University of Akron, James M. Diefendorff, University of Akron, ***Indirect Assessment of the Fit Between Emotional Demands and Abilities***
Hillary Anger Elfenbein, Harvard University, ***Discussant***

Submitter: Erin Richard, erichard@fit.edu

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250. Symposium/Forum: 10:30 AM–12:00 PM
Grand Chenier

Going Global: A New Volume From SIOP's Professional Practice Series

Authors from Lundby and Jolton's upcoming SIOP Professional Practices Series book, *Going Global: Practical Applications for HR and OD Professionals in the Global Workplace* will highlight their findings. Each will discuss a specific aspect of I-O practice, as well as its challenges and possible solutions for internal or external practitioners.

Kyle Lundby, Kenexa, ***Chair***
C. Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, Michele J. Gelfand, University of Maryland, ***Effective Teamwork in Multicultural Organizations: An Obtainable Goal?***
Tim Carey, The Chinese University of Hong Kong, Wynne Chan How Weng, The Chinese University of Hong Kong, ***Selection's Challenges: Going Global***
David W. Bracken, Kenexa Corporation, ***Cultural Barriers to Individual and Organizational Change***
Paula M. Caligiuri, Rutgers University, ***Industrial-Organizational Psychology and the Management of Expatriates***
Allen I. Kraut, Baruch College/Kraut Associates, ***Discussant***

Submitter: Kyle Lundby, kyle.lundby@kenexa.com

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251. Panel Discussion: 10:30 AM–12:00 PM
Grand Couteau

Identifying and Developing High-Potential Employees: Lessons From the Field

In this panel, we will discuss the uses and implications of programs for identifying and developing high potential employees. Panel members from 4 organizations that have implemented structured systems for "high pos" will discuss the benefits and drawbacks of these programs, along with their impact on employees.

Jeff Foster, Hogan Assessment Systems, ***Chair***
Brandy Orebaugh Agnew, Dell Inc., ***Panelist***
Louise Korver-Swanson, EMC Corporation, ***Panelist***
Matthew R. Walter, Bank of America, ***Panelist***
Ryan A. Ross, Hogan Assessment Systems, ***Panelist***

Submitter: Jeff Foster, jfoster@hoganassessments.com

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252. Symposium/Forum: 10:30 AM–12:00 PM
Maurepas

Defining and Measuring Constructs in Work–Family Research

Systematic evaluation of constructs and their measurement is important for all areas of research. This symposium brings together a set of 4 provocative research papers that address the measurement and definition of key constructs within, and associated with, the work–family literature.

Tammy D. Allen, University of South Florida, ***Chair***
Tammy D. Allen, University of South Florida, Ashley A. Gray, Verizon Wireless/University of South Florida, Jay M. Dorio, Kenexa, ***Work Interference With Family: A New Assessment Tool***
M. Gloria Gonzalez-Morales, George Mason University, Lois E. Tetrick, George Mason University, ***Frequency and Intensity of Work–Family Conflict: An Enriched Measurement Strategy***
Julie Holliday Wayne, Wake Forest University, ***Reducing Conceptual Confusion: Clarifying the "Positive" Side of Work–Family***
Teresa J. Rothausen-Vange, University of St. Thomas, Jorge Gonzalez-Morales, University of San Francisco, ***Facet Job Satisfaction and Caring Values***
Janet L. Barnes-Farrell, University of Connecticut, ***Discussant***

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

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253. Posters: 10:30 AM–11:20 AM
Napoleon ABC

Staffing

253-1 The Changing Workforce: Older Workers' Values and Desired Organizational Characteristics

The current effort seeks to refine an inventory of successful aging using a sample of older adult job seekers. This provides insight into what this population values, which is important for the changing workforce. Desired organizational characteristics are assessed in order to attract these workers.

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Karen Aiken, University of Akron
Harvey L. Sterns, University of Akron
Andrea F. Snell, University of Akron
Yoshie Nakai, University of Akron
Boin Chang, University of Akron

Submitter: Karen Aiken, klaiken@gmail.com

253-2 Effectiveness of Explanation Types for Mitigating Applicant Reactions to Biodata

Five explanation types based on Bies (1987) taxonomy were tested to determine their effectiveness for mitigating negative applicant reactions to a biodata selection test. Legitimizing accounts were found to be most effective. Causal accounts were found to be least effective and resulted in worse outcomes than no explanation at all.

Carolyn K. Daniels, University of Waterloo
Derek S. Chapman, University of Calgary
Chelsea R. Willness, Brock University

Submitter: Derek Chapman, dchapman@ucalgary.ca

253-3 Administrative Assumptions in Top-Down Selection

We discuss 4 likely administrative assumptions of top-down selection. Using archival admissions data from university graduate programs ($n = 977$), we tested for a violation of 2 of these assumptions and whether the efficacy of top-down selection might be compromised. We discuss implications for future research and practice.

Stephen M. Colarelli, Central Michigan University
Anne M. Roscoe, Central Michigan University
Matthew J. Monnot, Central Michigan University
George Ronan, Central Michigan University

Submitter: Stephen Colarelli, colar1sm@cmich.edu

253-4 Employee Referral Effectiveness and Characteristics of the Referring Employee

This study examined employee referrals relative to formal recruitment sources and the similarity of referrers and referees. Results suggested that referrals didn't yield higher performing nor longer tenured employees. There was a significant relationship between referee and referrer job performance and between referrers' demographics and those they referred.

Michelle A. Dean, San Diego State University
Jeffrey M. Conte, San Diego State University
Megan Groover, San Diego State University

Submitter: Michelle Dean, michelle.dean@sdsu.edu

253-5 Differences Between Proctored and Unproctored Groups on Management Potential Measure

We examined differences between proctored and unproctored groups on a management potential measure in an applied setting. We examined scale distributions, factor structures using multigroup confirmatory factor analysis, and differential item functioning. Results suggested little differences between the proctored and unproctored groups.

Kristin M. Delgado, Wright State University
Mei-Chuan Kung, Select International, Inc.
Matthew S. O'Connell, Select International, Inc.

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

253-6 Web-Based Recruitment: Judging Person–Organization Fit and Organizational Attraction

This study examined the effects of the inclusion of certain Web site content (i.e., organizational culture, realistic organizational information) on job seekers' ability to assess their person–organization fit. Providing this content was important (e.g., increased confidence in fit, organizational honesty). Fit perceptions also influenced organizational attraction and job pursuit intentions.

Angela M. Farabee, University of Missouri-St Louis

Submitter: Angela Farabee, AngelaFarabee@umsl.edu

253-7 Recruitment Web Site Characteristics and Applicant Attraction: A Meta-Analysis and Review

This meta-analysis examines the effects of recruitment Web site characteristics (aesthetics and usability) on applicant attraction to an organization. Results from 12 independent samples ($N = 3367$) indicated that aesthetics and usability are reliably correlated with attraction. Potential moderators of this relationship are discussed in light of the studies' limitations.

Gary Giumetti, Clemson University
Brandy Brown, Celmson University

Submitter: Gary Giumetti, ggiumet@clemson.edu

253-8 Tale of Two Attributions: Relative Importance of Image to Attraction

A theoretical model of the relationship between applicant ascribed organizational attributions, subjective perceptions of fit, and organizational attractiveness was tested. Results indicate that applicants' instrumental and symbolic attributions are positively related to perceptions of fit, which partially mediate the influence of applicant attributions on organizational attractiveness ratings.

Paul J. Gregory, Florida International University
Chockalingam Viswesvaran, Florida International University

Submitter: Paul Gregory, pgreg003@fiu.edu

253-9 The Dynamic Nature of Applicants' Reactions to Integrity Testing

Research concerning long-term applicant reactions to integrity testing is limited. Using a quasi-experimental, longitudinal research design to simulate stages of a selection process, we find that time and other selection process characteristics have direct effects on dimensions of applicant reactions and organizational attractiveness.

Angela M. Langevin, Cornell University
John P. Hausknecht, Cornell University

Submitter: John Hausknecht, jph42@cornell.edu

253-10 Examining Personality Person–

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Organization Fit in the Context of Recruitment

This study examined the effects of manipulated personality person–organization fit on attraction and intent to apply. Results indicated that the relationships between manipulated fit and both attraction and intent to apply were mediated by subjective fit and moderated by agreement with fit feedback. Mediated moderation also occurred.

Stephanie Houp, The Pittman McLenagan Group, L.C.
John T. Hazer, Indiana University Purdue University Indiana
Submitter: Stephanie Houp, stephaniej@pmglc.com

253-11 Fairness Reactions to Selection Methods: A Romanian Study

We examined fairness reactions to selection methods in a Romanian sample of 240 employees. The results show that Romanian employees rate work samples, interviews, written ability tests, and resumés as favorable and graphology, ethnicity, and personal contacts as unfavorable. Implications for research and practice are discussed.

Dan Ispas, University of South Florida
Alexandra Ilie, University of South Florida
Dragos Iliescu, National School of Political and
    Administrative Studies
Submitter: Dan Ispas, dispas@gmail.com

253-12 Fake Academic Degrees: Application of Knowledge Tests to Reference Checking

It is alarming that many employers do not conduct thorough reference checks despite the high prevalence of fake academic credentials. We discuss how knowledge tests can be applied to reference checking and describe the procedure used to develop a new tool designed to identify potential fakers of MBA degrees.

Martin Lanik, Colorado State University
Kevin B. Tamanini, Development Dimensions International
Submitter: Martin Lanik, martin.lanik@colostate.edu

253-13 Investigation of Managers' Preference for Intuitive or Analytical Selection

The purpose of this study was to investigate how characteristics of managers and the hiring context impact the preference for an intuitive or analytical approach to hiring employees. Results indicated that thinking style, experience, SPHR certification, company size, and hiring context were related to selection decision-making style.

Michael A. Lodato, ICF International
Scott Highhouse, Bowling Green State University
Submitter: Michael Lodato, mlodato@icfi.com

253-14 The Role Social Needs Play in Perceived Organizational Attraction

This study explored the influence of individual personality traits, specifically the need for affiliation, on organizational attraction during recruitment. Within a team work-oriented recruitment condition, need for affiliation moderated organizational attraction such that attraction increased as individuals' need for affiliation increased.

Emily Hutt, University of Akron
Nicole McConnell, University of Akron
Andrea F. Snell, University of Akron
Submitter: Nicole McConnell, nicoleh@uakron.edu

253-15 The Antecedents and Consequences of Nepotism

A model of nepotism is presented to create a more organized state of the nepotism literature that illuminates both the positive and negative sides of this highly polarizing selection practice. The model was based on a variety of cross-disciplinary perspectives, including affirmative action, family-owned businesses, and evolutionary psychological theories.

Bridgette Mulder, DePaulUniversity
Submitter: Bridgette Mulder, bridgette_mulder@bcbsil.com

253-16 Changes in Recruits' Importance Ratings of Organizational Characteristics During Recruitment

This study challenges the assumption that recruits' perceptions of the importance of job/organizational characteristics remain constant throughout the recruitment process. This study examines changes in recruits' perceptions over 3 months. Using a sample of 177 accounting students, results showed that perceptions of the importance of compensation decrease during recruitment.

Stephanie C. Payne, Texas A&M University
Allison Cook, Texas A&M University
Margaret T. Horner, Texas A&M University
Michael K. Shaub, Texas A&M University
Wendy R. Boswell, Texas A&M University
Submitter: Stephanie Payne, scp@psyc.tamu.edu

253-17 Predicting Applicant Perceptions Using Items, Personal, and Job Characteristics

This study focuses on predictors of perceptions of fairness for a selection test. Results revealed that although race and job level (professional vs. nonprofessional) affected perceptions of fairness, type of test item (biodata, personality, situational judgment) did not have any effect on perceptions of fairness.

Lauren Manning Salomon, Salomon Solutions
Gloria M. Pereira, University of Houston-Clear Lake
Submitter: Gloria Pereira, pereira@uhcl.edu

253-18 Theory of Planned Behavior and Military Propensity: A Configural Approach

This study utilized a configural approach to examine the constructs of the theory of planned behavior in the assessment of military propensity. Specifically, cluster analysis was used to identify 5 groups that displayed different patterns of attitudes, norms, and self-efficacy. The clusters also differed with regards to military propensity.

Taylor L. Poling, University of Tennessee
Katie Helland, Fors Marsh Group
Brian K. Griepentrog, Fors Marsh Group
Submitter: Taylor Poling, tpoling@forsmarshgroup.com

253-19 Does Faking on Noncognitive, Nonsimulation (NCNS) Assessments Impact Performance?

The purpose of this study was to expand the research addressing the impact on performance of faking on noncognitive, nonsimulation (NCNS) assessments with the use of data from employment situations. Results suggest that removing suspected fakers from an applicant pool has limited impact, unless severe standards are applied.

Eric C. Popp, PreVisor
Amanda L. Evans, PreVisor
Laura E. McClelland, PreVisor

Submitter: Eric Popp, epopp@previsor.com

253-20 Self-Deceptive Enhancement: Isolating the Unconscious Motivation Behind Response Elevation

This study examined the effects of self-efficacy and self-deceptive enhancement (SDE) on response elevation on personality assessments. Self-efficacy was found to suppress the relationship among SDE and response elevation. By removing variance associated with self-efficacy, we may isolate the detrimental causes of unintentional response elevation that can potentially harm validity.

Joshua S. Quist, Select International
Paul Merlini, Harrington & Associates
Richard L. Griffith, Florida Institute of Technology

Submitter: Joshua Quist, joshq_81@hotmail.com

253-21 Implications of Perceived Task Subjectivity in an Assessment Center Context

This study investigated the relationship between the perceived subjectivity of rating dimensions used to rate assessment center tasks and both participant motivation and participant perceptions of justice. Results suggest that subjective tasks result in more participant motivation but that more objective tasks result in more favorable perceptions of procedural justice.

Sylvia G. Roch, University at Albany, SUNY
Eugene Trombini, University at Albany, SUNY
Vipanchi Mishra, University at Albany, SUNY

Submitter: Sylvia Roch, roch@albany.edu

253-22 Applicant Reactions to Selection Outcomes: A Field Study

This paper discusses applicant reactions to selection outcomes in actual hiring contexts. Hired applicants reported highest well-being and organizational attractiveness when they perceived the outcome as fair, whereas for rejected applicants both were highest when they perceived the outcome as unfair. Procedural fairness positively affected organizational attractiveness of rejected applicants.

Sonja Schinkel, Amsterdam Business School
Dirk van Dierendonck, Erasmus University Rotterdam
Annelies van Vianen, University of Amsterdam

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

253-23 Overestimates Occur When Applicants Apply for Multiple Jobs Simultaneously

If applicants apply for more than one job at a time, accepted methods overestimate the average predictor score of new hires $Z(^-_x)$, often by 15% to 60% or more. This leads to proportionally inflated estimates of economic utility as well.

Steven E. Scullen, Drake University

Submitter: Steven Scullen, steve.scullen@drake.edu

253-24 Does Rater Personality Influence Attractiveness Bias in Selection?

This study examined the moderating effects of rater personality on attractiveness perception and perceived job-suitability. Self-monitoring was not found to influence the relationship between applicant attractiveness and job suitability. However, a moderating effect for self-esteem was found on the relationship between applicant attractiveness and several job suitability variables.

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

Submitter: Comila Shahani-Denning, psyczs@hofstra.edu

253-25 A Proposed Model of Applicant Reactions to the Recruiting Process

We propose a testable model of applicant reactions to the recruiting process wherein procedural justice and perceived fit act as mediators of the relationship between job, organizational, and recruiter characteristics, with applicant attraction outcomes. We also discuss how recruiting context and stage of the recruiting process may moderate these relationships.

Krista L. Uggerslev, University of Manitoba
Chelsea R. Willness, Brock University
Neil E. Fassina, University of Manitoba

Submitter: Krista Uggerslev, uggersle@cc.umanitoba.ca

253-26 Effects of Applicant Attractiveness and Racial Prototypicality on Affirmative Action

Applicant facial prototypicality and physical attractiveness were manipulated to ascertain their effects on affirmative action eligibility decisions, decision confidence, and decision fairness. Facial prototypicality influenced benefit eligibility and decision confidence while attractiveness influenced decision fairness. Organizations may want to take facial prototypicality into account when allocating affirmative action benefits.

Kate Unterborn, Central Michigan University
Stephen M. Colarelli, Central Michigan University

Submitter: Kate Unterborn, unter1ke@cmich.edu

253-27 Influence of Information Privacy Concerns Within Internet-Based Testing

We propose that job applicant concerns about information privacy mediate the relations between Internet testing con-

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text and noncognitive test scores. Data from 5,675 actual job applicants support the proposition that perceived procedural fairness and information privacy concerns both mediate the relationship between unproctored Internet-based testing conditions and noncognitive test scores.

Patrick H. Raymark, Clemson University
Laurie E. Wasko, Development Dimensions International
Dewayne D. Moore, Clemson University
Submitter: Laurie Wasko, laurie.wasko@ddiworld.com

253-28 Human Capital, Customer Service, and Unit Effectiveness

This study demonstrates that the effects of unit service orientation on unit effectiveness are mediated by unit customer service performance. Service orientation was operationalized as the unit-level aggregate of individual-level service employee KSAOs. Customer service and effectiveness were also measured at the unit level.

Jeff A. Weekley, Kenexa
Robert E. Ployhart, University of South Carolina
Submitter: Jeff Weekley, jeff.weekley@kenexa.com

253-29 O*NET In-Demand Occupations: Estimating Skill Levels for Success

In an attempt to profile workplace relevant skills, this study examined requisite skills of O*NET in-demand jobs. O*NET in-demand jobs are those with high project growth rates between the years 2006–2016. Skill profiles were estimated for specific in-demand jobs, relevance of individual skills, requisite entry level, and time-related change.

Nathan E. Wiita, Georgia Institute of Technology
Helen T. Palmer, ACT, Inc.
Submitter: Nathan Wiita, nathan.wiita@gatech.edu

253-30 Attracting Applicants through Corporate Social Responsibility: A Real-World Test

We examine why job seekers are attracted to organizations known for their corporate social responsibility (CSR) from a person–organization fit perspective. Data from 240 job seekers supported our hypotheses; perceptions of CSR-related organizational image and self-company identity congruence related positively to organizational attraction, incremental to job attributes such as pay.

Chelsea R. Willness, Brock University
David A. Jones, University of Vermont
Derek S. Chapman, University of Calgary
Submitter: Chelsea Willness, cwillness@brocku.ca

253-31 Recruitment Begins Before Recruiting Starts: Awareness Phase of Job Search

The results of a field study highlight the value of including a prerecruitment awareness phase when studying job search and provide support for the concept of image generalization. Early interactions unrelated to recruitment (e.g., customer experiences) were predictive of later ratings of organizational attractiveness and job pursuit intentions.

Chelsea R. Willness, Brock University
Krista L. Uggerslev, University of Manitoba
Derek S. Chapman, University of Calgary
Submitter: Chelsea Willness, cwillness@brocku.ca

253-32 Influence of Web-Site Aesthetics on Attitudes Toward the Organization

The relation between aesthetic characteristics of organizational recruitment Web sites and applicant attraction to the organization was examined, partially testing Cober, Brown, Keeping, and Levy's (2004) proposed model. Undergraduate students browsed 4 actual Web sites. Results suggested that aesthetic characteristics play an important role in Web-based recruitment.

Rebekkah F. Wills, Clemson University
Patrick H. Raymark, Clemson University
Submitter: Rebekkah Wills, rebekkw@clemson.edu

254. Interactive Posters: 10:30 AM–11:20 AM Napoleon D1-D2

Emotions at Work Make Me Moody

Stéphane Cote, University of Toronto, *Facilitator*

254-1 Affectively Forecasting Jobs: Is Work as Bad as We Think?

This study applies research on affective forecasting to the organizational domain by assessing the accuracy with which people forecast their emotions at work. Job incumbents underestimated positive affect to a greater extent than did new hires. In addition, forecasted affect was related to subsequent job satisfaction, even controlling for actual affect.

Jill C. Bradley, California State University, Fresno
Seth A. Kaplan, George Mason University
Joseph Luchman, George Mason University
James N. Kurtessis, George Mason University
Jordan M. Robbins, George Mason University
Alicia Stachowski, George Mason University
Lindsay Hawkins, Federation of State Boards of Physical Therapy
Submitter: Jill Bradley, jbradley@csufresno.edu

254-2 The Power of Pleasant Affect at Work

This study tested the propositions of the affective events theory (Weiss & Cropanzano, 1996). Results provided support for an extended model; core evaluations were predictive of pleasant affective states at work, which in turn contributed to increased job satisfaction and organizational citizenship behavior, and decreased levels of turnover intentions.

Habibe Tugba Erol, University of South Florida
Hayriye Canan Sumer, Middle East Technical University
Submitter: Habibe Tugba Erol, htugbaerol@yahoo.com

254-3 Walking Mood Inductors: Group Influences on Affective Linkages Within Teams

Emotions are contagious among group members, and this influences performance and attitudes. This study

extends research by examining whether (a) affective convergence occurs in ongoing research teams, (b) whether it varies by negative affect (anger, anxiety, and sadness), and (c) how team climate—psychological safety—might influence this process.

Su Chuen Foo, Pennsylvania State University
Alicia A. Grandey, Pennsylvania State University
David A. Harrison, Pennsylvania State University
Submitter: Su Chuen Foo, suchuenfoo@gmail.com

254-4 The Relationship Between Mood Repair and Mood Enjoyment and Happiness

This study examined the relationship between happiness and 2 types of mood regulation: negative affect (NA) repair and positive affect (PA) enjoyment. Findings of a survey and an experiment suggest that the desire to regulate NA is more strongly related to happiness than the desire to enjoy PA.

Min Young Kim, Georgia Institute of Technology
Ruth Kanfer, Georgia Institute of Technology
Submitter: Min Kim, mkim@gatech.edu

255. Symposium/Forum: 10:30 AM–12:20 PM
Napoleon D3

Uncovering the Nature of Applicant Faking Behavior: A Theoretical Examination

Previous research has relied on simple definitions of faking behavior, emphasizing empiricism without much regard to theory. However, recent research suggests that faking is a complex interaction of applicant characteristics, measurement methods, and situational demands. This symposium presents original theories aimed at explaining faking and spurring future research.

Richard L. Griffith, Florida Institute of Technology, *Chair*
Mitchell H. Peterson, Florida Institute of Technology, *Co-Chair*
Eric D. Heggestad, University of North Carolina Charlotte, *Faking Is a Measurement Issue: Let's Start With Psychometric Theory*
Richard L. Griffith, Florida Institute of Technology, Mitchell H. Peterson, Florida Institute of Technology, Joshua A. Isaacson, Florida Institute of Technology, Joshua S. Quist, Select International, Amy Gammon, Florida Institute of Technology, *A Person-Specific Theory of Applicant Faking Behavior*
Jill E. Ellingson, Ohio State University, *The Role of Marketability in a Theory of Faking Behavior*
Robert P. Tett, University of Tulsa, *A "Multisaturation" Perspective on Faking Personality Test Scores*
Lynn A. McFarland, Clemson University, *A Theory of Faking Behavior*
Michael J. Zickar, Bowling Green State University, *Discussant*
Submitter: Mitchell Peterson, mpeterso@fit.edu

256. Symposium/Forum: 10:30 AM–12:00 PM
Nottaway

Third Party Observations of Counterproductive Work Behaviors

In this symposium, data on counterproductive work behaviors were gathered from a variety of third party

sources: coworkers, supervisors, and customers. Implications are discussed for selection, coworker attitudes, justice perceptions, and behaviors, as well as customer outcomes, such as intent to return.

Nicole L. Neff, Freddie Mac, *Co-Chair*
Michael J. Cullen, Personnel Decisions Research Institutes, *Co-Chair*
Merideth Ferguson, Baylor University, Janelle R. Enns, University of Lethbridge, *The Moderating Role of OCBs on the Coworker Deviance–Satisfaction Relationship*
Nicole L. Neff, Freddie Mac, *Coworker Reactions to Counterproductive Work Behaviors*
Michael J. Cullen, Personnel Decisions Research Institutes, Steven E. Lammlein, Personnel Decisions Research Institutes, Joan M. Glaman, Boeing Company, *Developing a "Bad Behavior" Checklist for Boeing Manufacturing Technician Applicants*
Emily M. Hunter, University of Houston, Lisa M. Penney, University of Houston, Sabrina Volpone, University of Houston, *Implications of Customer-Directed Counterproductive Work Behavior*
James L. Farr, Pennsylvania State University, *Discussant*
Submitter: Nicole Neff, nln120@psu.edu

257. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Oak Alley

How to Respond to Interpersonal Misconducts in the Workplace?

This roundtable provides an opportunity to discuss how people should respond to interpersonal misconduct in the workplace, also referred to as incivility. Four different types of responses to misconduct behavior will be described and discussed. We will also address why some individuals might respond differently than others to interpersonal misconduct.

Marie-Elene Roberge, Ohio State University, *Host*
Aino Salimaki, Helsinki University of Technology, *Host*
Jennifer L. Berdahl, University of Toronto, *Host*
Submitter: Marie-Elene Roberge, m-roberge@neiu.edu

258. Symposium/Forum: 10:30 AM–12:00 PM
Rhythms 1

Leadership Assessment, Development, and Succession Planning: A Case Study

Organizations are facing leadership shortages due to a growing wave of retirements and war for talent. Thus, employers have increased efforts to identify and develop future leaders. This session explores considerations and research underlying the development and deployment of a leadership development program for 1 of the largest U.S. employers.

John A. Weiner, PSI, *Chair*
Sandra G. Nelson, United States Postal Service, *A Web-Based Succession Planning Process in a Large Federal Agency*
Deborah L. Whetzel, HumRRO, *Development of Competency Models for the U.S. Postal Service*
John D. Morrison, PSI Services, LLC, John A. Weiner, PSI Services LLC, *Development and Validation of a Dual-*

Purpose Executive Assessment Tool
Bridget E. Boyle, United States Postal Service, ***Deploying Online Executive Assessment for Succession Planning: Considerations, Lessons Learned***
James C. Sharf, Employment Risk Advisors, Inc., ***Discussant***

Submitter: John Weiner, jweiner@psionline.com

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259. Panel Discussion: 10:30 AM–12:00 PM
Rhythms 2

Internships in I-O Psychology: Views From the Trenches

Many I-O graduate students are interested in obtaining an internship during their graduate training but lack information about this process. Further, little information exists to guide I-O practitioners in their management of interns. This session provides information to help both graduate students and intern managers successfully navigate the internship experience.

Michelle A. Donovan, Google, ***Co-Chair***
Patricia Barger, Bowling Green State University, ***Co-Chair***
Allan H. Church, PepsiCo, ***Panelist***
Jessica A. Gallus, University of Connecticut, ***Panelist***
Gary W. Carter, Personnel Decisions Research Institutes, Inc., ***Panelist***
Meredith L. Cracraft, Personnel Decisions Research Institutes, Inc., ***Panelist***
Erin Adkins, Applied Materials, ***Panelist***
Lisbeth Andersen, Applied Materials, ***Panelist***

Submitter: Michelle Donovan, mdonovan@google.com

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260. Panel Discussion: 10:30 AM–12:00 PM
Rhythms 3

Beginning the Journey: Peer Mentoring for Individuals Starting Their Careers

I-O psychologists are multifaceted and work in a variety of settings. The purpose of this panel discussion is to provide peer mentoring to SIOP members approaching the academic and practitioner job markets. Topics will include actions taken and considerations made by recent graduate students who have landed their first jobs.

Jay M. Dorio, Kenexa, ***Co-Chair***
Christopher J. L. Cunningham, University of Tennessee-Chattanooga, ***Co-Chair***
Adam C. Bandelli, RHR International Company, ***Panelist***
Tiffany M. Greene-Shortridge, Kenexa, ***Panelist***
Stacey R. Kessler, Montclair State University, ***Panelist***
Greg Schmidt, Bank or America/University of South Florida, ***Panelist***

Submitter: Jay Dorio, jay.dorio@kenexa.com

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261. Panel Discussion: 10:30 AM–12:00 PM
Waterbury

Audits of Human Resources Programs

A responsibility of I-O practitioners often is to assist organizations in ensuring that HR programs conform to professional standards and legal guidelines. We will review best practices in auditing HR areas: compensation, benefits, payroll, selection (including testing), and reductions in force.

Irene A. Sasaki, Dow Chemical Company, ***Chair***
S. Morton McPhail, Valtera Corporation, ***Panelist***
Michael T. Tusa Jr., McCranie, Sistrunk, Hardy, Maxwell & McDaniel, ***Panelist***

Submitter: Irene Sasaki, isasaki@dow.com

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262. Panel Discussion: 11:30 AM–1:00 PM
Borgne

Succession Planning: Beyond Manager Nominations

Increasingly, organizations are using succession planning but issues such as how best to identify and develop future leaders are still primary challenges.The purpose of this panel discussion is to uncover challenges and successes that practitioners from diverse industries have experienced when implementing evidence-based succession planning techniques.

Shreya T. Sarkar-Barney, Human Capital Growth, ***Chair***
Matt Barney, Infosys, ***Panelist***
Eric P. Braverman, Merck, ***Panelist***
Lori Homer, Microsoft, ***Panelist***
Jennifer L. Irwin, Procter & Gamble Company, ***Panelist***
Kevin Veit, Gabbard and Co., ***Panelist***

Submitter: Shreya Sarkar-Barney, shreya@humancapitalgrowth.com

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263. Posters: 11:30 AM–12:20 PM
Napoleon ABC

Occupational Health/Safety/Stress & Strain/Aging

263-1 A Stressor-Strain Model of OCB and CWB

The current study uses the stressor–strain framework to examine organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB) concurrently. Longitudinal, multisource data shows that targets of OCB and CWB have disparate antecedents and supports the Spector & Fox (2002) model.

Kimberly E. O'Brien, Wayne State University
Stacey R. Kessler, Montclair State University
Tammy D. Allen, University of South Florida

Submitter: Kimberly O'Brien, kimberly.e.obrien@gmail.com

263-2 Older Worker, Different Actor? Linking Age and Emotional Labor

In this study, we examined how employee age influences the emotional labor process. We demonstrated that age has direct effects on emotional labor strategies (deep acting, surface acting, and the expression of naturally felt emotions). Further, we found that age-related changes in positive affect partially mediated the age-strategy relationships.

Jason Dahling, The College of New Jersey
Luis A. Perez, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

263-3 Stress, Engagement, and the Military: An Exploration of Karasek's Model

This study explored the validity of the job demands-control model of stress among military personnel for predicting stress and behavioral engagement. The study demonstrated some validity for the model and found supporting evidence for group differences among enlisted, officers, and civilians.

Gene Alarcon, Wright State University
Stephanie Swindler, Air Force Research Laboratory
Frank L. Tartaglia , Air Force Research Laboratory
Submitter: Gene Alarcon, alarcon.2@wright.edu

263-4 Why Person–Organization Fit Prevents Burnout and Builds an Engaged Workforce

This theoretical paper reviews the literature on burnout and engagement and offers recommendations for interventions. By urging a focus on values, we argue that person–organization fit should be a key driver in employment decisions. Finding fit between organizational and individual values sets the stage for an engaged workforce.

Suzzette M. Chopin, Virginia Commonwealth University
Kathryn Conley, Virginia Commonwealth University
Steven J. Danish, Virginia Commonwealth University
Submitter: Suzzette Chopin, chopinsm@vcu.edu

263-5 Comparing Job Support Types in Predicting Job Attitudes and Stress

This study examined the relationships between 3 different types of perceived job support, job stress, and job attitudes. Results showed that higher job support significantly predicted lower stress and higher attitudes. Perceived organizational support was most strongly correlated with job attitudes. Job support did not moderate the stress–attitude relationship.

Annika Tzschatzsch, California State Long Beach
Hannah-Hanh Du Nguyen, California State University-Long Beach
Submitter: Annika Tzschatzsch, Annika_Tz@gmx.de

263-6 Prosocial Reactions to Psychological Contract Violation: An Interdependence Theory Perspective

This study advances psychological contract research by examining how relationship quality impacts the often negative consequences of violation. Social exchange, economic exchange, and dependence were used to determine employment relationship quality. Both social exchange and dependent relationships reported forgiveness after violation, whereas economic exchange relationships reported less willingness to forgive.

Kyle Ingram, London School of Economics
Leighann E. Volentine, U.S. Office of Personnel Management
Submitter: Leighann Volentine, leighann.volentine@opm.gov

263-7 The Toll of "Dirty Work:" Evidence Among Animal-Euthanasia Technicians

Building upon dirty-work research and theory, we investigated strain among 505 animal-shelter workers. Those involved in animal euthanasia report both higher strain and more reluctance to discuss their work than non-dirty-work employees. Psychological and physical proximity to the dirty-work stressor itself related to well-being.

Benjamin E. Baran, University of North Carolina Charlotte
Steven G. Rogelberg, University of North Carolina Charlotte
Joseph Allen, University of North Carolina Charlotte
Christiane Spitzmueller, University of Frankfurt/University of Houston
Natalie DiGiacomo, Spartanburg Humane Society
Olga L. Clark, University of Hartford
Lisa Teeter, Development Dimensions International
Alan G. Walker, Auburn University
Submitter: Benjamin Baran, bebaran@uncc.edu

263-8 Daylight Savings Time Clock Changes, Sleep, and Workplace Accidents

On Mondays directly following the switch to daylight saving time—in which an hour is lost—people sleep less, are involved in a greater quantity of workplace accidents, and are involved in accidents of greater severity. These effects were not present for the switch back to standard time.

Christopher M. Barnes, Michigan State University
David T. Wagner, Michigan State University
Submitter: Christopher Barnes, barnes@bus.msu.edu

263-9 Safety Climate–Injury Relationship Across Levels of Analysis: A Meta-Analytic Examination

This study demonstrated meta-analytically that the relationship between safety climate and injuries is stronger at the group than the individual level of analysis. Further, safety climate content contamination was found to moderate this relationship at the group level of analysis and content deficiency moderated at the individual level of analysis.

Jeremy M. Beus, Texas A&M University
Stephanie C. Payne, Texas A&M University
Mindy E. Bergman, Texas A&M University
Submitter: Jeremy Beus, jeremybeus@gmail.com

263-10 Violence Climate, Exposure, and Prevention Performance: A Mediation Model

Using structural equation modeling, we tested a model linking violence climate, violence exposure, psychological strain, and prevention performance. Results supported that positive climate would reduce strains and increase prevention motivation, which in turn would lead to better prevention performance, and that exposure experiences would increase strains, which reduced prevention performance.

Chu-Hsiang Chang, University of South Florida
Paul E. Spector, University of South Florida
Erin Eatough, University of South Florida
Stacey R. Kessler, Montclair State University
Submitter: Chu-Hsiang Chang, cchang@health.usf.edu

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263-11 Safety Climate and Sociocognitive Factors' Impact on Safety Critical Design

This study was conducted to explore issues associated with team working that may lead to errors in the design process. A series of exploratory interviews clarified the main issues facing design teams. A questionnaire and experience sampling study then explored the role played by safety climate in the design process.

Alistair Cheyne, Loughborough University
Varuni P. Wimalasiri, University of Nottingham
Kevin Daniels, Loughborough University
Nicholas Beesley, Loughborough University
Submitter: Alistair Cheyne, a.j.t.cheyne@lboro.ac.uk

263-12 Welfare-to-Work Transition and Psychological Distress

We investigate the mediating role of social support on the relationship between core self-evaluations and psychological distress during welfare-to-work transition. In the sample of 89 women, social support fully mediated the negative relationship between CSE and psychological distress. Practical implications are discussed.

Olga L. Clark, University of Hartford
Katerina Muzyro, Marketing Consulting Services
Submitter: Olga Clark, oclark@hartford.edu

263-13 The Impact of Psychological Capital on Hedonic and Eudaimonic Well-Being

Two studies were conducted using data from working adults to examine psychological capital and hedonic and eudaimonic well-being. Results indicated that the relation between psychological capital and hedonic well-being is indirectly formed through eudaimonic well-being. In addition, daily eudaimonic well-being is significantly associated with daily positive mood and daily life satisfaction.

Satoris S. Culbertson, Kansas State University
Clive Fullagar, Kansas State University
Maura J. Mills, Kansas State University
Submitter: Satoris Culbertson, satoris@ksu.edu

263-14 From Worker to Retiree: Validating the Psychological Retirement Planning Scale

This study was conducted to determine the validity of a recently developed Psychological Retirement Planning Scale (PRPS). Results supported the psychological retirement planning construct, as well as construct and criterion-related validity for the PRPS. Results suggest that psychological planning may be an important contributor to a satisfying role transition.

Guyla D. Davis, Bowling Green State University
Sara Terlecki, Ouachita Baptist University
Submitter: Guyla Davis, davisg@obu.edu

263-15 The Influence of Burnout on Job Search and Turnover Processes

This study was conducted to further explore the relationship among burnout, turnover processes, and actual turnover. We found that burnout did not have a direct impact on turnover. However, our results indicate burnout influences the processes, including job search, that lead to turnover and organizational attitudes.

Michael Warren, Ohio University
Justin Weinhardt, Ohio University
Ronald McKinley, Cincinnati Children's Hospital Medical Center
Myra Huth, Cincinnati Children's Hospital Medical Center
Ming Guo, Cincinnati Children's Hospital Medical Center
Brendan J. Morse, Ohio University
David D. Fried, Ohio University
Rodger W. Griffeth, Ohio University
Submitter: Rodger Griffeth, griffeth@ohio.edu

263-16 The Truman Burnout Inventory: A New Measure of Job Burnout

The Truman Burnout Inventory (TBI) was created to address concerns with the Maslach Burnout Inventory (MBI; Maslach & Jackson, 1981). In 2 studies, coefficient alphas for the 3 dimensions exceeded .80. Test–retest reliabilities exceeded .70. Congruent, discriminant, and convergent validity evidence supported the usage of the TBI.

Teresa M. Heckert, Truman State University
Kimberly Sue Wilson, University of Tulsa
Submitter: Teresa Heckert, theckert@truman.edu

263-17 Conversations About Health: Supervisor Health and Safety Support Scale Development

Study 1 was used to create a measure of supervisor health and safety support, and EFA results provide initial support for the 3 dimensional measure of support. CFA results were examined in Study 2 and further supported the factor structure and reliability of the supervisor health and safety support measure.

Carrie S. Hurst, Tennessee State University
Lillian T. Eby, University of Georgia
Marcus M. Butts, University of Texas at Arlington
Submitter: Carrie Hurst, churst@tnstate.edu

263-18 The Chilling Effect of Fear of Reprisal on Union Interest

Financial strain and self-enhancement (overconfidence) accurately predict union interest. The moderating effect of fear of reprisal for disclosing union interest was tested. Results indicated that fear of reprisal reversed the positive relationship between financial strain and union interest and cancelled the negative relationship between self-enhancement and union interest.

Lacey M. Wilson, San Diego State University
Lisa Kath, San Diego State University
Steven Mellor, University of Connecticut
Submitter: Lisa Kath, kath.lisa@gmail.com

263-19 Effect of Social Support Source and Type on Workplace Strain

We examined the moderating effects of social support on the stress–strain relation in the work context in terms of the

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type of support perceived and the source of the support. Social support did not moderate this relationship with the exception of organizational support and turnover intentions.

Alyx E. Kahler, County of Riverside
Janet L. Kottke, California State University-San Bernardino

Submitter: Janet Kottke, jkottke@csusb.edu

263-20 The Relationship Between Personality and Interpersonal Conflict in Cross-Cultural Settings

This study examined the relationship between personality traits and interpersonal conflict at work in the United States and China. Personality traits of Neuroticism and Agreeableness had significant impacts on interpersonal conflicts in both countries. In addition, Conscientiousness and Extraversion played important roles in Chinese employees' conflict behaviors.

Margaret Nauta, Illinois State University
Chaoping Li, Renmin University of China
Cong Liu, Hofstra University

Submitter: Cong Liu, cong.liu@hofstra.edu

263-21 When Do Peers Influence Safety Behavior?

The authors examined when the safety behavior of peers influences individual safety behavior. In a study of 259 warehouse workers, the authors found that the relationship between peer safety behavior and individual safety behavior was strongest among workers holding business goal priorities similar to those held by their peers.

Ari A. Malka, University of Houston
Daniel Nicely, University of Houston
L. A. Witt, University of Houston

Submitter: Ari Malka, malka.ari@gmail.com

263-22 Examining the Effects of Fatigue on Decision Making: A Policy-Capturing Approach

This study examined whether fatigue from working a 12-hour day shift influenced registered nurses' decision-making with the use of a policy-capturing questionnaire. Analyses indicated participants did not maintain their judgment policies across the work shift, indicating that fatigue significantly contributed to participants' inconsistent judgment policies.

Laura E. McClelland, PreVisor
Fred S. Switzer, Clemson University
June J. Pilcher, Clemson University

Submitter: Laura McClelland, lmcclelland@previsor.com

263-23 Stress in Managers/Subordinates: Self-report and Real-Time Measures

This study compared stress in Portuguese managers and subordinates in the health professions using self-report, physiological, and ecological momentary assessment. The results reveal high levels of stress, especially for nurses. Variations in affect and physiological indicators during a shift suggest vulnerability for managers.

Scott E. McIntyre, University of Houston-Clear Lake
Teresa M. McIntyre, University of Houston
Derek Johnston, University of Aberdeen

Submitter: Scott McIntyre, mcintyre@uhcl.edu

263-24 Emotionally Exhausted Extroverts: Workgroup Composition Impacting Emotional Exhaustion

We explored the impact of personality dissimilarity in workgroups by modeling the interactive effects of worker Extraversion and Extraversion diversity on emotional exhaustion. We found that extroverts in an introverted workgroup were most susceptible to emotional exhaustion, suggesting more energy expenditure for these lone extroverts.

David F. Dubin, University of Houston
Sara J. Perry, University of Houston
Emily M. Hunter, University of Houston
L. A. Witt, University of Houston

Submitter: Sara Perry, skj02@yahoo.com

263-25 Fit Without Support: The Impact of Supervisor Agreeableness on Burnout

We examined the interactive effects of fit and supervisor Agreeableness, a form of social support, on employee emotional exhaustion. We found that workers with agreeable supervisors experienced the largest improvement in their overall well-being. In contrast, workers with low-Agreeableness supervisors experienced no improvement in well-being, even as their fit improved.

W. Ryan King, University of Houston
Sara J. Perry, University of Houston
Kori Callison, University of Houston
Emily M. Hunter, University of Houston
L. A. Witt, University of Houston

Submitter: Sara Perry, skj02@yahoo.com

263-26 Consequences of Sexual Harassment for Adolescents in the Labor Force

This study examined the outcomes for teens who appraise sexually harassing events as threatening to their well-being. Young adults reflected upon their earliest formal work experiences. The findings demonstrated that internal coping strategies strengthened the relation that subjective appraisal held to undesirable health, job, and developmental outcomes.

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

Submitter: Karen Sears, k-sears@wiu.edu

263-27 Work-to-Work Conflict in Municipal Elected Officials

This study examined predictors (e.g., job satisfaction, burnout, and need for recovery) of job stress experienced by municipal elected officials. Longitudinal data with three measurement occasions from 119 city councilors indicated that stress in the council job spilled over to affect job attitudes in the primary job over time.

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Erin N. Smith, Bowling Green State University
Shuang Yueh Pui, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitter: Erin Smith, esmith@bgnet.bgsu.edu

263-28 Job Insecurity and Employee Health: The Role of Workplace Control

This study examined the direct and moderating effects of job control and job self-efficacy on the relationship between job insecurity and employee health. Based on survey data collected from a sample of 1,368 workers, we found that only job control buffered the negative effects of job insecurity on employee health.

Bert Schreurs, University of Leuven
Hetty Van Emmerik, Utrecht University
Guy Notelaers, University of Bergen
Hans De Witte, University of Leuven

Submitter: Hetty Van Emmerik, h.vanemmerik@uu.nl

263-29 Proximal and Distal Outcomes of Equal Opportunity Climate Perceptions

This study was conducted to examine a model of proximal and distal outcomes of equal opportunity (EO) climate perceptions for United States Army personnel. EO climate perceptions were confirmed as a significant predictor of work group cohesion, job strain, as well as organizational commitment and job satisfaction.

Benjamin M. Walsh, University of Connecticut
Russell A. Matthews, Louisiana State University
Michael D. Tuller, University of Connecticut
Kizzy M. Parks, K. Parks Consulting Inc.
Daniel P. McDonald, Defense Equal Opportunity Management Institute

Submitter: Benjamin Walsh, benmikewalsh@gmail.com

263-30 The Impact of a Short Respite on Stress and Performance

This study examines how a short respite contributes to well-being and job performance. We collected data from 105 nurses before and after a weekend. Results indicated a decrease of exhaustion and negative affect after the respite but no increase in positive affect and vigor. The respite effects are discussed.

Shoshi Chen, Tel Aviv University
Mina Westman, Tel Aviv University
Dalia Etzion, Tel Aviv University
Anat Drach-Zahavy, University of Haifa

Submitter: Mina Westman, Westman@post.tau.ac.il

263-31 Evaluating the Impact of Corporate Social Responsibility Programs on Employees

This paper critically reviews and analyses the literature relating to the impact of corporate social responsibility (CSR) programs on employee recruitment and retention. It improves understanding of the importance of CSR action and identifies areas of future research that may help organizations more effectively adopt CSR programs.

Victoria J. Smith, Macquarie University
Peter H. Langford, Macquarie University

Submitter: Victoria Smith, tori_smith50@hotmail.com

263-32 The Longitudinal Relationship Between SOC, Job Stressors, and Work–Family Conflict

This study investigated the longitudinal relationship between SOC strategies and work–family conflict as well as the cyclical relationship between SOC and job stressors. SOC usage was related to job stressors, and subsequently WIF across time, and a time series model for SOC and job stressors supports a cyclical relationship.

Anne C. Bal, Wayne State University
Madhura Chakrabarti, Wayne State University
Boris B. Baltes, Wayne State University

Submitter: Anne Bal, du3414@wayne.edu

264. Interactive Posters: 11:30 AM–12:20 PM
Napoleon D1-D2

I'M Ready, Put Me in Coach

David Peterson, Personnel Decisions International, *Facilitator*

264-1 Evaluating the Effectiveness of Executive Coaching: Something to Consider

There is a lack of consensus among professionals regarding how to evaluate executive coaching. This paper examines 7 areas that will impact the way researchers evaluate coaching effectiveness and the conclusions they draw from their studies. Clarification on these areas will guide the future of coaching evaluation research and practice.

Guangrong Dai, Lominger International
Kenneth P. De Meuse, Lominger International
Robert J. Lee, Management Consultant
George S. Hallenbeck, Lominger International

Submitter: Guangrong Dai, daigr@yahoo.com

264-2 Coaching in Performance Management: A Review and Research Agenda

This paper provides a review of the role of coaching in a performance management context. Extant literature is discussed critically, thereby identifying strengths and weaknesses of the coaching literature. A framework to guide future research is outlined in an attempt to enhance our understanding of coaching within performance management.

Jane Brodie Gregory, University of Akron
Paul E. Levy, University of Akron

Submitter: Jane Brodie Gregory, janebgregory@yahoo.com

264-3 Tailoring Leadership Development for the Generations

This study aims to identify how organizations can create and invest in leadership development programs that impact the attitudes of employees from different generational cohorts. Through the application of relative weights analysis, researchers demonstrate which experiences were most important in impacting attitudinal variables most related to turnover.

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Lauren S. Harris, Independent
Karl W. Kuhnert, University of Georgia

Submitter: Lauren Harris, laurharris@gmail.com

264-4 Goal Orientation, Coaching Style, Subjective Task Complexity and Performance

We examined the relationships among coaching style, subjective task complexity, goal orientation, and performance. Use of a directive coaching style led to better performance after coaching than a problem-solving coaching style. Subjective task complexity partially mediated this relationship while proving goal orientation moderated the mediating effect of subjective task complexity.

Tak Yin Hui, City University of Hong Kong
Christina Sue-Chan, City University of Hong Kong

Submitter: Tak Yin Hui, mgrayh@cityu.edu.hk

265. Roundtable Discussion/Conversation Hour: 11:30 AM–12:30 PM
Oak Alley

New Agenda for Teamwork Research: From Intrateam to Interteam Perspective

The session's objective is to draw attention to the role of interteam activities in understanding team and organizational effectiveness. We will present crucial review of the literature with the aims of discussing possible gaps in the literature that require further theorizing and research, and intriguing collaborative work in that vein.

Anit Somech, University of Haifa, *Host*
Anat Drach-Zahavy, University of Haifa, *Host*

Submitter: Tal Katz-Navon, katzt@idc.ac.il

266. Special Events: 11:55 PM–12:55 PM
Armstrong

♥Leadership for CSR/Sustainability: A Global Perspective

This symposium offers theoretical insight and empirical results focusing on the nature of effective leadership oriented toward corporate social responsibility/sustainability and ethical leadership. The objective is to further the understanding of the dynamic nature of such leadership and to address practical issues pertaining to the development of leadership that can deal with CSR/sustainability and the complex demands of a global society.

Alessia D'Amato, Center for Creative Leadership-Brussels, *Chair*
David A. Waldman, Arizona State University West, *Presenter*
Mary S. de Luque, Thunderbird, The Garvin School of International Management, *Author*
Nathan Washburn, Thunderbird, The Garvin School of International Management, *Author*
Laura E. Quinn, Center for Creative Leadership/University of Colorado-Colorado Springs, *Presenter*
David M. Mayer, University of Central Florida, *Presenter*
Jay B. Carson, Southern Methodist Univeristy, *Author*
Maribeth L. Kuenzi, Southern Methodist University, *Author*
Philip H. Mirvis, Boston College Center for Corporate Citizenship, *Presenter*
David De Cremer, Tilburg University, *Author*

Submitter: Alessia D'Amato, damatoa@leaders.ccl.org

267. Symposium/Forum: 12:00 PM–1:20 PM
Gallery

New Developments in the Study of Interpersonal Mistreatment at Work

Four empirical papers investigate several types of workplace interpersonal mistreatment, including abusive supervision, workplace hostility, interpersonal abuse, and bullying. The studies examine moderators, potential outcomes, cross-cultural differences, and perceived motives of these behaviors by using both quantitative and qualitative data from a variety of settings.

Katherine N. Alexander, Bowling Green State University, *Co-Chair*

Charlotte Fritz, Bowling Green State University, *Co-Chair*

Katherine N. Alexander, Bowling Green State University, Steve M. Jex, Bowling Green State University, *Self-Esteem as a Moderator Between Abusive Supervision and Workplace Deviance*

Meridith P. Selden, Wilkes University, Ronald G. Downey, Kansas State University, *Assessing Workplace Hostility*

Shoko Kokubun, Alliant International University, Norbert Tanzer, Alliant International University, *Cross-Cultural Comparison of Workplace Abuse Between the U.S. and Japan*

Suzy Fox, Loyola University-Chicago, Lamont Stallworth, Loyola University-Chicago, *Abusive Supervision in the Public Schools*

Marie S. Mitchell, University of Nebraska, *Discussant*

Submitter: Katherine Alexander, alexank@bgsu.edu

268. Community of Interest: 12:00 PM–1:20 PM
Gallier AB

Issues in Multilevel Research

L. A. Witt, University of Houston, *Host*

Thomas D. Fletcher, State Farm Insurance, *Host*

269. Symposium/Forum: 12:00 PM–1:20 PM
Grand Ballroom A

Defining Leadership Competence on a Global Scale

Many challenges exist when defining leadership on a global scale. A central question is "how do you create a model that provides a common language globally while not lessening its local application by making it too broad?" The experiences and lessons learned of 3 global companies are presented.

Stephen A. Dwight, Novo Nordisk, Inc., *Chair*

Stephen A. Dwight, Novo Nordisk, Inc., Cara C. Bauer, Novo Nordisk, Inc, *Defining Leadership Competence at Novo Nordisk Inc: Separate but Aligned*

Matthew R. Redmond, Starwood Hotels & Resorts, Inc., Norm E. Perreault, 24 Hour Fitness, Inc., Kirsten Clark, Starwood Hotels & Resorts, Inc., *New Business Model = New Leadership Model*

Kelly Polanco, Bristol-Myers Squibb, Darin S. Artman, Bristol-Myers Squibb, Iris Nafshi, Bristol-Myers Squibb, *Global Success Factors-Competencies at Bristol-Myers Squibb*

Submitter: Stephen Dwight, sdwi@novonordisk.com

♥ Indicates Saturday Theme Track Session.

270. Panel Discussion: 12:00 PM–1:20 PM
Grand Ballroom B

Out From Under Damocles' Sword: An HR Assessment of Tenure

What determines how one reacts to tenure? A panel of researchers presents theory and data regarding individual and situational variables driving scholarly posttenure activity. Results are discussed by faculty and administrators from diverse institutions with an emphasis on understanding performance and quality of work–life pre- and posttenure.

Thomas E. Becker, University of Delaware, *Chair*

Kevin D. Clark, Villanova University, *Panelist*

Jenny M. Hoobler, University of Illinois-Chicago, *Panelist*

Diane E. Johnson, University of Alabama, *Panelist*

Mary C. Kernan, University of Delaware, *Panelist*

Howard J. Klein, The Ohio State University, *Panelist*

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

Narda Quigley, Villanova University, *Panelist*

Submitter: Thomas Becker, beckert@lerner.udel.edu

271. Panel Discussion: 12:00 PM–1:20 PM
Grand Chenier

Assessments in Action: Lessons Learned While Implementing New Programs

Panelists from diverse industries and whose organizations are at various phases of implementation will share tactical experiences that have helped to ensure the successful design and rollout of assessment programs. Identification of early signs of struggle, incorporation of technological innovation, and ways to avoid common pitfalls will also be addressed.

Monica Schultz, Cox Communications, Inc., *Co-Chair*

Matthew J. Dreyer, Verizon, *Co-Chair*

Cheryl L. Comer, Kimberly-Clark, *Panelist*

Victoria A. Davis, Marriott International, *Panelist*

Damian J. Stelly, JCPenney, *Panelist*

Jessica Osedach, Verizon, *Panelist*

Submitter: Cheryl Comer, cheryl.comer@kcc.com

272. Symposium/Forum: 12:00 PM–1:20 PM
Grand Couteau

Meso-Paradigm Modeling of Leadership

Mesomodels of leadership are increasingly important in the development of leadership theory and practice. This symposium offers 4 empirical papers exploring mesoparadigm leadership issues. The papers provide insights into the effect of leadership for individual, dyadic, and group effectiveness in different contexts and across different levels of analysis.

Marie T. Dasborough, University of Miami, *Chair*

Herman H. Tse, University of Newcastle, *Co-Chair*

Neal M. Ashkanasy, University of Queensland, *Co-Chair*

Janaki Gooty, Binghamton University, Francis J. Yammarino, Binghamton University, *Leader–Member Social Exchange*

Ronald F. Piccolo, University of Central Florida, David M. Mayer, University of Central Florida, Jonathan C. Ziegert, Drexel University, *LMX Differentiation as a Detriment to Group Functioning*

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Herman H. Tse, University of Newcastle, Warren C. K. Chiu, Hong Kong Polytechnic University, Neal M. Ashkanasy, University of Queensland, *A Mesomodel of Motivational Processes of Transformational Leadership*
Anson Seers, Virginia Commonwealth University, Lucy R. Ford, Saint Joseph's University, *Studying Leadership in the Age of Configurational Organizing*
Chet Schriesheim, University of Miami, *Discussant*

Submitter: Marie Dasborough, m.dasborough@miami.edu

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273. Symposium/Forum: 12:00 PM–1:20 PM
Maurepas

Eureka: Advancing Theory in Work–Family Research

This symposium focuses on empirical tests of theoretical work–family models (e.g., boundary and enrichment theory), addressing the criticism that work–family research is too atheoretical. In addition, each of the 4 papers employs either a longitudinal or dyadic design. Finally, proposed hypotheses are tested using advanced analytic strategies.

Russell A. Matthews, Louisiana State University, *Chair*
Madhura Chakrabarti, Wayne State University, Boris B. Baltes, Wayne State University, *Personality, Demographic, and Job-Related Determinants of Boundary Management Strategies*
Russell A. Matthews, Louisiana State University, *Boundary Theory, Interdomain Transition, and Work–Family Conflict: Modeling Longitudinal Effects*
Charleen P. Maher, University of Georgia, Ashley Walvoord, University of South Florida, Ozgun Burcu Rodopman, University of South Florida, Tammy D. Allen, University of South Florida, *A Proactive Approach to Work–Family Enrichment*
Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, Rachel Daniels, Portland State University, *Spousal Crossover of Job Demands and Control on Health*

Submitter: Russell Matthews, Matthews@lsu.edu

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274. Symposium/Forum: 12:00 PM–1:20 PM
Nottaway

Transforming Organizational Culture in Complex, Dynamic Environments for Safety

This session presents a comprehensive view of organizational safety culture research and application. Presentations focus on the multidimensional nature of safe behaviors, diagnostic measurement, and theoretically based interventions designed to transform organizational culture from an error prevention emphasis to an error management emphasis, recognizing the inevitability of human error.

Sallie J. Weaver, University of Central Florida/MedAxiom, *Co-Chair*
Rebecca Lyons, University of Central Florida, *Co-Chair*
Eduardo Salas, University of Central Florida, *Co-Chair*
Michael T. Ford, University at Albany, SUNY, Lois E. Tetrick, George Mason University, *Safety Citizenship: Distinct Correlates and Outcomes*
Mark Fleming, St. Mary's University, Natasha Wentzell, Saint Mary's University, *Developing a Safety Culture Improvement Tool*

Sallie J. Weaver, University of Central Florida/MedAxiom, Michael A. Rosen, University of Central Florida, Deborah DiazGranados, University of Central Florida, *Team Training to Enhance Organizational Safety Culture*
Michael Frese, University of Giessen, Nina Keith, University of Giessen, *Changing Error Prevention, Changing Culture: From Prevention to Error Management*
David A. Hofmann, University of North Carolina-Chapel Hill, *Discussant*

Submitter: Sallie Weaver, sweaver@ist.ucf.edu

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275. Symposium/Forum: 12:00 PM–1:50 PM
Rhythms 1

Examining Development and Change in Psychological Contracts: Antecedents and Consequences

The psychological contract literature has made significant advancements in identifying predictors, consequences, as well as moderating and mediating factors relevant to psychological contract breach/violation. This symposium advances both theory and research with respect to the underdeveloped topics of contract formation and change in psychological contracts over time.

Amanuel G. Tekleab, Wayne State University, *Chair*
Karin A. Orvis, Old Dominion University, *Chair*
Lisa Schurer Lambert, Georgia State University, John B. Bingham, Brigham Young University, *Change Through Exchange: Social Exchange Processes in a Psychological Contract*
Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Sciences, Tanguy Dulac, London School of Economics and Political Sciences, Nathalie Delobbe, Universite Catholique de Louvain, *The Development of the Psychological Contract During Organizational Socialization*
Ans De Vos, Vlerick Leuven Gent Management School, Katleen De Stobbeleir, Vlerick Leuven Gent Management School, *Psychological Contract Formation and Employee Turnover During Early Employment*
Amanuel G. Tekleab, Wayne State University, Karin A. Orvis, Old Dominion University, M. Susan Taylor, University of Maryland, *Behavioral and Attitudinal Consequences of Change in Newcomers' Psychological Contracts*
Denise M. Rousseau, Carnegie Mellon University, *Discussant*

Submitter: Amanuel Tekleab, atekleab@wayne.edu

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276. Symposium/Forum: 12:00 PM–1:20 PM
Rhythms 2

Adam Versus Abdul: Arab/Muslim Bias in the Post 9/11 Workplace

Arab and Muslim discrimination claims have increased dramatically in the U.S. and Europe since September 11, 2001. The underlying causes of Arab/Muslim prejudice, as well as the nature of bias and discrimination in hiring situations, will be discussed.

Jennifer Weiss, HR Alignment Consulting, *Chair*
Patricia Lyons, University of Texas, Arlington, Jared Kenworthy, University of Texas, Arlington, *U.S. Citizens' Attitudes and Behavior Toward Arab Immigrants*
Eva Derous, Erasmus University Rotterdam, Hannah-Hanh Du Nguyen, California State University, Long Beach, Ann Marie Ryan, Michigan State University, *Investigating Hiring*

Discrimination Against Arab Applicants in the Netherlands

Jennifer Weiss, HR Alignment Consulting, Scott B. Morris, Illinois Institute of Technology, *Arab Employment Bias: The Role of Implicit and Explicit Attitudes*

Sonia Ghumman, Michigan State University, *Interpersonal and Formal Discrimination Against Muslim Women Wearing a Headscarf*

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

Submitter: Jennifer Weiss, jennifer.weiss@hralignment.net

277. Symposium/Forum: 12:00 PM–1:20 PM
Rhythms 3

Overreacting or Underreporting? Exploring Individual and Contextual Sexual Harassment Factors

Sexual harassment is a ubiquitous, frequently occurring workplace ailment associated with numerous individual and organizational consequences. This symposium extends the extant literature by examining individual and contextual factors that influence outcomes, incident reporting, and training effectiveness. As antecedents to sexual harassment, these factors offer promise for informing sexual harassment intervention.

Debra A. Major, Old Dominion University, *Chair*
Valerie J. Morganson, Old Dominion University, *Co-Chair*
Valerie J. Morganson, Old Dominion University, Debra A. Major, Old Dominion University, *Understanding Customer Sexual Harassment Through a Psychological Contract Framework*
Jessica A. Gallus, University of Connecticut, Vicki J. Magley, University of Connecticut, *Whistleblowing Following Sexual Harassment: Who Reports and Why?*
Heather Yamashita, San Diego State University, Lisa Kath, San Diego State University, Lynn Bowes-Sperry, Western New England College, Brian Hash, San Diego State University, *Effectiveness of Ethics-Based Sexual Harassment Awareness Training*
Louise F. Fitzgerald, University of Illinois at Urbana-Champaign, *Discussant*

Submitter: Valerie Morganson, Vmorgans@odu.edu

278. Symposium/Forum: 12:00 PM–12:50 PM
Waterbury

Can I Text to Apply? Generational Preferences in Selection

As technology advances, can we keep up with the preferences of the generations in terms of selection and recruiting? Data from different industries will be presented with topics including generational perspectives on importance of technology in recruiting, personality trends and faking behaviors, and the applicant experience in selection systems.

Laura A. Mastrangelo, Frito-Lay North America, *Chair*
Anna S. Hubbs, TriNet, *Does Technology Really Matter?*
Renae Manning, Assess Systems, Carol Jenkins, Assess Systems, *Millennials or Boomers—Who Fakes It the Most?*
Laura A. Mastrangelo, Frito-Lay North America, Arlene P. Green, Frito-Lay North America, *The Applicant Experience: A Generational Perspective*

Submitter: Laura Mastrangelo, laura.a.mastrangelo@fritolay.com

279. Panel Discussion: 12:30 PM–1:20 PM
Cornet

Moving Beyond the Ropes Course: Using Assessments for Team Development

A profusion of literature addresses teamwork in organizational settings. Few authors, however, provide well-founded guidance for using personality-based assessments to create and implement meaningful team-based development programs. The purpose of this discussion is to capitalize on the experiences of practitioners and work toward the establishment of best practices.

Cheryl Cerminara, Frito-Lay, Inc., *Panelist*
Joyce Pardieu, Deloitte Consulting LLP, *Panelist*
Ryan A. Ross, Hogan Assessment Systems, *Panelist*
Kristine Wright, Cisco Systems, Inc., *Panelist*

Submitter: Jamie Bomer, jbomer@hoganassessments.com

280. Symposium/Forum: 12:30 PM–1:50 PM
Grand Ballroom D

Perceived Organizational Support: New Perspectives

The study of perceived organizational support (POS) continues to gain steam with over 350 published studies, which reflects the value of considering the employee–employer relationship from the employee's perspective. We present 5 papers that extend this work to preemployment anticipated POS, trust, goal congruence, supervisor–subordinate differences, and new meta-analytic findings.

Zinta S. Byrne, Colorado State University, *Co-Chair*
Robert Eisenberger, University of Delaware, *Co-Chair*
Gokhan Karagonlar, University of Delaware, Robert Eisenberger, University of Delaware, *Perceived Organizational Support and the Psychological Contract*
Virginia Pitts, Colorado State University, Zinta S. Byrne, Colorado State University, Dan S. Chiaburu, Pennsylvania State University, Zachary J. Steiner, Colorado State University, *Organizational Support and Psychological Contract Theories: An Empirical Integration*
Robert W. Stewart, University of Houston, Emily David, University of Houston, Mindy M. Krischer, University of Houston, L. A. Witt, University of Houston, *Instrumental and Affective Antecedents of POS*
Linda R. Shanock, University of North Carolina Charlotte, Benjamin E. Baran, University of North Carolina Charlotte, William A. Gentry, Center for Creative Leadership, Stacy C. Pattison, U. S. Office of Personnel Managment, *Discrepancies in Supervisor Versus Organizational Support*
Louis C. Buffardi, George Mason University, Michael T. Ford, University at Albany, SUNY, James N. Kurtessis, George Mason University, Kathy Stewart, Gallup, *New Perspectives on Perceived Organizational Support: Meta-Analytic Update of Antecedents*
Lois E. Tetrick, George Mason University, *Discussant*

Submitter: Zinta Byrne, zinta.byrne@colostate.edu

281. Symposium/Forum: 12:30 PM–1:20 PM
Grand Ballroom E

Community Volunteerism and the Paid Work Environment

Volunteers provide valuable contributions to organizations and society. This symposium comprises 3 papers that explore 2 elements of community volunteerism in a paid work environment: work outcomes related to the increasingly popular practice of corporate volunteering and work outcomes related to the interaction of employees and volunteers within 1 organization.

Jaime B. Henning, Eastern Kentucky University, *Co-Chair*
Ann H. Huffman, Northern Arizona University, *Co-Chair*
David A. Jones, University of Vermont, *Feeling Proud of the Company's Community-Service and Environmental Initiatives*
Lucas Meijs, Rotterdam School of Management, *Does Corporate Volunteering Actually Pay Off?*
Joseph Allen, University of North Carolina Charlotte, Steven G. Rogelberg, University of North Carolina Charlotte, Adria Goh, University of North Carolina Charlotte, James M. Conway, Central Connecticut State University, Lamarra Currie, University of North Carolina Charlotte, Betsy McFarland, Humane Society of the United States, *Volunteer–Employee Relations From the Employees' Point of View*
Julie B. Olson-Buchanan, California State University-Fresno, *Discussant*
Submitter: Jaime Henning, Jaime.Henning@eku.edu

282. Posters: 12:30 PM–1:20 PM
Napoleon ABC
Testing/Assessment

282-1 Construct Validity and Comparison of Two Psychological Type Models

Psychological type is commonly used for developing teams, emotional intelligence, and leadership skills. We provide evidence of construct validity for one of the most popular models, the MBTI, and the DI, in a sample of MBA students. Implications for instructors and consultants and for future research are discussed.

Teresa J. Rothausen-Vange, University of St. Thomas
Bjørn Z. Ekelund, Human Factors AS
Submitter: Teresa Rothausen-Vange, tjrothausen@stthomas.edu

282-2 Development and Validation of a Criterion-Focused Measure of Intrapreneurial Spirit

Organizations are increasingly asking employees to behave as intrapreneurs (intracorporate entrepreneurs). This research describes the development of a personality measure for predicting intrapreneurial performance. A validation study is conducted that provides support for this selection tool and provides additional evidence as to the strong predictive utility of criterion-focused personality scales.

Gunnar Schrah, Booth Research Group
Bobby Baker, CorVirtus
Submitter: Bobby Baker, bbaker@CorVirtus.com

282-3 Building a Test Anxiety Antecedents Taxonomy Using First-Person Accounts

Using a rational-empirical strategy relying on theory and first-person accounts, we constructed a taxonomy of the antecedents of test anxiety. The resulting hierarchical taxonomy comprised 9 primary perceptions (each with subcategories) organized into 3 perceptual sources (perceptions of the self, the test itself, and the testing situation).

Silvia Bonaccio, University of Ottawa
Charlie L. Reeve, University of North Carolina Charlotte
Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

282-4 Webcam Testing: Validation of an Innovative Open-Ended Multimedia Test

The purpose of this study was to investigate the predictive validity of the Webcam test, an open-ended multimedia test to measure the effectiveness of social work behavior. The sample consisted of 188 employment consultants. The Webcam test was significantly correlated with job knowledge and successful job placement.

Janneke K. Oostrom, Erasmus University Rotterdam/GITP
Marise Ph. Born, Erasmus University Rotterdam
Alec W. Serlie, Erasmus University Rotterdam/GITP
Henk T. Van der Molen, Erasmus University Rotterdam
Submitter: Marise Born, born@fsw.eur.nl

282-5 A Monte Carlo Reevaluation of Assessment Center Construct-Related Validity

This study was conducted to clarify the construct-related validity of assessment center (AC) postexercise dimension ratings. By utilizing a hybrid of Monte Carlo data generation and variance partitioning, the sources of variance (person, dimension, exercise) in AC PEDRs based on previously published AC studies is examined.

Milton V. Cahoon, East Carolina University
Mark C. Bowler, East Carolina University
Submitter: Mark Bowler, bowlerm@ecu.edu

282-6 Validity and Subgroup Differences on Three- and Five-Alternative Multiple-Choice Tests

The objectives of this study were to compare race-based subgroup differences and criterion-related validity across 3- and 5-alternative multiple-choice tests using 2 versions of the ACT that differed in number of response alternatives. Results indicated that Black–White test score differences and criterion-related validity were identical for both 3-and 5-alternative tests.

Leonardis L. Bruce, Auburn University
Bryan D. Edwards, Auburn University
Winfred Arthur, Texas A&M University
Submitter: Leonardis Bruce, brucell@auburn.edu

282-7 Assessing DIF in Personality Scales Across Intelligence Group

This study proposes and illustrates an item response theory-based method for examining item complexity during test construction. More specifically, we investigat-

ed the possibility of differential item functioning within 3 personality scales across cognitive ability groups. Results indicated that the items did not differentially function.

Amy DuVernet, North Carolina State University
Emily C. Johnson, North Carolina State University
Mark A. Wilson, North Carolina State University
Submitter: Amy DuVernet, amyduv@gmail.com

282-8 Social Perception and Personality Assessment: A Unique Approach

A unique approach to the assessment of personality is presented using measures of social perception. Most personality instruments only take self-report into consideration. The approach presented in this paper suggests taking into account both perception of self as well as our perception of others to better assess one's personality.

Fabian Elizondo, Birkman International, Inc.
Patrick L. Wadlington, Birkman International, Inc.
Submitter: Fabian Elizondo, elizondofabian@hotmail.com

282-9 Testing a New Procedure in Reducing Faking in Personality Assessment

In this study we propose and test a new procedure in reducing faking in personality tests within selection contexts. Focusing on individual-level responses, this Web/computer-based procedure attempts to identify and warn suspected fakers early on during the testing process, and then give them a chance for recourse.

Jinyan Fan, Hofstra University
Dingguo Gao, Sun Yet-Sen University
Hui Meng, East China Normal University
Felix James Lopez, Lopez and Associates, Inc.
Submitter: Jinyan Fan, fanjinyan@yahoo.com

282-10 Construct-Oriented Development of a Biodata Scale of Quitting Behaviors

Biographical data (biodata) measures are often designed by their ability to predict criteria, which leads to difficulty in interpreting a measure's conceptual and internal structure. This study used construct-oriented scale development to create items and test the structure of a biodata measure for turnover through exploratory and confirmatory factor analysis.

Chris Fluckinger, University of Akron
Andrea F. Snell, University of Akron
Michael A. McDaniel, Virginia Commonwealth University
Submitter: Chris Fluckinger, cdfluck@hotmail.com

282-11 Construct Validity of Assessment Centers and the Diagnosticity of Behaviors

This study investigated the relationship between diagnosticity of the behaviors associated with assessment center dimensions and the construct and criterion-related validity of the assessment center. Results showed preliminary support for the greater convergent and discriminant validity of high versus low diagnosticity dimensions.

Nicole M. Jalbert, Linkage, Inc.
Roseanne J. Foti, Virginia Tech
Submitter: Roseanne Foti, rfoti@vt.edu

282-12 Saving Face (Validity)? The Potential Detriment of Context Specific Testing

Enhancing face validity in the context of stereotyped job domains may produce stereotype threat. A comparison of face valid-generic versions of math and mechanical tests ($n = 345$) indicated better performance and perceptions for both men and women on the face valid version and no decrement in psychometric properties.

James Grand, Michigan State University
Ann Marie Ryan, Michigan State University
Neal W. Schmitt, Michigan State University
Jillian L. Hmurovic, Michigan State University
Submitter: James Grand, grandjam@msu.edu

282-13 Reliability and Validity of On-Demand 360° Reference Checking

On-demand 360° feedback from a candidate's work references can yield multiple benefits in selection. Reference reliability and agreement statistics met or exceeded professional standards. A validity study in a healthcare setting revealed the process to be predictive of both employee retention and supervisor evaluations.

Cynthia A. Hedricks, SkillSurvey, Inc.
Chet Robie, Wilfrid Laurier University
Frederick L. Oswald, Rice University
Submitter: Cynthia Hedricks, chedricks@skillsurvey.com

282-14 Exercises and Dimensions Are the Currency of Assessment Centers

A new AC structure that models broad dimension factors, exercise factors, and a general performance factor is supported in 3 samples. Consistent with prior research, the variance attributable to these factors varied across centers. Relationships with criteria supported the incremental validity of broad dimensions beyond exercises and general performance.

Brian J. Hoffman, University of Georgia
Klaus G. Melchers, University of Zurich
Carrie A. Blair, College of Charleston
Martin Kleinmann, University of Zurich
Robert T. Ladd, University of Tennessee
Submitter: Brian Hoffman, hoffmanb@uga.edu

282-15 Investigating Stress Tolerance as a Predictor of Multitasking Performance

This study extends research on noncognitive predictors of performance in demanding applied multitasking environments. Similar investigations of noncognitive predictors have not uncovered robust predictors. This study found that locus of control moderates the relationship between stress tolerance and multitasking performance in two independent samples ($n1 = 1,068$; $n2 = 700$).

Ted B. Kinney, Select International
Mei-Chuan Kung, Select International, Inc.

SATURDAY PM

Kathleen M. Meckley, Select International
Kristin M. Delgado, Wright State University

Submitter: Theodore Kinney, tkinney@selectintl.com

282-16 The Use of Response Latencies to Detect Impression-Managed Responding

This study examined whether patterns of response times across response options could be used to detect faking on a personality assessment. Response time patterns, however, were not significantly different when participants were asked to respond honestly, to make a good impression, or to make a very specific impression.

Mindy M. Krischer, University of Houston
Michael J. Strube, Washington University in St. Louis

Submitter: Mindy Krischer, mmkrisch@gmail.com

282-17 Correlates of Group Exercise Ratings: Does Gender Matter?

We assessed gender differences in ratings derived from a leaderless group exercise. We examined mean differences and tested measurement invariance using a multigroup confirmatory factor analysis framework. As expected from role congruity theory, women received lower ratings. The strength of the relationship between traits and ratings varied between groups.

Mei-Chuan Kung, Select International, Inc.
Kristin M. Delgado, Wright State University
Kathleen M. Meckley, Select International, Inc.

Submitter: Mei-Chuan Kung, mkung@selectintl.com

282-18 The Role of Situations in Situational Judgment Tests

A taxonomy of situations was applied to a sample of 46 situational judgment test items. Results indicate that situations that address inappropriate behavior have higher predictive validity than those that do not. Other job relevant dimensions were found to predict validity but did not cross validate.

Justin K. Benzer, Virginia Healthcare System
Jeffrey R. Labrador, Kenexa
Jeff A. Weekley, Kenexa

Submitter: Jeffrey Labrador, jeff.labrador@kenexa.com

282-19 Measurement Equivalence Between Applicants and Incumbents on Cognitive Ability Items

This study assessed the measurement equivalence of a cognitive ability assessment across applicants and incumbents. Differences between the groups were hypothesized because incumbents may be less motivated than applicants are. Results indicated differential item and test functioning, but no differences were found for response consistency.

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

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

282-20 Applicant Pool Increases Counter Cheating in Unproctored Internet Testing

A simulation was conducted to see if increases in the size of the applicant pool due to unproctored Internet testing (UIT) lead to higher mean outcomes in a simulated hiring program. Results indicated that they did in some circumstances. Results show UIT is not universally undesirable for operational validity.

Richard N. Landers, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Richard Landers, rlanders@umn.edu

282-21 The Relationship Between Seniority and Test Performance

This study investigated the relationship between seniority and test performance for jobs in a bona fide seniority-based merit system. The researchers found a weak but positive correlation at 6 to 10 years of seniority. Further, correlations increased as the complexity of the job increased.

Libby Miller, Personnel Board of Jefferson County
Stacey L. Lange, Personnel Board of Jefferson County

Submitter: Stacey Lange, langes@pbjcal.org

282-22 Unproctored Internet Testing: Examining the Impact of Test Environment

This study examined the impact of test environment on assessment perceptions and performance. Although limited exceptions were found, results indicate that both assessment perceptions and performance are generally stable across location, time of day, and presence of others. The findings further support the value of unproctored Internet testing.

Amie D. Lawrence, Select International, Inc.
Joshua S. Quist, Select International, Inc.
Matthew S. O'Connell, Select International, Inc.

Submitter: Amie Lawrence, alawrence@selectintl.com

282-23 An Examination of SJT Construct Validity Across Employment Contexts

Results show SJT construct validity inferences differ somewhat by context, such that cognitive ability was more strongly related to SJT scores in incumbent contexts than applicant contexts. No significant contextual differences were found with personality. However, in contrast to most noncognitive predictors, applicants score lower on SJTs than incumbents.

William I. MacKenzie, University of South Carolina
Robert E. Ployhart, University of South Carolina
Jeff A. Weekley, Kenexa
Clay Ehlers, Kenexa

Submitter: William MacKenzie, ivey_mackenzie@moore.sc.edu

282-24 Do Cognitive Demands and Assessors' Expertise Affect AC Construct-Related Validity?

Using a sample of 1,144 candidates from an operational AC, this study found impairments of construct-related validity when assessors had to observe an increasing number of candidates simultaneously. This effect was

more pronounced for HR specialists (psychologists) than for line managers, but HR specialists' ratings generally were more construct valid.

Andreja Rodella, University of Zurich
Klaus G. Melchers, University of Zurich
Martin Kleinmann, University of Zurich
Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

282-25 Situational Judgment Tests as Measures of Implicit Trait Policies

This study provides additional support for the notion that Situational Judgment Tests can be scored such as to tap individuals' Implicit Trait Policies and that such policies partially mediate the relationship between explicit measures of personality and typical behavior outside of the assessment context (Motowidlo, Hooper and Jackson, 2006).

Daniel Miller, Mentoring and Workforce Development Lab
Kimberly A. Smith-Jentsch, University of Central Florida
Ariel Afek, University of Central Florida
Submitter: Daniel Miller, daniel.miller82@yahoo.com

282-26 Impact of Procedural Fairness on Test Motivation and Test Performance

This study focuses on predicting outcomes from perceptions of test fairness. Job relatedness, invasiveness, satisfaction with the test, and overall fairness were significantly related to test motivation and test performance. Perceptions were also related to intention to stay and perceptions of job and organization fit.

Gloria M. Pereira, University of Houston-Clear Lake
Lauren Manning Salomon, Salomon Solutions
Submitter: Gloria Pereira, pereira@uhcl.edu

282-27 Situational Judgment Test: A Measurement of Judgment?

This study examined whether a judgment construct underlies situational judgment tests (SJTs). Findings indicated that judgment accounted for additional variances in SJT scores beyond individual differences such as personality and cognitive ability. An interaction hypothesis was partially supported. Implications of the results are discussed.

Margaret E. Brooks, Bowling Green State University
Shuang Yueh Pui, Bowling Green State University
Submitter: Shuang-Yueh Pui, sypui@bgnet.bgsu.edu

282-28 Revisiting Differential Prediction by Gender for Admissions Testing

In educational settings, standardized tests often appear to exhibit moderate differential prediction due to gender. In a large ($N > 165,000$) dataset, evidence for differential prediction was confirmed, with women obtaining higher grades than would be predicted, and men showing the opposite trend. We examine new interpretations and methods of analysis.

Adam Beatty, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Paul Sackett, psackett@umn.edu

282-29 Are Human- and Computer-Administered Interviews Comparable?

This field study examined the comparability of interviews administered by humans versus computers (i.e., embodied agents). Ninety-six Korean personnel completed both a human- and a computer-administered interview, counterbalanced to control for order effects and scored by multiple certified raters. Results indicated that the 2 interview formats exhibited comparable measurement properties.

Eric A. Surface, SWA Consulting Inc.
Reanna M. Poncheri Harman, NCSU/SWA Consulting, Inc.
Aaron Watson, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitter: Eric Surface, esurface@swa-consulting.com

282-30 Comparing Two Strategies for Developing Structured Interview Alternate Forms

Brummel, Rupp, and Spain (in press) described methods for developing alternate forms of assessment center exercises. In 2 field studies, we applied and extended Brummel et al.'s recommendations in developing alternate structured interview forms. We describe methods followed in interview development and provide results demonstrating how closely we approximated parallelism.

Calvin C. Hoffman, LA County Sheriff's Department
C. Chy Tashima, LA County Sheriff's Department
Submitter: C. Chy Tashima, ctashim@lasd.org

282-31 Faking on Personality Tests: Is Eye-Tracking Useful in Detecting Faking?

The usefulness of eye-tracking technology to detect faking on personality tests was examined using 129 students completing a personality test with a respond-honestly and fake-good instruction. Participants had lower response latencies and less eye fixations in the fake good condition. When faking, participants showed more fixations on extreme response options.

Edwin A. J. Van Hooft, Erasmus University Rotterdam
Marise Ph. Born, Erasmus University Rotterdam
Submitter: Edwin Van Hooft, vanhooft@fsw.eur.nl

282-32 General Versus Specific Ability Tradeoffs in Personnel Selection

This study used data from a large existing database, Project TALENT, to estimate empirically the tradeoffs in validity and subgroup differences when using specific ability measure(s), rather than g in selection. The results suggest that specific ability measure(s) may offer better balance between validity and subgroup differences than g.

Shonna D. Waters, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Shonna Waters, swaters@humrro.org

282-33 Making Targeted Dimensions Transparent: Impacts on Construct and Predictive Validity

When making targeted dimensions transparent in an assessment exercise, performance no longer influences

one's ability to correctly determine what behavior is most appropriate. Results demonstrated that when a targeted dimension was made transparent, dimension ratings no longer correlated with self-reported personality or with peer ratings of typical behavior.

Christopher Wiese, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Christopher Wiese, ChrisWWiese@gmail.com

283. Interactive Posters: 12:30 PM–1:20 PM
Napoleon D1-D2

Group Conflict: Herd Conformity Is Underrated

Leslie A. DeChurch, University of Central Florida, *Facilitator*

283-1 Do You See What I See? Perspective Taking and Conflict

This study investigated the relationships between perspective taking, team processes, and outcomes. A triangulation approach to the measurement of perspective taking (which included the training of behavioral skills) was taken, expecting lower levels of affective conflict through increased levels of team member schema accuracy. Results were analyzed using dyadic SEM.

Shaun W. Davenport, University of Tennessee, Knoxville
Joan R. Rentsch, University of Tennessee, Knoxville
Submitter: Shaun Davenport, swd@utk.edu

283-2 Antecedents and Consequences of Team's Perceived Organizational Support

The purpose of this paper is to enrich the organizational support literature by defining the construct of percieved organizational support at the team level and explaining how this construct emerges. Potential antecedents and consequences of team's POS are identified in specifc testable propositions.

Natalia Lorinkova, University of Maryland
Submitter: Natalia Lorinkova, nlorinko@rhsmith.umd.edu

283-3 Group Organizational Citizenship Behavior: Demographic Faultlines and Conflict Effects

We examine antecedents and outcomes of group-level OCB (GOCB). Gender- and race-based demographic faultlines predict task and relationship conflict, which in turn shapes GOCB. Task and relationship conflict increased and decreased GOCB, respectively. GOCB partially mediated the effects of demographic faultlines and group conflict on team performance.

Jin Nam Choi, Seoul National University
Thomas Sy, University of California, Riverside
Submitter: Thomas Sy, thomas.sy@ucr.edu

283-4 Dependence of Group Behaviors on Previous Communication Medium Experience

This study investigated how changes in groups' communication medium affected the speed with which groups completed their tasks as well as group member concerns about time. Results indicate that although medium switching did not influence actual time requirements for task completion, group concerns did differ based on past experience.

Eugene Trombini, University at Albany, SUNY
Sylvia G. Roch, University at Albany, SUNY
Submitter: Eugene Trombini, gene.trombini@gmail.com

284. Special Events: 12:30 PM–1:20 PM
Napoleon D3

Distinguished Teaching Contributions Award: A Passion for Teaching: Reflecting Back and Looking Forward

In this lecture, I describe reasons that I remain passionate about teaching, despite the common mindset that it should take a backseat to research. I reflect on what I have learned, describe challenges, make recommendations, share some of my favorite experiences, and conclude that the craft of teaching is a process not an end state.

Eden B. King, George Mason University, *Chair*
Michelle (Mikki) Hebl, Rice University, *Presenter*
Submitter: Michelle (Mikki) Hebl, Hebl@Rice.edu

285. Roundtable Discussion/Conversation Hour: 12:30 PM–1:20 PM
Oak Alley

Validating Minimum Qualifications: Getting the Maximum Out of Your Minimums

Although most organizations utilize educational or experiential minimum qualifications as a hurdle in the hiring process, there is very little attention given to documenting validity evidence or evaluating their effectiveness in predicting job performance. The hosts and participants will discuss these topics and provide solutions.

Julie Anne Caplinger, Valtera Corporation, *Host*
S. Morton McPhail, Valtera Corporation, *Host*
Submitter: Julie Caplinger, JCaplinger@Valtera.com

286. Special Events: 12:55 PM–1:30 PM
Armstrong

♥Public Engagement: Service Learning Projects in the Classroom

Service learning projects integrate student instruction and learning with community service as students apply and develop relevant knowledge and skills completing projects for not-for-profit organizations. These posters describe various service learning projects to share knowledge and practices and encourage interested faculty members to use SLPs in their classes.

Daniel B. Turban, University of Missouri, *Chair*
Robert T. Brill, Moravian College, *Presenter*
Bennett E. Postlethwaite, University of Iowa, *Author*
Kenneth G. Brown, University of Iowa, *Presenter*
Steven D. Charlier, University of Iowa, *Author*
Deborah Lindell, University of Iowa, *Author*
Anne E. Herman, University of Nebraska-Omaha/Kenexa, *Presenter*
Christopher W. LeGrow, Marshall University, *Presenter*
Michelle McQuistan, University of Iowa, *Author*

Kelly Sass, University of Iowa, *Author*
Morell E. Mullins, Xavier University, ***Presenter***
Lynn K. Harland, University of Nebraska Omaha, *Author*
Daniel Sachau, Minnesota State University-Mankato, ***Presenter***
David Ambrose, University of Nebraska-Omaha, *Author*
Christina Fleck, Xavier University, *Author*
Bridget McNamara, Xavier University, *Author*
Eric Naimon, Xavier University, *Author*
Trista Stark, Xavier University, *Author*
Scott Fee, Minnesota State University-Mankato, *Author*
Joshua Wittrock, Minnesota State University-Mankato, *Author*
Ashley E. Johnson, Minnesota State University-Mankato, *Author*

Submitter: Daniel Turban, turban@missouri.edu

287. Panel Discussion: 1:00 PM–2:20 PM
Borgne

Best Practices to Develop High-Potential Talent

This panel offers perspectives from diverse practitioners with extensive experience managing high-potential talent in various organizational settings (PepsiCo, IBM, Dow, Delta). Panelists will share best-practice research, approaches, and challenges faced when identifying, assessing, developing, and retaining high-potential talent. The chair will facilitate a discussion between the audience and panelists.

Steve Krupp, Oliver Wyman-Delta Organization & Leadership, *Chair*
Orla M. NicDomhnaill, Oliver Wyman-Delta Organization & Leadership, *Panelist*
Allan H. Church, PepsiCo, *Panelist*
Steven J. Robison, The Dow Chemical Company, *Panelist*
Michael N. Bazigos, IBM Corporation, *Panelist*

Submitter: Orla NicDomhnaill, orla.nicdomhnaill@oliverwyman.com

288. Symposium/Forum: 1:00 PM–1:50 PM
Waterbury

Global Leader SOS: Can Multinational Leadership Skills Be Developed?

The global economy requires organizations to rely increasingly on multinational leaders. Although research has informed hiring decisions for global leaders, we know little about developing them except that most organizations do it poorly. This session provides some initial answers to the what, how, and who questions about global leadership development.

Ann Howard, Development Dimensions International, *Co-Chair*
Johanna E. Johnson, Pennsylvania State University, *Co-Chair*
Ann Howard, Development Dimensions International, *Tossed to the Winds: The Perilous Neglect of Multinational Leaders*
Jazmine Espejo Boatman, Development Dimensions International, *Today and Tomorrow: Global Executive Leadership Development*
Paula M. Caligiuri, Rutgers University, Ibraiz Tarique, Pace University, *The Role of Personality in the Development of Global Leaders*
Su Chuen Foo, Pennsylvania State University, Johanna E. Johnson, Pennsylvania State University, Shin I. Shih, Pennsylvania State University, *Global Leadership Development Effectiveness: A Case Study*

Submitter: Johanna Johnson, johnson.johanna@gmail.com

289. Special Events: 1:35 PM–2:55 PM
Armstrong

♥Corporate Social Responsibility (CSR) at Work: Examples of CSR Practices in Organizational Settings

A panel of I-O psychologists from companies recognized for strong CSR will share their organization's innovative practices. Each will describe their organization's vision, culture, and values; the role I-O can play enhancing these efforts; and the organization's business case for CSR.

Stephen A. Dwight, Novo Nordisk, *Moderator*
Mathian (Mat) Osicki, IBM, *Panelist*
John C. Howes, NIKE, *Panelist*
Katrina Eckard, Starbucks Coffee Company, *Panelist*
Rebecca Borden, Sun Microsystems, *Panelist*
Michele L. Ehler, Target, *Panelist*

Submitter: Stephen Dwight, sdwi@novonordisk.com

290. Panel Discussion: 1:30 PM–2:50 PM
Cornet

Ethics: How Can We Help Organizations Do the Right Thing?

Ethical (and unethical) behavior in organizations will be discussed within the framework of a variety of HR functions (e.g., recruitment and selection, training/development, reduction in force). The panelists will consider how I-O psychology can help and encourage organizational decision makers to make the "right" decisions and follow best practices.

Catherine C. Maraist, Valtera, *Co-Chair*
Elizabeth Umphress, Texas A&M University, *Co-Chair*
Joan P. Brannick, Brannick HR Connections, *Panelist*
Deirdre J. Knapp, HumRRO, *Panelist*
Rodney L. Lowman, Lake Superior State University, *Panelist*
S. Morton McPhail, Valtera Corporation, *Panelist*
Marshall Schminke, University of Central Florida, *Panelist*

Submitter: Catherine Maraist, cmaraist@valtera.com

291. Symposium/Forum: 1:30 PM–2:50 PM
Gallery

Unique Tools and Methodologies to Facilitate Organizational Change

This symposium will introduce the audience to unique change management tools and methodologies. The papers address some background on the tools/methodologies and present a current application of the tool/methodology. Researchers will come away with new tools/methodologies to study, and practitioners will walk away with new tools/methodologies for their toolbox.

Anne K. Offner, Offner and Associates, LLC, *Chair*
Charlene K. Stokes, Air Force Research Laboratory, Stephanie Swindler, Air Force Research Laboratory, *Organizational Change Through the Lens of Cognitive Work Analysis*
Anne K. Offner, Offner and Associates, LLC, *Change Management Dashboard*
Deborah L. Peck, SEITY, Inc., *Social Network Analysis: Nontraditional Methods to Facilitate Change*

SATURDAY PM

Elaine D. Pulakos, PDRI, *Discussant*

Submitter: Anne Offner, anne@anneoffner.com

292. Community of Interest: 1:30 PM–2:50 PM
Gallier AB

P–E/P–O/P–J Fit

Robert P. Tett, University of Tulsa, *Host*
Jeffrey R. Edwards, University of North Carolina, *Host*

293. Panel Discussion: 1:30 PM–2:50 PM
Grand Ballroom A

Best Practice Versus Legal Defensibility: How Much Validity Is Enough?

The panel will explore the current reality where practitioners have to ignore available alternative scientific best practice and methods to comply with legal demands. How much and what kinds of evidence are needed to support the use assessment and testing in personnel decision making such as selection and promotion?

Wayne F. Cascio, University of Colorado, *Panelist*
Frank J. Landy, Landy Litigation Support Group, *Panelist*
Kevin R. Murphy, Pennsylvania State University, *Panelist*
James L. Outtz, Outtz and Associates, *Panelist*
George C. Thornton, Colorado State University, *Panelist*
Paul R. Sackett, University of Minnesota, *Panelist*

Submitter: Hennie Kriek, hennie.kriek@shlgroup.com

294. Symposium/Forum: 1:30 PM–2:50 PM
Grand Ballroom B

From Job Analysis to Selection to Development: Technology Facilitating Innovation

This session will highlight some examples of how technology has been harnessed to not only facilitate a number of tasks commonly carried out by industrial-organizational psychologists but also has led to the development of innovative solutions and models. The associated benefits and challenges will be discussed.

Reid E. Klion, Performance Assessment Network, *Chair*
Paul R. Boatman, Development Dimensions International, Ruth V. Moskowitz, Development Dimensions International, Mac P. Tefft, Development Dimensions International, *Painting the Picture More Efficiently: Automating the Job Analysis Process*
Reid E. Klion, Performance Assessment Network, *Using Technology to Mitigate Risks Associated With Nonproctored Assessment*
Sara Lambert Gutierrez, PreVisor, Tracy Kantrowitz, PreVisor, Richard A. McLellan, Previsor, Darrin Grelle, University of Georgia, Peter Foltz, Pearson Knowledge Technologies, *Innovations in "Classic" Performance Predictors: Cognitive Ability, Personality, and Essay*
Kathleen A. Tuzinski, PreVisor, Jolene M. Meyer, PreVisor, Tracy Kantrowitz, PreVisor, Michael S. Fetzer, PreVisor, *Web-Delivered Work Samples in the Era of Knowledge Work*
Timothy S. Kroecker, Cambria Consulting, *Advantages and Disadvantages of Traditional and Technology-Enabled Development Programs*
Charles A. Handler, Rocket-Hire, *Discussant*

Submitter: Reid Klion, rklion@panpowered.com

295. Symposium/Forum: 1:30 PM–2:50 PM
Grand Ballroom E

The Role of I-O Psychology in Resolving the Healthcare Crisis

This session will focus on interventions targeted at improving outcomes related to quality of patient care. The interventions to be covered focus on selection, leadership and culture, team training, safety, and others. The session will represent research on various levels of the organization, including management, nurses, and frontline staff.

Kristin Charles, Kronos Talent Management, *Co-Chair*
David J. Scarborough, Unicru, Inc./Black Hills State University, *Co-Chair*
Kristin Charles, Kronos Talent Management, Autumn D. Krauss, Kronos Talent Management, *Defining Quality of Care: Behavioral Competency Models Across Nursing Departments*
Justin Rossini, Development Dimensions International, *Addressing Care Quality, Engagement, and Retention Likelihood: a Selection Perspective*
Sallie J. Weaver, Univsersity of Central Florida/MedAxiom, Michael A. Rosen, University of Central Florida, Deborah DiazGranados, University of Central Florida, Rebecca Lyons, University of Central Florida, Elizabeth H. Lazzara, University of Central Florida, Andrea M. Barnhard, University of Central Florida, Eduardo Salas, University of Central Florida, *Can Team Training Improve Operating Room Quality of Care?*
David A. Hofmann, University of North Carolina at Chapel Hill, Adam Grant, University of North Carolina at Chapel Hill, *Leadership Levers to Motivate Error Management*
Matt Barney, Infosys, *Discussant*

Submitter: Kristin Charles, kristin.charles@kronos.com

296. Symposium/Forum: 1:30 PM–2:50 PM
Grand Chenier

Outcomes of Volunteering for Employers, Working Volunteers, and Not-For-Profit Organizations

We examine the positive outcomes of volunteering, from the perspective of employers, prospective employers, volunteers who are working or seeking paid employment, and not-for-profit organizations. We present the results of 3 empirical studies and 1 theoretical model. Our discussant will integrate the presentations and suggest implications for research and practice.

Catherine E. Connelly, McMaster University, *Chair*
Kevin Hill, Univeristy of Toronto, Mark Weber, University of Toronto, *Relationships Between Volunteering Life Satisfaction, Job Satisfaction, and Job Commitment*
Christa L. Austin, DeGroote School of Business, Catherine E. Connelly, McMaster University, *Relevance Versus Well Roundedness: Recruiters' Evaluations of Applicants' Volunteer Experience*
Becky J. Starnes, Austin Peay State University, Uma J. Iyer, Austin Peay State University, *Psychological Contract Perceptions and Volunteer Contributions: Analysis of Generational Differences*
Frances Tuer, DeGroote School of Business, Catherine E. Connelly, McMaster University, *Optimizing the*

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Contributions of Volunteers and Employees in Not-For-Profit Organizations

Jone L. Pearce, University of California-Irvine, *Discussant*

Submitter: Catherine Connelly, connell@mcmaster.ca

297. Panel Discussion: 1:30 PM–2:50 PM
Grand Couteau

I-O Master's Careers: Landing the Job

Over the past 2 decades, I-O master's programs have grown exponentially. A panel of master's level I-O psychologists with established careers and I-O faculty with substantial experience will address factors in successfully landing master's level employment, including relevant competencies and skills, the application process, employment opportunities, and career tracks.

Elizabeth L. Shoenfelt, Western Kentucky University, *Chair*
Janet L. Kottke, California State University-San Bernardino, *Panelist*
Nancy J. Stone, Missouri University of Science and Technology, *Panelist*
Sarah Agarwal, U.S. Customs and Border Protection, Department of Homeland Security, *Panelist*
Jerry Seibert, Metrus Group, Inc., *Panelist*
Susan Walker, FedEx Freight, *Panelist*

Submitter: Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

298. Symposium/Forum: 1:30 PM–2:50 PM
Maurepas

Self-Regulatory Interventions: Effective Approaches to Enhancing Training Performance

This symposium examines the effectiveness of cognitive and affective self-regulatory interventions and how they influence training outcomes such as learning, performance, and adaptation. This research also examines how situational factors and individual differences influence the effectiveness of these training interventions.

Katherine Ely, George Mason University, *Co-Chair*
Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Co-Chair*
Katherine Ely, George Mason University, Kristina N. Bauer, George Washington University, Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, *Effectiveness of Self-Regulatory Training Interventions: A Meta-Analytic Investigation*
Bradford S. Bell, Cornell University, Jane Forman, Pepsi Bottling Group, *Emotion Control Training Strategies in Technology-Delivered Instruction*
Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Katherine Ely, George Mason University, Eric Schwarz, George Washington University, Kristina N. Bauer, George Washington University, *Prompting Self-Regulation to Mitigate the Effects of Technical Difficulties*
Paul Curran, Michigan State University, Dustin Jundt, Michigan State University, Goran Kuljanin, Michigan State University, Steve W. J. Kozlowski, Michigan State University, *Adaptive Guidance and Metacognitive Induction: Effects on Training Outcomes*
Gillian B. Yeo, University of Queensland, *Discussant*

Submitter: Katherine Ely, kely@gmu.edu

299. Posters: 1:30 PM–2:20 PM
Napoleon ABC
Personality

299-1 Personality Predictors of the Motivation to Lead

This study explores the relationship between personality variables and leadership through the intervening variable of motivation to lead. Results reveal that facet-level personality scales can predict the motivation to lead beyond that of the Big 5 personality factors.

Tracey Tafero, Select International
Patrick H. Raymark, Clemson University

Submitter: Patrick Raymark, praymar@clemson.edu

299-2 Proactive Personality: A Comparison of Shortened Scales Using IRT

This study examined the functioning of 4 shortened versions of the Proactive Personality Scale. The study examined the test information function, relative efficiency, and predictive validity of the scales. A new 9-item shortened scale was developed. Results are discussed.

Gene Alarcon, Wright State University
John M. McKee, Self Employed

Submitter: Gene Alarcon, alarcon.2@wright.edu

299-3 Personality Traits and Intrinsic versus Extrinsic Work Motivation Factors

Based on 2 different work motivation theories, the relationships between personality traits and the importance of job characteristics were investigated. The Big 5 were found to be differentially linked to extrinsic versus intrinsic job aspects, and core self-evaluations consistently showed incremental validity with regard to intrinsic job features.

Tanja Bipp, Eindhoven University of Technology

Submitter: Tanja Bipp, T.Bipp@tue.nl

299-4 Emotional Deviance, Withdrawal, and Performance: The Role of Personality

In this study, I examine how salespeople's standing on certain personality dimensions may attenuate the negative effects of customers' abusive behavior on salespeople's behavior and outcomes. The findings demonstrate that under the unique situational cues involved in interactions between salespeople and abusive customers certain traits become salient.

Paraskevi T. Christoforou, National University of Singapore

Submitter: Paraskevi Christoforou, christoforou@nus.edu.sg

299-5 Reliability Generalization Meta-Analysis of Other Ratings of Personality

Interest in observer ratings of personality has expanded in industrial-organizational psychology, but it is unclear whether observer ratings are as reliable as self-ratings. This study meta-analyzed internal consistency and test–retest reliabilities of observer ratings. Though some

facets would benefit from adding items, observer ratings were generally higher than self-ratings.

Brian S. Connelly, University of Connecticut
Deniz S. Ones, University of Minnesota
Submitter: Brian Connelly, Brian.Connelly@uconn.edu

299-6 Using Principal Component Scores for Big Five Personality Measures

Varimax rotated principal component scores (VRPCSs) have previously been offered as a possible solution to the nonorthogonality of scores on the Big 5 factors. A lab study and a field study investigated the usefulness of VRPCSs in increasing orthogonality as well as the reliability and criterion-related validity of VRPCS.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Nicholas L. Vasilopoulos, Personnel Decisions Research Institutes
Submitter: Jeffrey Cucina, jcucina@gmail.com

299-7 Exploring the Dimensionality of Extraversion: Factors and Facets

This meta-analysis provides an empirically based conceptualization of Extraversion's dimensionality to help refine theory and assessment. Extraversion facets commonly found in personality tests form a general factor with Dominance, Sociability, and Sensation Seeking loading similarly strongly on the general factor, rather than one facet emerging as the core of Extraversion.

Stacy Eitel Davies, University of Minnesota
Brian S. Connelly, University of Connecticut
Deniz S. Ones, University of Minnesota
Submitter: Stacy Davies, stacyio@hotmail.com

299-8 Stop and Start Control: A New Distinction Within Self-Control

Two studies were conducted to test a new distinction within self-control, between stop control and start control. Items from 3 existing self-control questionnaires were used. Exploratory and confirmatory factor analyses were performed on 2 datasets and correlations of both forms of self-control with distinct antecedents and outcomes were computed.

Edwin A. J. Van Hooft, Erasmus University Rotterdam
Arnold B. Bakker, Erasmus University Rotterdam
Submitter: Benjamin de Boer, deboer@fsw.eur.nl

299-9 "Just Be Yourself": The Positive Consequences of Personality Trait Expression

Individuals often regulate the expression of their personality. This paper explores the concept of personality trait expression or the behavioral expression of inner personality traits. Expressing one's inherent personality during a task was found to predict important work outcomes including task satisfaction, motivation, stress, and performance.

Jessica Lynn Dzieweczynski, Penn State
Submitter: Jessica Dzieweczynski, jld409@psu.edu

299-10 A Construct Validation of the Neutral Objects Satisfaction Questionnaire (NOSQ)

This study is a construct validation of the Neutral Objects Satisfaction Questionnaire (NOSQ). The NOSQ had more conceptual and empirical overlap with affective-oriented dispositions than with cognitive-oriented dispositions or temporal affect. The relationships between the NOSQ and both job satisfaction and job cognitions were also examined.

Kevin J. Eschleman, Wright State University
Nathan A. Bowling, Wright State University
Submitter: Kevin Eschleman, eschleman.2@wright.edu

299-11 The Mind in Time: Measuring Past, Present, and Future thinking

The ability to localize human experience temporally is considered 1 of the most important evolutionary advancements of consciousness in homo sapiens (Suddendorf & Corballis, 1997). We describe a model of individual differences along with the development and validation of a 3-dimensional measure based on this ability to mentally time travel.

Vincent J. Fortunato, Walden University
John T. Furey, MindTime, Inc.
Submitter: Vincent Fortunato, vincent.fortunato@waldenu.edu

299-12 Does Similarity in Attachment Security Predict Performance Outcomes?

This study examines the impact of secure attachment style between leaders and followers. It is hypothesized that similarity in attachment style will have a direct influence on in-role performance and OCBs, as well as an indirect influence via trust. Polynomial regression and response surface modeling indicated support for these hypotheses.

Michael Frazier, Oklahoma State University
Laura Little, Oklahoma State University
Janaki Gooty, Binghamton University
Debra L. Nelson, Oklahoma State University
Paul D. Johnson, Oklahoma State University
Joel F. Bolton, Oklahoma State University
Submitter: Michael Frazier, lance.frazier@okstate.edu

299-13 Predicting Union Interest: Instrumentality, Personality, Core Self-Evaluation, and Social Cognition

We examined psychological predictors of union interest, hypothesizing personality variables, core self-evaluation variables, and a social cognition variable would predict interest, beyond union instrumentality. The results supported the social cognition variable as an independent predictor. The findings are discussed in terms of improving union practitioners' election site selection.

Steven Mellor, University of Connecticut
Leslie M. Golay, University of Connecticut
Michael D. Tuller, University of Connecticut
Submitter: Leslie Golay, leslie.golay@uconn.edu

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299-14 Using Consideration of Future Consequences to Predict Job Performance

This study extended prior research on the consideration of future consequences (CFC) by exploring its influence on 2 aspects of job performance. Experimental results suggest that high CFC employees may be more likely to focus on quality rather than quantity, whereas the opposite is true for low CFC employees.

Maja Graso, Washington State University-Vancouver
Tahira M. Probst, Washington State University-Vancouver

Submitter: Maja Graso, majagraso@gmail.com

299-15 Differential Item Functioning (DIF) on the IPIP Neuroticism Scale

We evaluated the Neuroticism scale of the International Personality Item Pool (IPIP) for evidence of age- and gender-based differential item functioning (DIF) using NCDIF, CDIF, and DFIT indices in a sample of 23,994 respondents. Results showed scale-mean differences and significant item-level DIF for 10% of the items.

Nadine LeBarron McBride, Virginia Tech/North Carolina
    Department of Public Instruction
Robert J. Harvey, Virginia Tech

Submitter: Robert Harvey, rj@pstc.com

299-16 Interactive Effects of Openness to Experience and Cognitive Ability

This study investigated the interaction between Openness to Experience and cognitive ability in the prediction of executive leadership fit. Results indicated that Openness was more strongly related to fit ratings when cognitive ability was low than when cognitive ability was high.

Kevin Impelman, Batrus Hollweg International
Heather Graham, Batrus Hollweg International

Submitter: Kevin Impelman, kimpelman@yahoo.com

299-17 Investigating Response Distortion in Selection Settings: Evaluating Subgroup Differences

This study examines possible subgroup differences on social desirability scores and actual levels of faking behavior using a within-subjects design in a real selection setting. The results suggest that *SD* scales and direct measures of faking may behave differently with regard to relevant outcomes (e.g., changes in hiring decisions).

Joshua A. Isaacson, Florida Institute of Technology
Mitchell H. Peterson, Florida Institute of Technology
Stephanie Turner, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology
Mei-Chuan Kung, Select International, Inc.

Submitter: Joshua Isaacson, jisaacso@fit.edu

299-18 The Importance of Situation Perception in the Personality–Performance Relationship

This study adds a new theoretical angle on how personality is related to performance. We posited that individ- ual differences in situation perception would moderate the relationship between personality and conceptually related performance ratings. Our examination in a simu- lated group work context confirmed our hypotheses for Conscientiousness and Agreeableness.

Anne M. Jansen, University of Zurich
Filip Lievens, Ghent University
Martin Kleinmann, University of Zurich

Submitter: Anne Jansen, a.jansen@psychologie.uzh.ch

299-19 The Lonely Road: Does Introversion Predict Truck Driver Performance?

This study extends research on predicting performance with personality traits. This study investigated the pre- dictive role of Introversion and Conscientiousness in a setting that is ideally suited to introverts. A sample of 76 commercial truck drivers participated; findings sug- gest that Introversion (low Extraversion) and Conscientiousness are important for this job.

Mei-Chuan Kung, Select International, Inc.
Joshua S. Quist, Select International, Inc.
Jaclyn P. Pittman, Select International, Inc.
Ted B. Kinney, Select International, Inc.

Submitter: Mei-Chuan Kung, mkung@selectintl.com

299-20 Proactive Personality Meta-Analysis: Relationships With Performance and Job Satisfaction

This meta-analysis indicates that the proactive personal- ity–performance and proactive personality–job satisfac- tion relationships are significant. The proactive person- ality–performance relationship was strongest in sales and service industries and became stronger as average age of the sample increased.

Elizabeth A. McCune, Portland State University
David Cadiz, Portland State University
Damon Drown, Portland State University
Todd Bodner, Portland State University

Submitter: Elizabeth McCune, mccunee@pdx.edu

299-21 Extraversion, Customer Ratings, and Sales Performance: A Multilevel Analysis

This study was conducted to investigate the relationship between antecedents and outcomes of sales performance in B2B sales from a hierarchical framework. Through the application of random coefficient modeling (RCM), we explored the relationship between Extraversion, specific sales behaviors, and customer ratings of sales performance.

Suzanne L. Dean, Wright State University
Corey E. Miller, Wright State University
Jason D. Culbertson, Wright State University
Jenna N. Filipkowski, Wright State University

Submitter: Corey Miller, corey.miller@wright.edu

299-22 Affect–Cognition Reliance: How Personality and Mood Predict Resumé Ratings

The goal of this study was to examine individual differ- ences in the use of affective and cognitive information

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when forming attitudes, or affect–cognition reliance (ACR). ACR was measured through the use of multi-level structural equation modeling and shown to interact with mood to predict judgments of applicants through resumé ratings.

Bobby D. Naemi, Rice University
Daniel J. Beal, Rice University

Submitter: Bobby Naemi, bnaemi@rice.edu

299-23 Why Conscientiousness Predicts Performance: Mediation by Effortful and Ethical Behaviors

This study examines the process by which Conscientiousness predicts performance. Effortful and ethical behaviors are proposed as mediators. The sample consists of 689 students from 10 universities. Results from a 4-year longitudinal dataset support the indirect effect of Conscientiousness on performance through effort and ethical behaviors.

Abigail K. Quinn, Michigan State University
Ruchi Sinha, Michigan State University
Jessica Fandre, Michigan State University
Neal W. Schmitt, Michigan State University

Submitter: Abigail Quinn, quinnabi@msu.edu

299-24 Patients' Health Locus of Control and Perception of Physician Support

Patients' overall satisfaction with the health care system has been linked to the quality of the relationship with their primary care physician. This study was conducted to explore the relationship between patients' health locus of control and their perceptions about the nature of their physician–patient relationship.

Maria F. Ricci-Twitchell, University of Central Florida
Karen Mottarella, University of Central Florida
Shannon Whitten, University of Central Florida

Submitter: Maria Ricci-Twitchell, mflricci@aol.com

299-25 Individual Differences in Organizational Commitment and Escalation of Commitment

This study extended literature on employee commitment and escalation bias to include previously unstudied individual differences. It analyzed organizational commitment type, moderators of the commitment–escalation relationship, and decision rationale as a mediator. Openness and resistance to change were significant moderators, with the interaction dependent on type of commitment displayed.

Molly J. Russ, Valtera Corp.
Tracey E. Rizzuto, Louisiana State University

Submitter: Molly Russ, mollyruss@hotmail.com

299-26 Examining the Effect of Core Self-Evaluations on Pay Plan Preferences

A structural equation model was proposed to examine the effect of core self-evaluation on pay plan preference, the effect of incongruence between the preferred method of payment and the actual method of payment received on job satisfaction and pay satisfaction, and the moderating effect of the meaning of money.

Heather Sovern, Kansas State University
Patrick A. Knight, Kansas State University

Submitter: Heather Sovern, hsovern@ksu.edu

299-27 Dynamic Validities in a Longitudinal Sample: Examining Personality–Performance Relationships

This study examined 2 competing hypotheses regarding the dynamic validities of personality–performance relationships within a growth model framework. Unlike the validity degradation results reported with cognitive abilities, this study found that personality predicted later performance better than initial performance. Some implications are discussed.

Lisa Lynn Thomas, University of Illinois at Urbana Champaign
Serena Wee, University of Illinois at Urbana Champaign

Submitter: Lisa Thomas, llthomas@uiuc.edu

299-28 Locus of Control at Work: A Meta-Analysis

This meta-analysis examined the potential consequences of locus of control. Results indicated that work locus of control was a better predictor of work-related criteria than was general locus of control and that general locus of control was a better predictor of general criteria than was work locus of control.

Qiang Wang, Wright State University
Nathan A. Bowling, Wright State University
Kevin J. Eschleman, Wright State University

Submitter: Qiang Wang, talenttree@gmail.com

299-29 Exploring Polychronicity's Relationship with Behavioral Outcomes

This study examines the positive and negative outcomes related to polychronicity (the degree to which an individual prefers to multitask) including, punctuality, work pace, general hurry, and Extraversion. The results suggest polychronicity is positively related to work pace, general hurry, and Extraversion and negatively related to punctuality.

Alice Wastag, San Diego State University
Jeffrey M. Conte, San Diego State University

Submitter: Alice Wastag, AliceWastag@yahoo.com

299-30 Dead Career Walking

We defined team players as workers who cooperate with the strategic, tactical, and social zeitgeist of the workgroup. We found that assertiveness was more strongly related to team player behavior among workers high than low in social skill in 2 samples (214 technical–professional and 115 customer service workers).

Emily David, University of Houston
L. A. Witt, University of Houston

Submitter: L. Witt, witt@uh.edu

299-31 Test-Taking Motivation and the Validity of Personality Testing

This article examined the rarely studied construct of test-taking motivation (TTM) using a field sample. Results indicated that high scores on TTM were associated with stronger relations between personality and ratings of job performance. Among other things, analyses of TTM's nomological net uncovered only weak relations with motivated distortion scales.

Thomas A O'Neill, University of Western Ontario
Richard D. Goffin, University of Western Ontario
Ian R. Gellatly, University of Alberta
Submitter: Thomas O'Neill, toneill7@uwo.ca

299-32 Do Applicants and Incumbents Respond to Personality Items Similarly?

This study examined differences between applicants and incumbents' response processes to personality items. Applicants were thought to use a dominance response process, and incumbents were expected to use an ideal point response process. Differential item functioning analyses revealed a number of items that exhibited DIF consistent with the hypotheses.

David M. LaHuis, Wright State University
Erin O'Brien, Wright State University
Submitter: David LaHuis, david.lahuis@wright.edu

299-33 Controlling Faking in Personality Measures with Unlikely Virtues

The effects of correcting personality measures for unlikely virtues (UV) is examined in 3 predictive datasets. Results showed that although some corrections for UV improved criterion-related validities, the gains were typically small. Furthermore, UV was significantly related to race and gender, indicating that corrections would differentially affect test scores.

Jeff A. Weekley, Kenexa
John M. McKee, Self-Employed
Submitter: John McKee, psychologyjohn@gmail.com

300. Interactive Posters: 1:30 PM–2:20 PM
Napoleon D1-D2

Mentoring Schmentoring: Just Kick Me in the Arse

Lillian Eby, University of Georgia, *Facilitator*

300-1 Self-Initiated Mentoring and Career Success: A Predictive Field Study

The roles of self-initiated mentoring and networking behaviors were investigated in a predictive study over 2 years with 121 employees. The relationship between self-initiated mentoring and career ascendancy was not meditated by mentoring received but by networking. Thus, networking appears to be the more critical mediator of early career success.

Gerhard Blickle, University of Bonn
Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

300-2 Mentor-Perceived Costs, Benefits, and Their Behavior Toward Protégés

This research examined the degree to which supervisory mentors' perceived costs and benefits affect the functional and dysfunctional mentoring they provide to their protégés. Results were consistent with expectations, mentor-perceived costs were associated with protégé-perceived dysfunctional mentoring received, and mentor-perceived benefits were associated with protégé-perceived functional mentoring received.

Julia M. Fullick, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Julia Fullick, jfullick1106@aol.com

300-3 Employee Job Performance Domains and Supervisors' Willingness to Mentor

We experimentally tested how 3 domains of employee performance (task performance [TP], interpersonal citizenship behavior [ICB] targeting the supervisor, and counterproductive work behavior [CWB] targeting coworkers) affect supervisors' willingness to mentor. Each performance domain affected willingness to mentor. ICB had the weakest effect, and CWB moderated the effect of TP.

Laurent M. Lapierre, University of Ottawa
Silvia Bonaccio, University of Ottawa
Tammy D. Allen, University of South Florida
Jeff Lucier, University of Ottawa
Submitter: Laurent Lapierre, lapierre@telfer.uottawa.ca

300-4 The Influence of Social Identities on Future Employee Mentoring Behaviors

Mentoring relationships in the workplace help to promote personal and career development. The association between social identities and mentoring behaviors has been substantiated in previous research but not for future employees. Members of a national student organization demonstrated the relationship between protégé experience, ethnic identity, organizational commitment, and mentoring intentions.

Curtis Walker, University of Connecticut
Janet L. Barnes-Farrell, University of Connecticut
Peter D. Bachiochi, Eastern Connecticut State University
Submitter: Curtis Walker Jr, curtis.walker_jr@uconn.edu

301. Symposium/Forum: 1:30 PM–2:50 PM
Napoleon D3

Slights, Snubs, and Slurs: Examining Subtle Forms of Organizational Discrimination

This symposium focuses on modern racism in organizations. Presentations will focus on microaggressions and colorism and address the challenge of identifying and measuring subtle discrimination. Steps that organizations can take to address organizational inequalities that inhibit minority employees from reaching their full potential will be discussed.

Lynn R. Offermann, George Washington University, *Chair*
Salman A. Jaffer, George Washington University, Sumona
    Basu, George Washington University, Raluca Graebner,

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George Washington University, Lynn R. Offermann, George Washington University, Tessa Basford, George Washington University, *What Are Microaggressions? Mapping the Construct Domain*

Raluca Graebner, George Washington University, Sumona Basu, George Washington University, Salman A. Jaffer, George Washington University, Lynn R. Offermann, George Washington University, Tessa Basford, George Washington University, *Microaggressions and Outcomes: Ambiguity, Intention, and Employee Impact*

Matthew S. Harrison, Manheim Corporate Services, Inc., Kecia M. Thomas, University of Georgia, *The Role of Colorism on Blacks in Corporate America*

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

Submitter: Lynn Offermann, lro@gwu.edu

302. Panel Discussion: 1:30 PM–2:50 PM
Nottaway

Using Archival Datasets: Opportunities and Pitfalls for I-O Psychologists

This session highlights the challenges, opportunities, and pitfalls to conducting research in applied and academic settings using archival datasets. Experienced panelists from academia, government, and industry will discuss their experiences with archival datasets, advantages and disadvantages in utilizing archival data, and archival sources that appear underutilized by I-O psychologists.

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, *Chair*
Richard G. Best, Lockheed Martin, *Panelist*
Sandra Ohly, University of Frankfurt, *Panelist*
Christiane Spitzmueller, University of Frankfurt/University of Houston, *Panelist*

Submitter: Sylvia Hysong, hysong@bcm.edu

303. Panel Discussion: 1:30 PM–2:50 PM
Oak Alley

Selection Testing Systems: When Things Get Tough...and Tougher

Various obstacles are encountered during development, validation, and implementation of selection systems. Discussing these obstacles with other professionals can result in insight regarding variables to consider and unique solutions. Participants will discuss obstacles and solutions in a small group format and then share solutions and listen to input from experts.

Jan L. Boe, Valtera Corporation, *Co-Chair*
Corinne D. Mason, Development Dimensions International, *Co-Chair*
John D. Arnold, Polaris Assessment Systems, *Panelist*
Monica A. Hemingway, Starwood Hotels & Resorts, *Panelist*
Michael J. Zickar, Bowling Green State University, *Panelist*
Submitter: Jan Boe, jboe@valtera.com

304. Symposium/Forum: 1:30 PM–2:50 PM
Rhythms 2

We're Not Kidding: Advancements in Research on Humor and Work

At a roundtable at SIOP in 2007, several researchers led discussions on overcoming the challenges of conducting rigorous and applicable humor research. This sympo-sium highlights a broad sampling of research efforts that emerged following that forum, including papers focus-ing on humor and conflict management, leadership per-ceptions, harassment, and personnel selection.

Lisa Finkelstein, Northern Illinois University, *Chair*
Ariel Lelchook, Wayne State University, *Co-Chair*
Kristina Matarazzo, Northern Illinois University, *Co-Chair*
Cort Rudolph, Wayne State University, Ariel Lelchook, Wayne State University, *Towards an Integrative Model of Conflict Management and Humor Styles*
Cynthia Cerrentano, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, *The Halo of Humor: How Humor Affects Leadership Perceptions*
Nathan Weidner, Wayne State University, Ariel Lelchook, Wayne State University, Nathalie Castano, Wayne State University, Marcus W. Dickson, Wayne State University, *Perceptions of "Dirty" Jokes in the Workplace*
Christopher Robert, University of Missouri-Columbia, James Wilbanks, University of Missouri-Columbia, *I'll Take the Funny Guy: Examining Humor's Utility for Selection*

Submitter: Ariel Lelchook, alelchook@wayne.edu

305. Symposium/Forum: 1:30 PM–2:50 PM
Rhythms 3

Managers' Peer Evaluations Are Powerful Predictors: But Are They Used?

Despite research that peer evaluations predict future suc-cess and are legally defensible, there seems a reluctance to use these ratings in industry settings. Recent validity data is reported, and we show that some "back-door" approaches are using peer evaluations in 360-feedback systems and in a novel structured group discussion.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*
Ronald G. Downey, Kansas State University, John P. Steele, Army Research Institute, *Peer Assessments: A Quarter Century After Getting the Good News*
Arthur Gutman, Florida Institute of Technology, *Legal Issues in Peer Evaluations*
Janine Waclawski, Pepsi-Cola Company, Allan H. Church, PepsiCo, *Should Peer Ratings Matter in 360 for Decision Making?*
Allen I. Kraut, Baruch College/Kraut Associates, *Blink! Brief Peer Evaluations Predict Long Term Executive Success*
Gary P. Latham, University of Toronto, *Discussant*
Submitter: Ronald Downey, downey@ksu.edu

306. Special Events: 2:00 PM–2:50 PM
Grand Ballroom D

Distinguished Scientific Contributions Award: Assessing Personality 75 Years After Likert: Thurstone Was Right!

In the 1920s, Louis Thurstone formulated an approach to measurement based on the proximity of people and items. Likert later developed an approach based on the idea that people higher on the latent trait tend to endorse more items. Likert's approach has predominated in per-sonality assessment, but Thurstone was right!

Julie B. Olson-Buchanan, California State University-Fresno, *Chair*
Fritz Drasgow, University of Illinois at Urbana-Champaign, *Presenter*

307. Symposium/Forum: 2:00 PM–2:50 PM
Rhythms 1

Data Driven Decisions: Merging I-O Psychology Methods and Practice

This session will focus on applying the practices of industrial-organizational psychology in less-than-perfect organizational situations. Four approaches to using data in organizational decision making will be discussed, including large-scale competency use, large-scale selection, small-scale selection, and productivity indices.

Jay H. Steffensmeier, Microsoft, *Chair*
Tanya Boyd, Seattle Pacific University, Jay H. Steffensmeier, Microsoft, Lori Homer, Microsoft, *I-O Evidence and Expertise at Microsoft*
Craig R. Dawson, PreVisor, Inc., Karen R. Wade, T-Mobile USA, Starr L. Daniell, University of Georgia, *Data-Driven Selection: Development and Program Success Measurement*
Kim S. Steffensmeier, Valero Energy Corporation, *Using Objective Information in Small-Scale Hiring*
Brad Beira, Aon South Africa, Mitchell W. Gold, Aon Consulting, *The Impact of Employee Behavior on Company Financial Performance*

Submitter: Jay Steffensmeier, jaysteff@microsoft.com

308. Symposium/Forum: 2:00 PM–2:50 PM
Waterbury

Innovative Approaches to Taking Action on Survey Results

Upon participating in opinion surveys, it is imperative that employees see actions taken based on results. This symposium will provide an overview of what several organizations do to assist leaders in taking action and present innovative approaches to action taking, such as use of Web-based tools and sharing best practices.

Andrew Duffy, Microsoft, *Chair*
Shawn M. Del Duco, Sirota Consulting, *Co-Chair*
Andrew Duffy, Microsoft, Shawn M. Del Duco, Sirota Consulting, *Consequences of Not Taking Action on Survey Results*
Melinda J. Moye, John Deere, Katie Kuker, John Deere, *Holding Managers Accountable for Action Planning*
Frederick M. Siem, The Boeing Company, *Survey Action Planning at Boeing*
Paul M. Mastrangelo, Genesee Survey Services, Inc., *Discussant*
Claire Joseph, Genesee Survey Services, *Discussant*

Submitter: Andrew Duffy, anduff@microsoft.com

309. Special Events: 3:15 PM–4:30 PM
Armstrong *(Please note start time is during coffee break)*

♥**The Science and Practice of CSR: What I-O Psychologists Can Contribute**

How can I-O psychologists add value to theory, research, and practice on corporate social responsibility (CSR)? This research incubator is designed to stimulate reflection and collaboration. Presentations and roundtable discussions will explore how CSR initiatives influence employees' attitudes and behaviors, and how this research can inform practice.

Adam Grant, University of North Carolina at Chapel Hill, *Co-Chair*
Deborah E. Rupp, University of Illinois at Urbana-Champaign, *Co-Chair*
Daniel B. Turban, University of Missouri, *Co-Chair*
Joshua Margolis, Harvard Business School, *Presenter*
Kimberly D. Elsbach, University of California-Davis, *Presenter*
David A. Jones, University of Vermont, *Presenter*
Bradley J. Alge, Purdue University, *Presenter*

Submitter: Adam Grant, agrant@unc.edu

310. Panel Discussion: 3:30 PM–4:20 PM
Borgne

Performance Management Technology: Advantages, Limitations, and Possibilities

Companies are increasingly using technology to support performance measurement, goal setting, and employee development. Is this technology actually improving workforce productivity, creating new performance management challenges, or both? A panel of experienced industry practitioners and academic researchers discuss the strengths, limitations, and potential of performance management technology.

Autumn D. Krauss, Kronos Talent Management Division, *Chair*
Steven T. Hunt, SuccessFactors, *Panelist*
Stephanie C. Payne, Texas A&M University, *Panelist*
Karin A. Orvis, Old Dominion University, *Panelist*
Al Adamsen, Kenexa, Inc., *Panelist*

Submitter: Steven Hunt, shunt@successfactors.com

311. Symposium/Forum: 3:30 PM–4:20 PM
Cornet

Measurement Concerns for the I-O Practitioner (and Researcher)

Four topics in applied measurement were investigated: scoring and keying approaches for situational judgment tests, item and response option order randomization for cognitive tests, error rate of the trim-and-fill method for detecting publication bias in meta-analysis, and equating IRT-based item parameters using additional information. Results and implications are discussed.

Matthew J. Borneman, University of Minnesota, *Chair*
John P. Muros, Pearson, Jeff W. Johnson, Personnel Decisions Research Institutes, John P. Campbell, University of Minnesota, *Know the Score: Exploring SJT Keying and Scoring Approaches*
Amanda Dainis, James Madison, Eyal Grauer, APT, Matthew J. Borneman, University of Minnesota, *Randomizing Item and Response Option Order on Cognitive Tests*
Adam Beatty, University of Minnesota, Matthew J. Borneman, University of Minnesota, *Error Rate of Trim-and-Fill Methods to Detect Meta-Analytic Publication Bias*
Matthew J. Borneman, University of Minnesota, Eyal Grauer, APT, Richard A. McLellan, Previsor, Thomas G. Snider, PreVisor, *A New IRT Linking Design Based on Auxiliary Information*

Submitter: Matthew Borneman, borne030@umn.edu

SATURDAY PM

312. Panel Discussion: 3:30 PM–4:20 PM
Gallery

Talent Acquisition Nirvana? Integrating Selection Testing With Applicant Tracking Systems

Integrating the testing process with the applicant tracking system improves consistency with testing policies, reduces hiring time and costs, and provides a user-friendly process for applicants. This session includes 2 case studies where a testing system has integrated with an applicant tracking system to achieve a scalable and efficient process.

Mary L. Doherty, Valtera, **Chair**
Emily G. Solberg, Valtera, **Panelist**
Arlene P. Green, Frito-Lay North America, **Panelist**
Tommie Mobbs, TeleTech Holdings, **Panelist**
Mia L. Jattuso, Development Dimensions International, **Panelist**
Nathan J. Mondragon, Taleo, **Panelist**
Anna M. Safran, HRMC, **Panelist**

Submitter: Emily Solberg, esolberg@valtera.com

313. Panel Discussion: 3:30 PM–4:20 PM
Grand Chenier

Professional and Organizational Citizenship: I-Os Represent!

The more I-O thinking and practices we bring to our organizations, the better SIOP's visibility messages will resonate with leaders, colleagues, clients, and vendors. But success sometimes requires subtlety. Panelists will share extrarole examples of combining organizational and professional (I-O community) citizenship to influence their companies toward scientific best practices.

Stephanie R. Klein, PreVisor Inc., **Chair**
Paul D. DeKoekkoek, PreVisor, **Panelist**
Jana Fallon, Prudential Financial, **Panelist**
Ken Lahti, PreVisor, **Panelist**
Elaine D. Pulakos, PDRI, **Panelist**

Submitter: Stephanie Klein, sklein@previsor.com

314. Symposium/Forum: 3:30 PM–4:20 PM
Grand Couteau

Down but not Out: Measuring, Understanding, and Coaching Failure

Up to half of all managers will experience failure in their careers. This symposium addresses 4 essential components of failure. From the measurement and antecedents of failure to the perception of failure to the lessons learned from failure, this symposium provides insight and recommendations for selection, promotion, and development.

Jennifer Thompson, Chicago School of Professional Psychology, **Chair**
Nancy A. Newton, Chicago School of Professional Psychology, Mike Stasik, Chicago School of Professional Psychology, Jennifer Thompson, Chicago School of Professional Psychology, **The Experience and Psychological Construct of Workplace Failure**
Noelle K. Newhouse, Institute for Personality & Ability Testing, Scott Bedwell, IPAT, **Personality Antecedents of Different Operationalizations of Derailment/Failure**

Ellen Van Velsor, Center for Creative Leadership, Meena Wilson, Center for Creative Leadership, Rola Ruohong Wei, Center for Creative Leadership, **Learning From Failure: A Cross-Cultural Examination of Leadership Development**

Submitter: Jennifer Thompson, jthompson@thechicagoschool.edu

315. Symposium/Forum: 3:30 PM–4:20 PM
Maurepas

A Foundation for Performance-Based Pay in the Intelligence Community

The intelligence community is currently implementing performance-based pay as a driver for human capital transformation. Practitioners supporting the pay modernization initiative will provide an overview and discuss how their work in performance management and occupational studies is providing a foundation for the transition to performance-based pay.

Cynthia J. Morath, Booz Allen Hamilton, **Chair**
Lisa Gross, Booz Allen Hamilton, Lori B. Zukin, Booz Allen Hamilton, Cynthia J. Morath, Booz Allen Hamilton, **Overview of Pay Modernization in the Intelligence Community**
Cynthia J. Morath, Booz Allen Hamilton, Elaine Brenner, Booz Allen Hamilton, **Success Factors for Performance Management Systems**
Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, Jane Homeyer, Office of the Director of National Intelligence, Meredith L. Cracraft, Personnel Decisions Research Institutes, **Raising the Bar: Developing Promotion Standards for Intelligence Analysts**
Robert F. Calderon, SRA International, Joe Cosentino, Booz Allen Hamilton, Timothy P. McGonigle, SRA International, Kim Platt, Booz Allen Hamilton, **Police and Polygrapher Job Duties and Compensation Practices**

Submitter: Cynthia Morath, morath_cynthia@bah.com

316. Panel Discussion: 3:30 PM–4:20 PM
Napoleon D3

Off to Work We Go: Six Applied I-O Career Paths

This panel discussion brings together 7 I-O practitioners representing varied applied work environments. The focus of this panel is to help graduate students and job seekers gain insight into applied career paths in government, internal, and external consulting and provide a realistic perspective on early career decisions.

Eric J. Barger, Financial Industry Regulatory Authority (FINRA), **Chair**
Whitney E. Botsford, EASI Consult, **Panelist**
Katherine Elder, Federal Management Partners (FMP), **Panelist**
Kate Morse, Financial Industry Regulatory Authority (FINRA), **Panelist**
Candace B. Orr, Booz Allen Hamilton, **Panelist**
Eugene Pangalos, U.S. Office of Personnel Management, **Panelist**
Kathleen A. Stewart, Gallup, **Panelist**

Submitter: Candace Orr, brooke.orr@gmail.com

317. Symposium/Forum: 3:30 PM–4:20 PM
Nottaway

Making Changes to Keep America Safe— Contributions From I-O Psychology

The security of the United States depends upon identifying and preventing threats from diverse sources. I-O psychologists are prominent in defining and training the new skills required, as well as transforming the intelligence and military organizations responsible for keeping our country safe in these more complex and dangerous times.

Joseph A. Gier, EASI Consult, *Chair*

Ann M. Quigley, Office of the Director of National Intelligence, *Culture and Collaboration in the Post 9/11 Intelligence Community*

Tara D. Carpenter, Federal Management Partners, Bryanne L. Cordeiro, Federal Management Partners, Lauren Smith, Xavier University, Katherine Elder, Federal Management Partners, *Interpersonal Skills Training for Army Soldiers*

Joseph A. Gier, EASI Consult, David E. Smith, EASI Consult, David F. Hoff, EASI Consult, *Competencies Required for Optimal Interrogations—Don't Call Jack Bauer*

Submitter: Joseph Gier, jgier321@sbcglobal.net

318. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM
Oak Alley

Assessment Centers and Technology: Best Practices, Challenges, and Innovations

2007's Leading Edge Consortium identified technology-enabled assessment as one of the most important innovations in talent management. This field is new, and little research is available to guide best practices. This forum is an opportunity to discuss best practices, innovations, and challenges in assessment center practices that use technology.

Lynn Collins, Sandra Hartog & Associates/Fenestra, *Host*
Matthew J. Dreyer, Verizon, *Host*

Submitter: Lynn Collins, lcollins@sandrahartogassoc.com

319. Symposium/Forum: 3:30 PM–4:20 PM
Rhythms 1

The People Factor: Considering Trainee and Trainer Effects on Learning

The papers in this symposium examine how trainee and trainer characteristics influence learning. Authors use meta-analysis and multilevel analyses to investigate the extent to which trainee characteristics (i.e., metacognition, ability, motivation), trainer characteristics (e.g., conscientiousness, sex), and similarities among trainees and between trainees and trainers influence learning.

Annette Towler, DePaul University, *Co-Chair*
Suzanne T. Bell, DePaul University, *Co-Chair*
Kristina N. Bauer, George Washington University, Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Katherine Ely, George Mason University, *Course Design Effects on the Trainee Characteristics and Learning Relationships*

Gordon B. Schmidt, Michigan State University, *The Effect of Metacognition on Learning and Performance: A Meta-Analysis*

James Kemp Ellington, Illinois Institute of Technology, Eric A. Surface, SWA Consulting Inc., *The Trainer's Impact in the Learning Environment: A Multilevel Examination*

Suzanne T. Bell, DePaul University, Annette Towler, DePaul University, David Fisher, DePaul University, Norman Ruano, Truman College, *A Multilevel Examination of Sex Similarity on Trainee Knowledge Acquisition*

Miguel A. Quinones, Southern Methodist University, *Discussant*

Submitter: Suzanne Bell, sbell11@depaul.edu

320. Symposium/Forum: 3:30 PM–4:20 PM
Rhythms 2

Enhancing and Understanding Trust in Virtual Teams

Trust in virtual teams remains a poorly understood concept despite widespread use of virtual team work arrangements. This symposium will explore dispositional, process, and technology influences on trust in virtual team scenarios. A combination of empirical and conceptual papers will be presented.

Joseph B. Lyons, Air Force Research Laboratory, *Chair*
Joseph B. Lyons, Air Force Research Laboratory, Charlene K. Stokes, Air Force Research Laboratory, *Predicting Trust in Distributed Teams: Dispositional Influences*
Tamera R. Schneider, Wright State University, Gaea M. Payton, Wright State University, *Team Trust, Communication, and Performance*
Charlene K. Stokes, Air Force Research Laboratory, Joseph B. Lyons, Air Force Research Laboratory, *Trust in Computer-Mediated Collaboration*
Younho Seong, North Carolina A&T State University, Paul Faas, Air Force Research Laboratory, Joseph B. Lyons, Air Force Research Laboratory, *Unifying Theory of Trust in Virtual Teams*
C. Shawn Burke, University of Central Florida, *Discussant*

Submitter: Joseph Lyons, joseph.lyons@wpafb.af.mil

321. Symposium/Forum: 3:30 PM–4:20 PM
Rhythms 3

Work–Life Research in a Social Context

Although traditional work–life research tends to treat relationships as either a source of demands or support, the researchers in this symposium present new perspectives on how relationships impact individuals' perceptions and management of their multiple life roles. The critical implications for research and practice will be discussed.

Alyssa Westring, DePaul University, *Chair*
Elizabeth Poposki, Michigan State University, *Co-Chair*
Marcie Pitt-Catsouphes, Boston College, Christina Matz-Costa, Boston College, *Generations, Relationships, and the Use of Flexibility at Work*
Spela Trefalt, Simmons School of Management, *Setting Work–Nonwork Boundaries in the Context of Relationships at Work*
Ariane Ollier-Malaterre, Rouen School of Management, *Information Processing and Organizational Justice in Assessment of Work–Life Initiatives*

SATURDAY PM

Elizabeth Poposki, Michigan State University, Alyssa
   Westring, DePaul University, ***The Role of Social
   Comparisons in Perceptions of Work–Life Interference***

Submitter: Alyssa Westring, awestrin@depaul.edu

322. Symposium/Forum: 3:30 PM–4:20 PM
Waterbury

Identifying and Correcting Potential Bias in Job Analysis Ratings

Identifying factors that influence job analysis ratings is
gaining attention in the job analysis literature. By inves-
tigating factors affecting the job analysis process, the
studies in this symposium enhance our understanding of
the job analysis process and provide practical solutions.

Deborah K. Ford, Portland State University, ***Chair***
Donald M. Truxillo, Portland State University, ***Co-Chair***
Deborah K. Ford, Portland State University, Donald M.
   Truxillo, Portland State University, Mo Wang, Portland
   State University, Brett W. Guidry, Portland State
   University, Jake T. Hendrickson, Portland State
   University, ***Sources of Rating Inaccuracy in Job
   Analysis: A Field Experiment***

Robert J. Harvey, Virginia Tech, ***IRT-Based Assessments of
   Rating Quality in Job Analysis Ratings***
Robert E. Ployhart, University of South Carolina, Deborah K.
   Ford, Portland State University, Ana B. Costa, Portland
   State University, Layla R. Mansfield, Portland State
   University, ***Influences of Personality and Role Clarity on
   Job Analysis Ratings***
Frederick P. Morgeson, Michigan State University, ***Discussant***

Submitter: Deborah Ford, dford@pdx.edu

323. Special Events: 4:30 PM–5:30 PM
Grand Ballroom A

Closing Plenary Session
Kurt Kraiger, Colorado State University, ***Chair***
Steve Kerr, Goldman Sachs, ***Presenter***

	Armstrong	Borgne	Cornet	Gallery	Gallier AB	Grand Ballroom A	Grand Ballroom B	Grand Ballroom D	Grand Ballroom E	Grand Chenier	Grand Couteau
7:30 AM	Coffee Break										
8:00 AM	217 Keynote: Corp Social Rsponsibility	218 Exam of Work-Family Conflict Among Workers	219 Synthetic Validity: Practical Questions and Answers	226 Characteristics Competencies of Elite	227 COI: Bridging the Science-Practice Gap	228 I-O Value Proposition in a Fluctuating Economy	220 Perceptions of Age in the Workplace: U.S. and E.U.	229 Remote Assessment and Applicant Response	221 Meta-Analysis: Advances in Methods and Practice	222 Strategies for Testing Assumed Mediation Models	223 Validity and Utility of Computer Adaptive Testing
8:30 AM											
9:00 AM	237 CSR in Business										
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	241 Behavioral Ethics	242 Role of I-O in Emerg Mgmt Ops	243 How to Score Biodata Measures	244 Cutting Edge: Expand Temp Lens of Team Rsrch	245 COI: Executive Assessment	246 Prog Comm Address: James Bray	247 Method Variance: Problems, Preventatives	248 When the Going Gets Tough: How I-O Can Help	249 Fit Between Emotional Demands and Abilities	250 Going Global: Prof Practice Series	251 Identifying Developing High-Potential Employees
11:00 AM											
11:30 AM		262 Succession Planning									
12:00 PM	266 Leadership for CSR		279 Moving Beyond Ropes Course	267 Devel in the Study of Interpersonal Mistreatment	268 COI: Issues in Multilevel Research	269 Defining Leadership Competence Global Scale	270 Damocles' Sword: HR Assessment of Tenure	280 Perceived Organizational Support: New Perspectives	281 Community Volunteerism	271 Assessments in Action	272 Meso-Paradigm Modeling of Leadership
12:30 PM											
1:00 PM	286 Learning	287 Best Practices to Develop High-Potential Talent									
1:30 PM			290 Ethics: How Can We Help Orgs Do Right Thing?	291 Unique Tools...to Facilitate Org Change	292 COI: P-E/P-O/P-J Fit	293 Best Practice Versus Legal Defensibility	294 From Job Analysis to Selection to Development	295 The Role of I-O in Healthcare Crisis	296 Outcomes of Volunteering for Employers	297 I-O Master's Careers: Landing Job
2:00 PM	289 CSR at Work							306 Dist Sci Contrib Award			
2:30 PM											
3:00 PM	15 min. Break	Coffee Break									
3:30 PM	309 Science Practice of CSR (3:15)	310 Perf Mgmt Tech	311 Measure Concerns for the I-O Pract	312 Talent Acquisition Nirvana?						313 Prof & Org Citizenship	314 Down not Out: Failure
4:00 PM											
4:30 PM						323 Closing Plenary Session					
5:00 PM											

Saturday Special Events:

SATURDAY THEME TRACK
Corporate Social Responsibility (Armstrong - 8th Floor)
Attend all 7 sessions and receive 7 CE credits or just attend the ones that interest you!

CLOSING CONFERENCE PLENARY
4:30–5:30 PM Grand Ballroom (5th Floor)

SIOP CLOSING RECEPTION: TASTE OF NEW ORLEANS
6:00–7:30 PM

SIOP 2010
25th Annual Conference
April 8–10   Hilton Atlanta
Celebrate 25 years of SIOP!

	Maurepas	Napoleon ABC	Napoleon D1-D2	Napoleon D3	Nottaway	Oak Alley	Rhythms 1	Rhythms 2	Rhythms 3	Salon 820/824	Waterbury
7:30 AM	Coffee Break										
8:00 AM	230 What Did You Expect? Managing Expectations	**224 Leadership II**	225 Assessment Trends		231 Aiding Veterans With PTSD	232 Moving Into an HR Generalist Role	233 High-Risk Jobs/Extreme Contexts	234 Beyond Regurgitation: Critical Thinking	235 Interpersonal Perspectives Intergroup Bias		236 Importance of I-O in Top HR Jobs
8:30 AM											
9:00 AM		**238 Org Perf/Culture**	239 Turnover	240 Retention in IT							
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	252 Defining and Measuring Constructs in Work-Family	**253 Staffing**	254 Emotions at Work	255 Uncovering Nature of App Faking Behavior	256 3rd Party Observations of Work Behaviors	257 Respond to Interpersonal Misconducts	258 Leadership Assessment, Development, Succession	259 Internships in I-O Psychology	260 Beginning the Journey: Peer Mentoring		261 Audits of Human Resources Programs
11:00 AM											
11:30 AM		**263 Occ Health/Safety/Stress Strain**	**264 I'm Ready, Put Me in Coach**			265 Agenda for Teamwork Research					
12:00 PM	273 Eureka: Advancing Theory in Work-Family			284 Dist Teach Contrib Award	274 Transforming Org Culture for Safety		275 Examining Development and Change in Psychological Contracts	276 Adam Versus Abdul: Arab/Muslim Bias	277 Overreacting Underreporting Harassment		278 Can I Text to Apply? Generational
12:30 PM		**282 Testing/Assessment**	283 Group Conflict			285 Validating Minimum Qualifications					
1:00 PM											288 Global Leader SOS: Multinational
1:30 PM	298 Self-Regulatory Interventions	**299 Personality**	300 Mentoring Schmentor	301 Slights, Snubs, and Slurs: Org Discrimination	302 Using Archival Datasets	303 Selection Testing Systems		304 We're Not Kidding: Humor and Work	305 Managers' Peer Evaluations Power Predict		308 Innovative Approaches to Taking Action
2:00 PM							307 Data Driven Decisions				
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	315 Fdn for Performance-Based Pay			316 Off to Work: 6 Appl I-O Paths	317 Changes to Keep America Safe	318 ACs and Technology	319 The People Factor	320 Enhancing Understanding Trust Teams	321 Work-Life Research in a Social Context		322 Identifying and Correcting Potential Bias
4:00 PM											
4:30 PM											
5:00 PM											

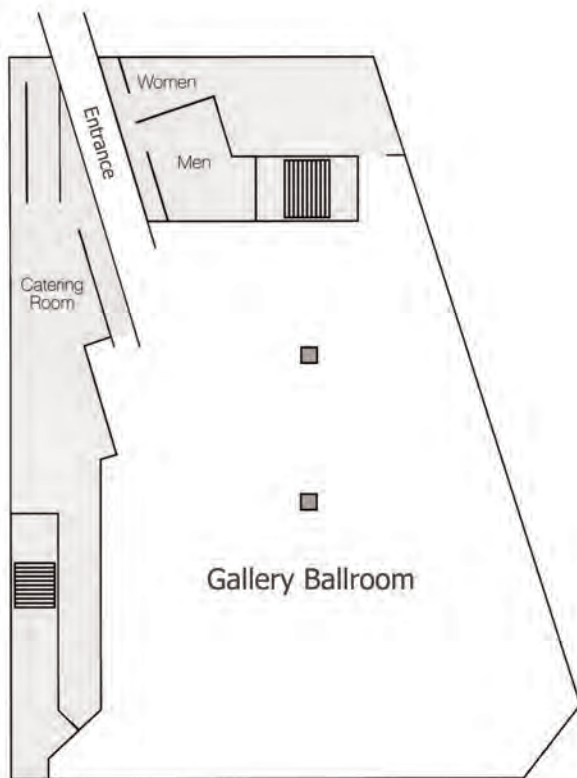|		
Saturday Theme Track	**Master Tutorial (CE Available)**	**Community of Interest**
Posters	**Interactive Posters**	

A Taste of New Orleans!

SIOP's closing reception features two things that make New Orleans great: music and food!
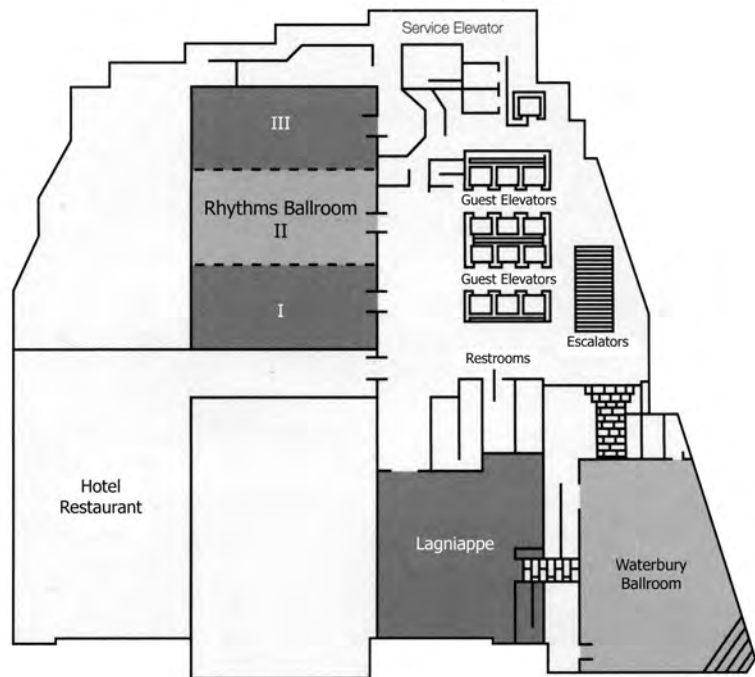
Try some authentic New Orleans cuisine and listen to one of the area's hottest bands, The Bucktown AllStars.

6:00–7:30 PM

First Floor

Women

Men

Entrance

Catering Room

Gallery Ballroom

Second Floor

Service Elevator

III

Rhythms Ballroom II

I

Guest Elevators

Guest Elevators

Escalators

Restrooms

Hotel Restaurant

Lagniappe

Waterbury Ballroom

Third Floor

Common Street Corridor

Poydras

A3

A2

A1

Wall Storage

Service Elevators

Business Center

Vehicle & Freight Elevators

AB Corridor

Guest Elevators

B3

B2

B1

Guest Elevators

Napoleon Ballroom

Napoleon Registration

Service Area

C3

C2

C1

Escalators

CD Corridor

Foyer

Women

Service Area

Maurepas

D3

D2

D1

Wall Storage

Men

Bourgne

Canal Street Corridor

Canal Street

Fourth Floor

Wildwood　Southdown

Oakley

Gallier A

Gallier B

Guest Elevators

Guest Elevators

Guest Elevators

Escalators

Freight Elevator

Ever-green

Esther-wood

Ellen-dale

Women

Men

Crescent

Nottoway

A

Bayside B

C

Edge-wood A

Edge-wood B

Oak Alley

Fifth Floor

Rampart

A

B

Guest Elevators

Guest Elevators

Escalators

Vehicle & Freight Elevator

Grand Ballroom C

Registration Desk

Coat Room

Women

Men

Grand Chenier

D

E

Grand Counteau

Terrace

Eighth Floor

Salon 801

Guest Elevators

Restrooms

Guest Elevators

To Pool and Fitness Center

Cornet Room

Salon 816

Salon 817

Armstrong Ballroom

Salon 820

Salon 821

Salon 824

Salon 825

Salon 828

Salon 829