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#### PRODUCT NEWS

- **Wind Turbine Technician Test** facilitates better hiring practices in the Wind Power industry and was named a Finalist in Plant Engineering's *Product of the Year* Competition. 
- The **Job Safety Test** serves as a safety supplement to many of our off-the-shelf assessments. The 50-item test measures knowledge and skill in various safety areas such as climbing, rigging, electrical and machining.
- The goal of **PumpTest** is to better assess the knowledge and skills needed to effectively perform the job of *Pump Mechanic* in municipalities and organizations dealing with water treatment.
- Our new version of **Carpenter Test** contains 60 items with 1 hour of testing time. It is available online and in paper format to measure knowledge and skill in the carpentry area.
- Other recently developed assessments include basic skills measures for Water Treatment Operators and Custodial Technicians, a practical writing assessment for employment settings, and job knowledge tests for Ironworkers and Oilers.

#### VALIDATION NEWS

- **Harley-Davidson** contracted us to assist in the restructuring of facility operations for their York, PA plant. We designed and validated performance assessments and paper-and-pencil tests for them. Harley-Davidson plans to administer the tests online using Ramsay Corporation's Online Testing System.
- For Billy Hamilton, HR Manager at **Lockheed Martin Missiles & Fire Control**, we updated a validation study for *Senior Electro-Mechanical Specialist*. We also documented performance assignments for *Electronic Associate*.
- At **MACTac** in Stow, OH we designed and validated a test to evaluate the job of *Electrical/Machine Repair* for Owen Millsaps, HR Manager. Job experts included Supervisors and Engineers.
- We developed and validated a basic skills battery for Robin Keller, Human Resources, for *Chemical Operator Job Family*. It is being used at various **Momentive** plants throughout the US.
- Andrea Vicars, Manager - Training and Professional Development for **Emerson Network Power (Liebert Services)** asked us to validate our off-the-shelf *Air Conditioning* test for the job of *Cooling Customer Engineer* in Westerville, OH.

Visit our redesigned website at <http://www.ramsaycorp.com/>

Ramsay Corporation 1050 Boyce Rd, Pittsburgh, PA 15241 (Phone) 412-257-0732 (Fax) 412-257-9929

SIOP 2010 Conference Program

April 8-10, 2010

Atlanta, Georgia

Society for Industrial and Organizational Psychology

# 25th Annual Conference Conference Program

Hilton Atlanta  
Atlanta, Georgia

April 8-10, 2010

Workshops April 7



SIOP 2010



Celebrating 25 Years



## *Dear Colleagues,*

Welcome to the 25th Annual SIOP Conference in Atlanta! 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 Atlanta will kick off its 25th anniversary with the presentation of SIOP's highest awards and the newest SIOP Fellows on Thursday morning. This event will be highlighted by Kurt Kraiger's Presidential Address.

### **Excellent Peer-Reviewed Content**

At any point in time you will have at least 20 choices of different sessions to attend. Our program content is incredibly varied, but please note that despite our best efforts, given the number of sessions and presenters, some content conflicts are unavoidable. These sessions will be presented in a variety of formats including symposia/forums, roundtables, conversation hours, panel discussions, posters, debates, and master tutorials. We encourage you to not only attend sessions in your specialty areas but also try some sessions that stretch your boundaries!

### **Theme Tracks and Invited Speakers**

Attend some or all of the sessions in each theme track. These tracks 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. Participants who attend the theme tracks for the entire day will receive CE credits.

The Thursday theme track topic is "Exploring the Potential and Pitfalls of Virtually Connected Work" and will close with a roundtable with President-Elect Eduardo Salas and Milt Hakel. The Saturday theme track topic is "Reengineering I-O Psychology for the Changing World of Work." The Saturday theme track will close with a keynote from Marshall Goldsmith of Alliant University.

Another invited speaker will present a keynote on Friday. Arnold B. Bakker of Erasmus University Rotterdam, and President of the European Association of Work and Organizational Psychology, will present a talk entitled "Engaged Employees Create Their Own Great Place to Work."

### **Featured Posters**

On Thursday, we will once again showcase the top-rated posters (26 of them with extremely high ratings) at an evening all-conference reception. This is a great opportunity to view some of the best poster submissions to the conference while sipping drinks in a relaxed atmosphere with the presenters.

### **Master Collaboration Series**

Collaboration between researchers and practitioners is essential for advancing our field, and this session brings this desired partnership to life. This year's master collaboration session will focus on two different topics with a total of four presenters: (a) executive coaching and (b) driving safety gains in a service organization.

### **Volunteer Activity**

We are excited that SIOP is continuing to engage in community service at the 2010 conference. This year SIOP members will work with MedShare, a nonprofit organization dedicated to improving the environment and healthcare through the efficient recovery and redistribution of surplus medical supplies and equipment to underserved healthcare facilities in developing countries. Volunteers will be involved in the sorting and distribution of medical supplies and equipment.

Also, we are continuing to accept donations for the Make It Right Project in New Orleans to sponsor the construction of a house ([www.makeitrightnola.org](http://www.makeitrightnola.org), go to Team Homes to find the "House that SIOP Built").

### **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**

If you haven't tried a Community of Interest session or Interactive Poster session, we encourage you to do so this year. Both of these session types are engaging and highly interactive approaches. We will have 12 Communities of Interest (COI) sessions, which are designed to create new communities around common themes or interests. 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 (we hope you enjoy the humorous titles!), which are small gatherings of academics and practitioners who review and then discuss 4 thought-provoking posters.

### **Executive Board Track**

Friday will feature 8 hours of programming organized by the SIOP Executive Committee. Special sessions will include a Town Hall Meeting at which time SIOP leaders will be discussing SIOP marketing efforts, federal advocacy initiatives, new practitioner services, and progress on the Alliance for Organizational Psychology. Some of the other topics in the Executive Block include extending the discussion from the leading edge consortium on global selection and assessment, educating I-Os for consulting and business, supporting practitioners, the Task Force for Humanitarian Work Psychology, the birth of the International Affairs Committee, and a presentation by Robert Roe on temporal illusions in cross-sectional research.

### **Closing Address**

We are extremely pleased to announce our closing plenary speaker, David Ulrich. In recognition of our anniversary, Ulrich will present a talk entitled “Looking Back and Moving Forward: Why and How Rigor and Relevance Can Coexist.” A professor of Business at the University of Michigan and a partner at the RBL Group, Ulrich’s research and consulting work focus on how organizations can build capabilities of speed, learning, collaboration, accountability, talent, and leadership through leveraging human resources. Ulrich has published over 100 articles and book chapters and 20 books. *HR Magazine* has identified him as the most influential person in the field of HR three times (2009, 2008, and 2006), *Business Week* named him the #1 Management Educator and Guru (2001), and *Forbes* identified him as one of the top-five executive coaches. Ulrich has also received six lifetime achievement awards, including one from ASTD and SHRM.

### **Closing Reception**

Following the closing plenary, SIOP will host its 25th anniversary closing reception. Featuring very special SIOP entertainment, delicious appetizers, a silent auction (with unique treasures), and great ambience—you won’t want to miss this celebration!

### **Final Thoughts**

Creating this conference, as you would imagine, is a massive volunteer effort. The SIOP conference is truly special. The conference is organized by members for members (we have over 1,000 volunteers involved in this effort). 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. Both of us feel very fortunate to have served SIOP as your Program and Conference chairs. We encourage SIOP members to consider volunteering as it is a professionally rewarding way to provide service to our profession.

We are also very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), Mariangela Battista (incoming program chair), and Lisa Finkelstein (incoming conference chair) any feedback you have about the positive aspects of the conference or your suggestions for improvements.

Enjoy the conference!

Sincerely,

*Julie Olson-Buchanan*

2010 SIOP Conference Chair

California State University, Fresno

*Sara P. Weiner*

2010 SIOP Program Chair

Kenexa

# 25<sup>th</sup> ANNUAL CONFERENCE PROGRAM

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### Hilton Atlanta

255 Courtland Street NE

Atlanta, Georgia 30303

Tel: 1-404-659-2000 Fax: 1-404-221-6368

### Directions

**Traveling 75/85 South:** Exit at 249A (Courtland Street). This is a one-way street and the hotel is one block ahead on your left.

**Traveling 75/85 North:** Exit at 249B (Peachtree Street). At first light, turn right on Peachtree Street. Next light, turn left on Ralph McGill Blvd. Next light, right on Courtland Street. The hotel is one block on your left.

**Traveling from East/West I-20:** Take 75/85 North and follow directions for 75/85 North.

**From the Airport by the Subway (MARTA):** Take the train north and exit at Peachtree Center Station. Take the Harris St. escalator or follow the directions for Peachtree Center Mall. You will go up a very steep escalator into the mall. Take the walkway from the mall to the parking garage & Peachtree Center Athletic Club. Take the elevator to the street. The hotel is on your right when you exit the garage.

**From GA 400:** Follow GA 400 South to I-85 South. Follow 85 south and take exit 249A (Courtland St). This is a one-way street and the hotel is one block ahead on the left.

**Access the searchable version of this program  
and the personal conference scheduler at  
<http://www.siop.org/programsearch>.**

### 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.



# SIOP THANKS OUR 2010 CONFERENCE PARTNERS



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SAGE

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VHA National Center for Organization Development

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## *Conference Supporters*

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**SIOP REGISTRATION HOURS****Lobby Registration Area (1st Flr)**

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

**EXHIBIT HALL HOURS****Galleria Exhibit Hall (Lower Level)**

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

**MEMORIAL**

Frank Landy  
 Thursday, April 8, 6:00–7:00 PM  
 Room 206/207

**VOLUNTEER OPPORTUNITY!**

This year SIOP volunteers will participate in a service project with MedShare, which is headquartered in Atlanta. SIOP members will be able to volunteer through the online conference registration process. The project will take place on the Sunday after the conference (morning to early afternoon). A registration fee of \$20 will be used to cover expenses and any remaining funds will be donated to MedShare.

**COFFEE BREAKS**

**Thursday:** 8:00–8:30 AM Grand Prefunction  
 10:00–10:30 AM Galleria Exhibit Hall  
 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****Rooms 309-312**

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 8, 4:00–5:00 PM  
 Room 307

**Lesbian, Gay, Bisexual, and Transgender  
 Committee and Allies**

Friday, April 9, from 4:00–5:00 PM  
 Room 307

*Committee Receptions listed below.***SIOP SPECIAL EVENTS****HOW TO GET THE MOST FROM THE SIOP CONFERENCE**

Wednesday, April 7, from 5:00–6:00 PM Salon C (2nd Floor)

**SIOP WELCOME RECEPTION**

Wednesday, April 7, from 6:00–8:00 PM Grand Ballroom (2nd Floor)

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

Thursday, April 8, from 8:30–10:00 AM Grand Ballroom (2nd Floor)

**RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS**

Thursday, April 8, from 6:00–7:00 PM Crystal Ballroom C/D (2nd Floor)

**INTERNATIONAL MEMBERS' RECEPTION**

Thursday, April 8, from 6:00–7:00 PM Crystal Ballroom A/F (2nd Floor)

**EVENING RECEPTION**

Thursday, April 8, from 6:00–8:00 PM Grand Ballroom (2nd Floor)

*Top Posters on display from 6:00 to 6:50 PM***LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION**

Friday, April 9, from 6:00–7:00 PM Crystal Ballroom A/F (2nd Floor)

**CLOSING CONFERENCE PLENARY**

Saturday, April 10, from 4:30–5:30 PM Grand Ballroom East (2nd Floor)

**SIOP 25TH ANNIVERSARY CLOSING RECEPTION**

Saturday, April 10, from 6:00–8:00 PM Grand Ballroom West (2nd Floor)



## 25th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

### Preconference Workshops (Wednesday, April 7, 2010; 8:30 AM–12:00 PM and 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 materials Tuesday from 4 p.m. to 8 p.m. or Wednesday beginning at 6:30 a.m. at the Registration desk (1st Floor).

1. Human Capital Risk: Communicating Metrics Through the New Language of the C-Suite.
2. The Practical Side of Culture: Defining Your Employment Brand, Shaping Your Communications, and Aligning Your Strategy.
3. Unproctored Internet Testing: What to Consider Before Taking the Leap (To Jump or Not to Jump?).
4. Using HR Data to Make Smarter Organizational Decisions.
5. Maximizing the Value of Executive Coaching Within Organizations.
6. Moving Beyond Angoff: Options for Setting Cut Scores, Minimal Qualifications, and Performance Standards.
7. Developing Executives in the 21st Century: Relax—It's Only Uncertainty.
8. Addressing Organizational Fixations With Fads.
9. You've Got Survey Results. Now What? Using Organizational Survey Results to Drive Change.
10. Innovative Techniques for Improving Job Analysis: Leveraging 50 Years of I-O Research and Automation.
11. Ethics, Values, and I-O Psychology: Doing Good While Doing Well.
12. Maximizing the Effectiveness of E-Learning: Research-Based Insights and Practical Solutions.
13. It's Not About Facebook: Unlocking the Power of Social Networks in Organizations.
14. Going Global: Considerations in Establishing and Managing Global Assessment and Survey Systems.
15. Trends in Employment Law: *Ricci* and Beyond.

### Friday Seminars (Friday, April 9, 2010)

To attend, you must preregister for one or two and receive registration confirmation. Three (3) CE credits each for attending.

#### AM Sessions (8:30 AM–11:30 AM)

1. Proactivity at Work: Applying Positive Psychology to Organizations (Session 106)
2. When Begging Is Not Enough: Detecting and Dealing With Nonresponse Bias to Organizational Surveys (Session 107)

#### PM Sessions (12:00 Noon–3:00 PM)

3. At Odds Over Adverse Impact: Perils and Pitfalls in Statistical Reasoning Involving Discrimination (Session 148)
4. Self-Regulation in Work: The Why, Where, and How of Motivation (Session 149)

### Master Tutorials

#### One hour of CE is available for this session:

Session 151: Using Surface Response Graphs to Visualize Interactions in Multidimensional Data

#### One and one-half hours of CE are available for each of these three sessions:

Session 13: Measurement Decision Theory: Theory, Validation, and Application

Session 73: Applicant Faking Behavior: Prevalence, Consequences, and Remedies

Session 114: Global Mindset as a Key Competency for Global Leadership Effectiveness

#### Two hours of CE are available for this session:

Session 275: Legal Update: *Ricci*, OFCCP Enforcement, and Implications for Selection

### Theme Tracks

(Receive 5.25 hours of CE credit for attending all Thursday sessions and/or 5.5 hours of CE for attending all Saturday sessions.)

#### Thursday: Exploring the Potential and Pitfalls of Virtually Connected Work

Session 20: Where the Rubber Meets the Road: Real-World Challenges to Virtually Connected Work

Session 30: E-HR, Virtual HR, and Other Things Like It: Implications of Technology for HR Theory, Research, and Practice

Session 62: Building and Managing Virtual Teams in a Global Environment: Moving Forward Through Matching Insights, Tools, and Technology

Session 92: Telework as an Evolving Form of Virtual Work: Where Have We Been and Where Are We Going?

Session 94: Closing Roundtable

#### Saturday: Reengineering I-O Psychology for the Changing World of Work

Session 235: Shape of Things to Come: What Is the New World of Work?

Session 260: Shift Happens: The Changed Workforce and Employment Relationship

Session 283: People Analytics

Session 300: It's All About Me: The Issues of Renewal and Revitalization on an Individual Level

Session 317: Keynote: Marshall Goldsmith

### Master Collaboration

#### Session 196: Leadership Development and Safety—Two Case Studies in Collaboration

(This is one session showcasing two different collaborative efforts. Earn one and one half (1.5) CE credits.)

A Practitioner–Academic Collaboration to Drive Safety Gains at a Large Service Organization. Craig Wallace, Shane Douthitt  
Executive Coaching: A Practitioner–Academic Collaboration to Investigate Differential Outcomes. Bart Craig, Adam Ortiz

# SIOP 2010 Program Committee

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# Y MVP

## MATCHED VALUES PROFILE

The **MATCHED VALUES PROFILE™** is a *web-delivered employment assessment* designed to help improve talent acquisition through better alignment of employee and organization *core work values*.

The MVP is a 55-item survey of work values that requires 25-30 minutes for completion. Scoring & reporting of applicants' results is automated and provided immediately upon completion. The system works by comparing ratings of importance for eleven core work values such as *Achievement, Orderliness & Power* to those of the organization. The goal is to hire applicants who align well with the organization's work values to improve job fit & performance long-term.



*DeGarmo Group* works with executive leadership in each client organization to determine their custom MVP profile. This process is very efficient & produces a diagnostic report of core work values that informs the employee selection process as well as other important organizational development efforts.

From entry-level to executive leadership positions, the MVP can be used to enhance the selection of employees to ensure greater organizational alignment & long-term success against valued performance metrics.

Find out more about the MVP by contacting the *DeGarmo Group* at 866.4.DEGARMO.



# X MVP

## MATCHED VALUES PROFILE

The ***Matched Values Profile*** can help improve talent acquisition for *every* job, in *every* organization.

*MVP data collected from a global sample of over 1,125 people demonstrate the following:*

- Work value similarity results in **significantly higher levels** of organizational commitment and job satisfaction.
- People receiving a Weak Match outcome on the MVP are twice as likely to report low levels of **organizational commitment**.
- There are 37% fewer reports of **turnover-related behaviors** for those with Strong Match outcomes versus Weak Match outcomes.
- People with Strong Match outcomes are 25% more likely to report high levels of **job satisfaction**.
- There is no evidence of adverse impact for the MVP.

**Instruction reminder:**  
Please review the list of 55 statements, and think about how important each statement is to you. Then sort each statement into one of 9 "importance" categories. Again, you do not need to start at the top.

**X MVP MATCHED VALUES PROFILE**

Importance Rating Status: 0/2 Least Important, 0/5, 0/7

Value Statements	1	2	3
1. Setting challenging goals for performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Being free to choose one's work activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Volunteering to help others at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Controlling financial resources at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Having pleasant and attractive surroundings at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Engaging in exciting work activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Having control over one's work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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"Assessments in a Global Workforce: Cross-Cultural Variation in Response Direction"  
April 8th at 12:00 p.m.

"Personality Antecedents of Self-Other Rating Discrepancy"  
April 8th at 6:00 p.m.

"Weathering the Storm - Developing Thriving Leaders in a Down Economy"  
April 9th at 10:30 a.m.

"Upgrading Your Assessment Practice"  
April 9th at 1:30 p.m.

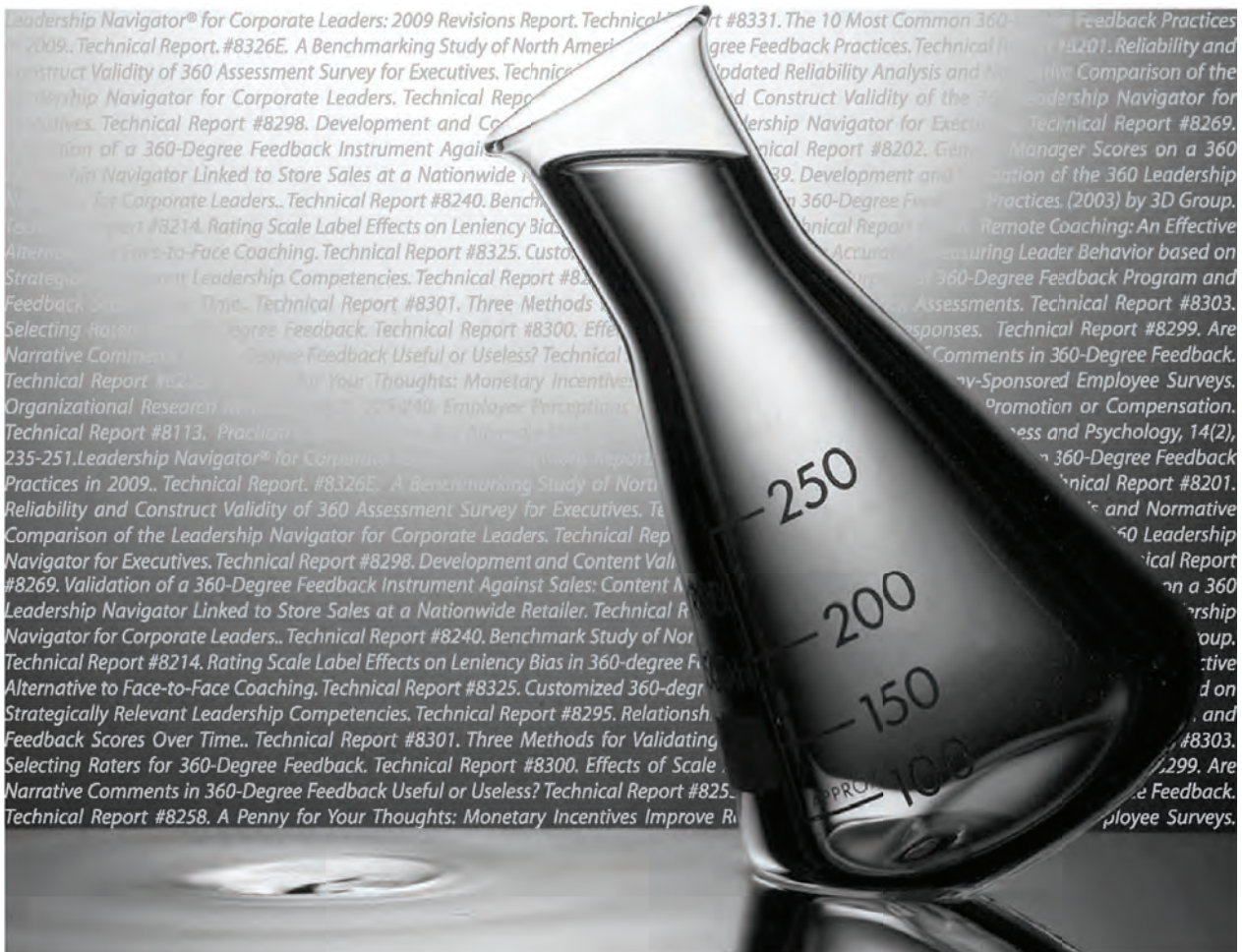
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## **Sirota San Francisco**

As our partnership with clients continues to grow, so do we. Sirota is delighted to announce the opening of our new:

### ***San Francisco Bay office***

located in the heart of Silicon Valley. We are pleased to welcome aboard

### **Craig Ramsay**

formerly Intuit's Director of Workforce Research, who is heading up the new office. Craig, who also served as Chair of the Information Technology Survey Group (ITSG), joins Sirota with over 20 years experience as a senior organizational development practitioner.

As Intuit's Director of Workforce Research, Craig built employee engagement best practices that helped Intuit achieve:

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- Fortune 100 Best Place to Work listing (8 years running), and
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We look forward to a continually growing partnership with the HR survey community in the San Francisco Bay Area!

Please feel free to contact Craig at:

Craig S. Ramsay

Managing Director, San Francisco Bay

Vice President, Business Development

[cramsay@sirota.com](mailto:cramsay@sirota.com)

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# Where do you stack up?



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	201	202	203	204	205	206-207	208-209	210-211	212	213-214	Crystal Ballroom A/F
8:00 AM											
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM											
10:30 AM	2 Relating Decision-Making Processes to Individuals	3 Advances in Voluntary Turnover Research	4 Web 2.0 and Technology Innovation	5 Shopping for Success: I-Os and Retail	6 COI: Diversity and Inclusion	7 Research Design/Stat. Issues in Tests of Mediation Models	8 Dist. Early Career Award	9 Shades of Green: Environmentally Responsible	10 Innovation in Benchmarking Employee Survey Results	11 IP: Women Go to Work, Men to Mars	12 New Findings in Goal Setting Research
11:00 AM			25 Supreme Court Ruling in Ricci				26 Dist. Professional Contrib. Award			27 IP: Cheating Improves Test Performance	
11:30 AM											
12:00 PM	31 Maximizing the Value of Your Exit Survey Process	32 Building Organizational Resilience During Financial Crisis	40 Online Recruiting and Selection	33 Clinical Versus I-O Executive Coaching Boundaries	34 COI: Issues in Personality Testing	41 30 Years of Safety Climate Research: Evidence	42 Dist. Teaching Contrib. Award	35 Multiteam Imperatives for Leadership and Organization	36 Issues in Applying IRT to Real-World Problems	43 IP: Poor Social Skills, Narcissism	44 International Perspectives on the Practice of I-O Psychology
12:30 PM											
1:00 PM											
1:30 PM	53 CEOs, Scientists, and Generals: Understanding	63 Global Leadership Assess/Dev.	54 360-Degree Feedback to Create Org. Change	64 Recruitment and Adverse Impact	55 COI: Teaching Leadership	65 Social Networking Web Sites in HR	56 Dist. Scientific Contrib. Award:	57 Early Identification/ Acceleration of Talent	66 Industry Spotlight: I-O to Aviation	67 IP: Mentoring	68 Sharing of Test Data/Ethical Responsibility
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	73 Applicant Faking Behavior: Prevalence	74 Views on Sensitivity Reviews	75 Engaging Students in Applied Work	76 Pasteur's Quadrant: Place of Collaborative Research in I-O	77 COI: Link I-O Principles to Managerial Decisions	78 Team Processes and Outcomes	79 Wallace Dissertation Award	80 Capturing the Global Mindset: Definitions, Metrics	81 An Aging Workforce: Processes, Outcomes	82 IP: Employee Engagement	83 Public Sector I-O Psych: Directions
4:00 PM											
4:30 PM											
5:00 PM											
5:30 PM											
6:00 PM											
6:30 PM						Memorial: Frank Landy					

## Thursday Special Events:

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

8:30–10:00 AM Grand Ballroom (2nd Floor)

### COFFEE BREAK

10:00–10:30 AM Galleria Exhibit Hall (Lower Level)

Enjoy your morning coffee while visiting our SIOP Conference Partners in the Exhibit Hall.

### THURSDAY THEME TRACK: Exploring the Potential and Pitfalls of Virtually Connected Work

Attending all 5 sessions provides 5.25 CE credits (Salon E, 2nd Floor)

### MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS

4:00–5:00 PM Room 307

### RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

6:00–7:00 PM Crystal Ballroom C/D (2nd Floor)

### MEMORIAL: Frank Landy

6:00–7:00 PM Room 206/207

### INTERNATIONAL MEMBERS' RECEPTION

6:00–7:00 PM Crystal Ballroom A/F (2nd Floor)

### EVENING RECEPTION

6:00–8:00 PM Grand Ballroom (2nd Floor)

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

	Crystal Ballroom B/E	Crystal Ballroom C/D	Galleria	Grand Ballroom A	Grand Ballroom B	Grand Ballroom C	Grand Ballroom D	Salon A	Salon B	Salon C	Salon D	Salon E												
8:00 AM				Coffee Break (Grand Prefunction)																				
8:30 AM																								
9:00 AM																								
9:30 AM																								
10:00 AM																								
10:30 AM	<div>13 Measurement Decision Theory</div>	14 Team Effectiveness: Concepts, Causes	15 <i>Careers/ Mentoring/ Socialization</i>					16 Front-Line Supervisors: Selection/Dev.	17 The SIOP Conference Past/Present: A Retrospective	18 Taking Competency Models Global: Practitioner	19 Adverse Impact: Implications for Org. Staffing and High-Stakes Selection	20 TT Introduction & Opening Panel												
11:00 AM			28 <i>Coaching/ Leadership Dev.</i>					21 Legal Issues in Job Analysis: Avoiding Lawsuits	22 Pathways to Coach Dev. How Coaches Learn	23 Work Conditions That Max. Perf. of Employees	24 Paging Dr. I- O: Improving Healthcare Quality Through I- O Psychology Research	29 Lighting the Spark: Org. Practices That Ignite Innovation		39 Dangers of Helping: When OCB Can Hurt Employees	50 Means Efficacy: A Motivational Construct Whose Time Has Come	30 TT e-HR, Virtual HR, and Other Things Like It								
11:30 AM								46 The Trouble With the Strengths Fad	47 Diversity in a Changing Workplace: Policies/Climate	48 Envisioning the Next 25 Years of I-O Practice	51 Fantasy to Reality: Talent Mgmt Lessons	52 Green Matters: CSR in Recruiting and Selection	49 Cool Assessment Tools	61 Balancing Globalization W/ Localization: Global Talent		62 TT Building/ Managing Virt. Teams in a Global Environ								
12:00 PM																	37 Assessments in a Global Workforce: Cross Cultural	38 Social Network Analysis in Organizations	45 <i>Global/ International/ Cross-Cultural</i>					
12:30 PM																			60 <i>Measure/ Stat. Tech &amp; Personality</i>	69 Leadership Pipeline: Innovative	70 Approaches to Simulation- Based Learning	71 Hitting the Mark on Talent Mgmt	72 Leadership and Work-Life Effectiveness	63 Globalization W/ Localization: Global Talent
1:00 PM	58 Evolving Human Capital Research and Analytics	59 Engagement and Related Constructs																						
1:30 PM																								
2:00 PM																								
2:30 PM																								
3:00 PM	Coffee Break																							
3:30 PM	<div>84 Exercise- Driven Variance in Assessment Centers</div>	85 Studying Collective Leadership	86 <i>Occup. Health/Safety/ Stress &amp; Strain</i>					87 Assessment Center 2.0: Holes, Fixes	88 4/5ths Is a Fraction: Alternative Adverse Impact	89 Diversity Ideology of Choice: Multiculturalism	90 Individual Assessment: Where We Are	91 Leadership Development in a Recession	92 TT Telework as Evolv. Form of Virt. Work											
4:00 PM			93 <i>Inclusion/ Diversity</i>										95 Top-Rated Posters	96 Posters	97 Posters	98 Posters	99 Posters	100 Posters	101 Posters	102 Posters	103 Posters	104 Posters		
4:30 PM																								
5:00 PM																								
5:30 PM																								
6:00 PM																								
6:30 PM																								

Interactive Posters

Community of Interest

Posters

Master Tutorial

Theme Track Session

**You are making history by attending the silver anniversary conference, so be sure to view the history in the Exhibit Hall!**

**The SIOP History Lounge will feature posters presenting important events from 25 years of SIOP Conferences!**

***Don't miss it!***

## THURSDAY SESSIONS BY CONTENT AREA

### Careers/Mentoring/Socialization/Onboarding/Retirement

- 5 Shopping for Success: I-Os and Retail, 204, 10:30 AM
- 15 Posters 1–17, Galleria, 10:30 AM
- 38 Social Network Analysis in Organizations: Insights and Applications, Crystal Ballroom C/D, 12:00 PM
- 67 Interactive Posters 1–4, 213-214, 2:00 PM

### Coaching/Leadership Development

- 22 Pathways to Coach Development: How Executive Coaches Learn Their Craft, Grand Ballroom B, 11:00 AM
- 28 Posters 1–6, Galleria, 11:30 AM
- 46 The Trouble With the Strengths Fad, Grand Ballroom A, 12:30 PM
- 69 Leadership Pipeline: Innovative Practices for Leader Identification and Development, Grand Ballroom A, 2:00 PM
- 70 Innovative Approaches to Simulation-Based Learning and Development Programs, Grand Ballroom B, 2:00 PM
- 91 Leadership Development in a Recession, Salon D, 3:30 PM

### Consulting Practices/Ethical Issues

- 33 Clinical Versus I-O Executive Coaching Boundaries: Mock Ethics Board Hearing, 204, 12:00 PM
- 48 Envisioning the Next Twenty-Five Years of I-O Practice—An Exercise, Grand Ballroom C, 12:30 PM
- 68 Sharing of Test Data and Ethical Responsibility, Crystal Ballroom A/F, 2:00 PM
- 76 Pasteur's Quadrant: The Place of Collaborative Research in I-O Psychology, 204, 3:30 PM

### Counterproductive Behavior/Workplace Deviance

- 95 Poster 1, Grand Ballroom A, 6:00 PM

### Emotions/Emotional Labor

- 95 Poster 2, Grand Ballroom A, 6:00 PM

### Employee Withdrawal (e.g., absence, turnover)/Retention

- 3 Recent Advances in Voluntary Turnover Research: Expanding the Horizon, 202, 10:30 AM
- 31 Maximizing the Value of Your Exit Survey Process, 201, 12:00 PM

### Global/International/Cross-Cultural Issues

- 18 Taking Competency Models Global: A Practitioner Perspective, Salon C, 10:30 AM
- 44 International Perspectives on the Practice of I-O Psychology, Crystal Ballroom A/F, 12:30 PM
- 45 Poster 1–16, Galleria, 12:30 PM
- 61 Balancing Globalization W/ Localization: Successfully Implementing Global Talent Management Programs, Salon C, 1:30 PM
- 63 Global Leadership Assessment and Development: Challenges and Lessons Learned, 202, 2:00 PM
- 80 Capturing the Global Mindset: Current Definitions, Metrics, and Directions, 210-211, 3:30 PM

### Groups/Teams

- 14 Team Effectiveness: Concepts, Causes, Correlates, and Consequences, Crystal Ballroom C/D, 10:30 AM
- 28 Poster 7, Galleria, 11:30 AM
- 35 Multiteam Imperatives for Leadership and Organization, 210-211, 12:00 PM
- 62 Theme Track Symposium: Building and Managing Virtual Teams in a Global Environment: Moving Forward Through Matching Insights, Tools, and Technology, Salon E, 1:30 PM
- 78 Team Processes and Outcomes: Relationships Across Levels and Cultures, 206-207, 3:30 PM
- 95 Poster 3, Grand Ballroom A, 6:00 PM

### Human Factors/Ergonomics

- 86 Poster 1, Galleria, 3:30 PM

### Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 6 Diversity and Inclusion, 205, 10:30 AM
- 11 Interactive Posters 1–3, 213-214, 10:30 AM
- 45 Posters 17–21, Galleria, 12:30 PM
- 47 Diversity in a Changing Workplace: Policies and Climates,

Grand Ballroom B, 12:30 PM

- 64 Recruitment and Adverse Impact: Vocational Interests, Advertisements, and Job Acceptance, 204, 2:00 PM
- 89 Diversity Ideology of Choice: Multiculturalism or Colorblindness, Salon B, 3:30 PM
- 93 Posters 1–28, Galleria, 4:30 PM
- 95 Posters 4–5, Grand Ballroom A, 6:00 PM

### Innovation/Creativity

- 29 Lighting the Spark: Organizational Practices That Ignite Innovation, Salon A, 11:30 AM

### Job Analysis/Job Design/Competency Modeling

- 21 Legal Issues in Job Analysis: Avoiding Lawsuits Without Breaking Budgets, Grand Ballroom A, 11:00 AM
- 66 Industry Spotlight: Applying I-O to Aviation, 212, 2:00 PM

### Job Attitudes/Engagement

- 10 Innovation in Benchmarking Employee Survey Results, 212, 10:30 AM
- 11 Interactive Poster 4, 213-214, 10:30 AM
- 23 Work Conditions That Maximize the Performance of Engaged Employees, Grand Ballroom C, 11:00 AM
- 59 Engagement and Related Constructs: Antecedents and Outcomes, Crystal Ballroom C/D, 1:30 PM
- 82 Interactive Posters 1–4, 213-214, 3:30 PM
- 95 Posters 6–9, Grand Ballroom A, 6:00 PM

### Job Performance/Citizenship Behavior

- 8 Distinguished Early Career Contributions Award: A Multilevel Approach to Service Quality, Justice, and Diversity Research, 208-209, 10:30 AM
- 39 The Dangers of Helping: When OCB Can Hurt Employees, Salon C, 12:00 PM

### Judgment/Decision Making

- 77 Linking I-O Principles to Managerial Decisions, 205, 3:30 PM

### Leadership

- 1 Opening Plenary Session, Grand Ballroom A, 8:30 AM
- 16 Front-Line Supervisors: Getting Selection and Development Right, Salon A, 10:30 AM
- 28 Posters 8–25, Galleria, 11:30 AM
- 55 Teaching Leadership, 205, 1:30 PM
- 57 Early Identification and Acceleration of Talent for Critical Leadership Roles, 210-211, 1:30 PM
- 79 S. Rains Wallace Dissertation Award: Power to the People: Exploring Personal Agency in Leadership Development, 208-209, 3:30 PM

### Legal Issues/Employment Law

- 25 Politics, Values, and the Supreme Court Ruling in *Ricci*, 203, 11:30 AM
- 88 The 4/5ths Is Just a Fraction: Alternative Adverse Impact Methodologies, Salon A, 3:30 PM

### Measurement/Statistical Techniques

- 13 Measurement Decision Theory: Theory, Validation, and Application, Crystal Ballroom B/E, 10:30 AM
- 36 Issues in Applying IRT to Real-World Problems, 212, 12:00 PM
- 43 Interactive Poster 1, 213-214, 12:30 PM
- 60 Posters 1–24, Galleria, 1:30 PM
- 84 Exercise-Driven Variance in Assessment Centers: Alternate Approaches, New Insights, Crystal Ballroom B/E, 3:30 PM
- 95 Posters 10–11, Grand Ballroom A, 6:00 PM

### Motivation/Rewards/Compensation

- 12 New Findings in Goal-Setting Research, Crystal Ballroom A/F, 10:30 AM
- 28 Poster 26, Galleria, 11:30 AM
- 45 Poster 22, Galleria, 12:30 PM
- 50 Means Efficacy: A Motivational Construct Whose Time Has Come, Salon D, 12:30 PM
- 93 Poster 29, Galleria, 4:30 PM



**Occupational Health/Safety/Stress & Strain/Aging**

- 9 Shades of Green: Individual Differences in Environmentally Responsible Employee Behaviors, 210-211, 10:30 AM
- 41 Thirty Years of Safety Climate Research: Evidence From High-Risk Industries, 206-207, 12:30 PM
- 45 Poster 23, Galleria, 12:30 PM
- 81 An Aging Workforce: Processes, Outcomes, and Solutions, 212, 3:30 PM
- 86 Posters 2–28, Galleria, 3:30 PM
- 95 Poster 12, Grand Ballroom A, 6:00 PM

**Organizational Justice**

- 95 Poster 13, Grand Ballroom A, 6:00 PM

**Organizational Performance/Change/Downsizing/OD**

- 24 Paging Dr. I-O: Improving Healthcare Quality Through I-O Psychology Research, Grand Ballroom D, 11:00 AM
- 32 Building Organizational Resilience During Financial Crisis: Multiple Pathways and Perspectives, 202, 12:00 PM
- 52 Green Matters: Corporate Social Responsibility (CSR) in Recruiting and Selection, Salon A, 1:00 PM
- 71 Hitting the Mark on Talent Management When the Target's Moving, Grand Ballroom D, 2:00 PM

**Performance Appraisal/Feedback/Performance Management**

- 26 Distinguished Professional Contributions Award: Performance Management—What Works and What Doesn't, 208-209, 11:30 AM
- 54 Round Two: Using 360-Degree Feedback to Create Organization Change, 203, 1:30 PM
- 95 Posters 14–15, Grand Ballroom A, 6:00 PM

**Personality**

- 34 Current Issues in Personality Testing, 205, 12:00 PM
- 43 Interactive Posters 2–4, 213-214, 12:30 PM
- 56 Distinguished Scientific Contributions Award: Twenty Years Investigating Personality–Performance Relationships: Looking Back, Looking Forward, 208-209, 1:30 PM
- 60 Posters 25–27, Galleria, 1:30 PM
- 73 Applicant Faking Behavior: Prevalence, Consequences, and Remedies, 201, 3:30 PM
- 95 Posters 16–17, Grand Ballroom A, 6:00 PM

**Research Methodology (e.g., surveys)**

- 7 Research Design and Statistical Issues in Tests of Mediation Models, 206-207, 10:30 AM
- 85 Studying Collective Leadership: Methodological Issues, Crystal Ballroom C/D, 3:30 PM
- 95 Poster 18, Grand Ballroom A, 6:00 PM

**Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)**

- 4 Web 2.0 and Technology Innovation: Friends and Foes, 203, 10:30 AM
- 40 Online Recruiting and Selection: New Challenges and Strategies, 203, 12:30 PM
- 53 CEOs, Scientists, and Generals: Understanding Industry and Government Succession Management, 201, 1:30 PM
- 65 Networking Opportunity on Uses of Social Networking Web Sites in HR, 206-207, 2:00 PM
- 93 Posters 30–31, Galleria, 4:30 PM
- 95 Poster 19, Grand Ballroom A, 6:00 PM

**Strategic HR/Utility/Changing Role of HR**

- 20 Theme Track Introduction & Opening Panel: Where the Rubber Meets the Road: Real-World Challenges to Virtually Connected Work, Salon E, 10:30 AM
- 30 Theme Track Symposium: e-HR, Virtual HR, and Other Things Like It: Implications of Technology for HR Theory, Research, and Practice, Salon E, 11:30 AM
- 51 From Fantasy to Reality: Talent Management Lessons From Fantasy Baseball, Grand Ballroom D, 1:00 PM

- 58 Evolving Human Capital Research and Analytics, Crystal Ballroom B/E, 1:30 PM
- 83 Public-Sector I-O Psychology: Directions for Research and Practice, Crystal Ballroom A/F, 3:30 PM
- 92 Theme Track Symposium: Telework as an Evolving Form of Virtual Work: Where Have We Been and Where Are We Going?, Salon E, 3:30 PM
- 94 Theme Track Closing Roundtable, Salon E, 4:30 PM

**Teaching I-O Psychology/Student Affiliate Issues/Professional Development**

- 15 Posters 18–20, Galleria, 10:30 AM
- 17 The SIOP Conference Past and Present: A Retrospective and Critique, Salon B, 10:30 AM
- 42 Distinguished Teaching Contributions Award: Toward a Bolder Model: Reflections on the Teaching of I-O Scientist–Practitioners, 208-209, 12:30 PM
- 75 Engaging Students in Applied Work: Lessons From University-Based Consulting Centers, 203, 3:30 PM

**Testing/Assessment (e.g., selection methods, validation, predictors)**

- 19 Adverse Impact: Implications for Organizational Staffing and High-Stakes Selection, Salon D, 10:30 AM
- 27 Interactive Posters 1–4, 213-214, 11:30 AM
- 37 Assessments in a Global Workforce: Cross-Cultural Variation in Response Distortion, Crystal Ballroom B/E, 12:00 PM
- 45 Poster 24, Galleria, 12:30 PM
- 49 Cool Assessment Tools, Salon B, 12:30 PM
- 74 Views on Sensitivity Reviews: Who, How, and What's Next, 202, 3:30 PM
- 86 Poster 29, Galleria, 3:30 PM
- 87 Assessment Center 2.0: Holes, Fixes, and Projections, Grand Ballroom C, 3:30 PM
- 90 Individual Assessment: Where We Are; Where Should We Be?, Salon C, 3:30 PM
- 95 Posters 20–26, Grand Ballroom A, 6:00 PM
- Revelations, 205, 3:30 PM

**Work and Family/Nonwork Life/Leisure**

- 2 Relating Decision-Making Processes to Individuals' Navigation of the Work–Family Interface, 201, 10:30 AM
- 72 Leadership and Work–Life Effectiveness in Universities, Salon B, 2:00 PM

**1. Special Events: 8:30 AM–9:50 AM****Grand Ballroom A****Opening Plenary Session**

Eduardo Salas, University of Central Florida, *Chair*  
Kurt Kraiger, Colorado State University, *Presenter*

**2. Symposium/Forum: 10:30 AM–11:50 AM  
201****Relating Decision-Making Processes to Individuals' Navigation of the Work–Family Interface**

This symposium includes 4 empirical presentations, which together extend our understanding of decision-making aspects involved in individuals' navigation of work and family domains. In each presentation, work–family concepts are integrated with those from traditional decision-making research, and resulting evidence suggests decision processes impact individuals' work–family choices and related outcomes.

Layne Paddock, Singapore Management University, *Co-Chair*  
Jessica Bagger, California State University, Sacramento, *Co-Chair*  
Jochen Reb, Singapore Management University, Jessica

Bagger, California State University, Sacramento, *The Role of Anticipated Regret in Work–Family Conflict Decisions*

Layne Paddock, Singapore Management University,

*Understanding Mental Accounting in the Work and Home Domains*

Jeffrey H. Greenhaus, Drexel University, Chunyan Peng, Michigan State University, Tammy D. Allen, University of South Florida, *Work and Family Antecedents of Business Professionals' Work Hours*

Beth A. Livingston, Cornell University, *Bargaining Behind the Scenes: Gender Roles and Work–Family Burnout*

Steven A. Y. Poelmans, IESE Business School, *Discussant*

Submitter: E. Layne Paddock, e.layne.paddock@gmail.com

**3. Symposium/Forum: 10:30 AM–11:50 AM  
202****Recent Advances in Voluntary Turnover Research: Expanding the Horizon**

This symposium presents 4 individual studies reflecting recent advances in voluntary turnover research. Presenters will address 4 specific topics related to voluntary turnover that have been understudied in the past: temporal changes in prediction, measurement of motivational forces, dispositional differences in reasons, and consequences of voluntary turnover.

Sang Eun Woo, Purdue University, *Chair*

Brooks C. Holtom, Georgetown University, Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, *Temporal Dependency in the Prediction of Voluntary Turnover*

Carl P. Maertz, Jr., Saint Louis University, Scott Boyar, University of South Alabama, *Development of a Comprehensive Turnover Diagnostic Survey*

Sang Eun Woo, Purdue University, *Individual Differences in Turnover Reasons: A Latent Class Approach*



Indicates Thursday Theme Track Session.

Julie I. Hancock, University of Memphis, Karen R. Moffitt, University of Tennessee-Martin, David G. Allen, University of Memphis, *A Meta-Analysis of Turnover as a Predictor of Organizational Performance*

Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

**4. Roundtable Discussion/Conversation Hour:  
10:30 AM–11:20 AM  
203****Web 2.0 and Technology Innovation: Friends and Foes**

The objective of the proposed roundtable is to explore the practical, ethical, and potential legal issues related to information found on social networking sites, the expansion of video-based interviewing, and the inclusion of mobile devices for assessment as they relate to the recruitment and selection of job candidates.

Kathy MacKay, Aon Consulting, *Host*

Submitter: Kathy MacKay, kdmackay@verizon.net

**5. Panel Discussion: 10:30 AM–11:50 AM  
204****Shopping for Success: I-Os and Retail**

The retail industry provides a variety of unique opportunities and challenges for I-O psychologists. I-O practitioners currently working with or within retail organizations will discuss their experiences and provide guidance spanning many I-O content areas. Retail topics will include hiring spikes, working in stores, economic impacts, and more.

Megan K. Leasher, Macy's, Inc., *Chair*

Chad Thompson, Aon, *Panelist*

Jason R. Read, AT&T, *Panelist*

Jason E. Taylor, PeopleAnswers, Inc., *Panelist*

Michael E. Lesser, PBJC, *Panelist*

Ann Williams Howell, PetSmart, *Panelist*

Submitter: Megan Leasher, megankleasher@gmail.com

**6. Community of Interest: 10:30 AM–11:50 AM  
205****Diversity and Inclusion**

Matthew J. Dreyer, Verizon, *Host*

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

Linda R. Shanock, University of North Carolina at Charlotte, *Coordinator*

**7. Symposium/Forum: 10:30 AM–12:20 PM  
206-207****Research Design and Statistical Issues in Tests of Mediation Models**

Recent developments and controversies surrounding research aimed at testing assumed mediation models are considered. Presentations focus on (a) experimental design (i.e., experimental, quasi-experimental, and non-experimental) and data analytic strategies (e.g., multiple regression and structural equation modeling) for such tests, and (b) recommendations for future tests of assumed mediation models.

Charles E. Lance, University of Georgia, *Chair*  
 Seth A. Kaplan, George Mason University, José M. Cortina,  
 George Mason University, *Mediation: Getting Everyone  
 Up to Speed*

Lawrence R. James, Georgia Institute of Technology, *Testing  
 for Mediation With Fixed Versus Random Variables*  
 Eugene F. Stone-Romero, University of Texas at San Antonio,  
 Patrick J. Rosopa, Clemson University, *Statistical  
 Analysis Issues in Tests of Assumed Mediation Models*  
 Larry J. Williams, Virginia Commonwealth University, Robert  
 J. Vandenberg, University of Georgia, *Structural  
 Equation Modeling and Experimental Tests of Mediation*  
 Richard P. DeShon, Michigan State University, *Discussant*  
 Submitter: Eugene Stone-Romero, wolfcub1@satx.rr.com

## 8. Special Events: 10:30 AM–11:20 AM 208-209

### Distinguished Early Career Contributions Award: A Multilevel Approach to Service Quality, Justice, and Diversity Research

Taking a multilevel, multidisciplinary, and multistakeholder approach, I have devoted my research to 3 inter-related streams: service quality, diversity, and justice. I present the insights gleaned from this body of research on how individual, group, organizational, and cultural characteristics interact and combine to shape processes and outcomes at multiple levels.

Paul E. Tesluk, University of Maryland, *Chair*  
 Hui Liao, University of Maryland, *Presenter*  
 Submitter: Hui Liao, hliao@rhsmith.umd.edu

## 9. Symposium/Forum: 10:30 AM–11:50 AM 210-211

### Shades of Green: Individual Differences in Environmentally Responsible Employee Behaviors

There is more to being green than avoiding pollution. Complexities of the criterion domain and determinants of employee behaviors will be explored, answering: What is the range of environmentally relevant behaviors employees can engage in? What are the different motives underlying these behaviors? What are the determinants of employee sustainability?

Deniz S. Ones, University of Minnesota, *Co-Chair*  
 Stephan Dilchert, Baruch College, *Co-Chair*  
 Deniz S. Ones, University of Minnesota, Stephan Dilchert,  
 Baruch College, *A Taxonomy of Green Behaviors Among  
 Employees*  
 Stephan Dilchert, Baruch College, Deniz S. Ones, University  
 of Minnesota, Andrew Biga, Procter & Gamble, Robert E.  
 Gibby, Procter & Gamble, *Organizational Sustainability  
 Goals and Individual Sustainability and Other On-The-  
 Job Outcomes*  
 Rachael Klein, University of Minnesota, Susan D'Mello,  
 University of Minnesota, Deniz S. Ones, University of  
 Minnesota, Stephan Dilchert, Baruch College, Lauren Hill,  
 University of Minnesota, Brenton Wiernik, University of  
 Minnesota, *Green Motives: Why Employees Engage in  
 Environmentally Friendly Behaviors*  
 Andrew Biga, Procter & Gamble, Deniz S. Ones, University  
 of Minnesota, Stephan Dilchert, Baruch College, Robert

E. Gibby, Procter & Gamble, *Perceptions of  
 Organizational Support and Employee Sustainability*  
 Susan D'Mello, University of Minnesota, Rachael Klein,  
 University of Minnesota, Deniz S. Ones, University of  
 Minnesota, Stephan Dilchert, Baruch College, Lauren  
 Hill, University of Minnesota, Brenton Wiernik,  
 University of Minnesota, Andrew Biga, Procter &  
 Gamble, *An Examination of Sex Differences and Green  
 Behaviors at Work*  
 Juergen Deller, Leuphana University of Lueneburg,  
*Discussant*

Submitter: Deniz Ones, Deniz.S.Ones-1@tc.umn.edu

## 10. Symposium/Forum: 10:30 AM–11:50 AM 212

### Innovation in Benchmarking Employee Survey Results

Benchmarking survey results is a common practice for organizations conducting employee surveys. The sources of and practices for utilizing benchmark data have evolved in order to provide organizations with appropriate and/or enhanced options for examining their survey results. Four innovative benchmarking efforts will be presented and discussed.

Jack W. Wiley, Kenexa Research Institute, *Chair*  
 Ingwer Borg, ZUMA, Anne E Herman, Kenexa Research  
 Institute, Joseph M. James, Kenexa, Jack W. Wiley,  
 Kenexa Research Institute, *Using Indices and Items as  
 Benchmarks: More Is More?*  
 Franz G. Deitering, SAP AG, *RACER Group: Top German  
 Companies' Approach in Benchmarking Employee  
 Surveys*  
 William Schiemann, Metrus Institute, *People Equity: Using  
 ACE to Measure, Predict, and Optimize Performance*  
 Submitter: Anne Herman, anne.herman@kenexa.com

## 11. Interactive Posters: 10:30 AM–11:20 AM 213-214

### Women Go to Work, Men Go to Mars

Lilia Cortina, University of Michigan, *Facilitator*

### 11-1 Attitudes About Pregnant Employees: Change Over Twenty Years

This study looked at changes in stereotypes regarding pregnant employees. Current data were compared with parallel data from 1989. Four of the 6 dimensions found in 1989 were found to still exist. Two showed more negative stereotyping than 20 years ago, and men generally had more negative attitudes than women.

Jane A. Halpert, DePaul University  
 Sarah M. Haynes, Depaul Univesity  
 Micah D. Lueck, DePaul University  
 Brian J. Marentette, DePaul University

Submitter: Jane Halpert, jhalpert@depaul.edu

### 11-2 Investigating Pregnancy and Marital Status Discrimination in Employee Performance Appraisals

This study investigated whether employee pregnancy and marital status influence perceptions of women's performance. Participants provided performance ratings after viewing an employee completing assessment center tasks. Results suggest that pregnancy status influences certain ratings of performance, whereas marital status does not. Raters' gender did not significantly affect ratings.

Sarah M. Haynes, DePaul University  
Jane A. Halpert, DePaul University  
Brian J. Marentette, DePaul University  
Micah D. Lueck, DePaul University

Submitter: Sarah Haynes, shaynes6@depaul.edu

### 11-3 The Psychology of Female Quick-Service Restaurant Franchisees

This paper focuses on the reasons underlying the limited number of female franchisees in the quick service restaurant industry. Specifically, the aim of this paper is to explore the functional, financial, and psychological restraints that may prevent or discourage women from entering this sizable and growing industry.

Kimberly Mathe, Oklahoma State University  
Submitter: Kimberly Mathe, kim.mathe@okstate.edu

### 11-4 Job Insecurity and Sexual Harassment on Swedish Women's Work Outcomes

We examine how perceptions of job insecurity influence the relationship between sexual harassment experiences and women's job, health, and psychological outcomes among women in the Swedish military. We found that women's harassment experiences mediated the relationship among job insecurity and job satisfaction, organizational commitment, job withdrawal, and psychological health.

Armando X. Estrada, Washington State University Vancouver  
Kristine J. Olson, Washington State University Vancouver  
Tahira M. Probst, Washington State University Vancouver  
Anders Berggren, Sweden National Defence College

Submitter: Armando Estrada, estrada@vancouver.wsu.edu

### 12. Symposium/Forum: 10:30 AM–12:20 PM Crystal Ballroom A/F

#### New Findings in Goal-Setting Research

Although Locke and Latham's (1990, 2002) theory of goal setting is one of the most valid and practical theories of motivation (Miner, 1984; Pinder, 1984), knowledge continues to accumulate on the effectiveness of its application. This symposium reports on recent studies that have added to our understanding of the theory.

Gary P. Latham, University of Toronto, *Co-Chair*  
Mary Bardes, Drexel University, *Co-Chair*  
Laura Borgogni, University of Rome "Sapienza," Silvia Dello Russo, University of Rome "Sapienza," Laura Petitta,

University of Rome "Sapienza," *The High-Performance Cycle in an Italian Telecommunication Firm*  
Gerard Seijts, University of Western Ontario, Gary P. Latham, University of Toronto, *Interaction Between Learning Goal Difficulty and Commitment on Performance*  
Robert L. Porter, University of Central Florida, Gary P. Latham, University of Toronto, *Employee Trust Moderates the Relationship Between Goals and Departmental Performance*  
Mary Bardes, Drexel University, Robert G. Folger, University of Central Florida, Gary P. Latham, University of Toronto, *Exceedingly Difficult Goals and Abusive Supervision*  
Coreen Hrabluik, Deloitte, Gary P. Latham, University of Toronto, *The Dark Side of Goal Setting: Perfectionism and Maximum Performance*  
Edwin A. Locke, University of Maryland, *Discussant*  
Submitter: Mary Bardes, meb359@drexel.edu

### 13. Master Tutorial: 10:30 AM–11:50 AM Crystal Ballroom B/E

#### Measurement Decision Theory: Theory, Validation, and Application *Earn 1.5 CE credits for attending.*

When classification is the goal, measurement decision theory (MDT) offers several advantages over CTT and IRT approaches for workplace and educational assessment. This master tutorial will present the theory, methodology, validation evidence, and empirical results from 2 practical applications of MDT in diverse settings, both involving large numbers of examinees.

Patrick L. Wadlington, Birkman International, Inc., *Presenter*  
Lawrence M. Rudner, Graduate Management Admission Council, *Presenter*  
Stefan Bondorowicz, Pearson Vue, *Presenter*  
Eileen Talento-Miller, Graduate Management Admission Council, *Presenter*  
Fabian Elizondo, Birkman International, Inc., *Presenter*  
Catherine Ott-Holland, Birkman International, *Presenter*  
Submitter: Patrick Wadlington, pwadlington@hotmail.com

### 14. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom C/D

#### Team Effectiveness: Concepts, Causes, Correlates, and Consequences

Although teams are ubiquitous in organizations, there remain many questions about how to enhance their effectiveness. This session will explore a broad set of variables that influence and define team performance. It includes 4 presentations that are a combination of theoretical frameworks and new empirical research about team effectiveness.

Frederick P. Morgeson, Michigan State University, *Co-Chair*  
Elizabeth Karam, Michigan State University, *Co-Chair*  
Wendy Bedwell, University of Central Florida, Deborah DiazGranados, University of Central Florida, C. Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, *Bridging the Cultural Divide: Towards Intercultural Collaboration Effectiveness*  
Travis Maynard, Colorado State University, John E. Mathieu, University of Connecticut, Lucy L. Gilson, University of

Connecticut, *The Role of Familiarity on Team Processes and Performance*

Elizabeth A. Conjar, George Mason University, Stephen J. Zaccaro, George Mason University, Rita M. Hilton, Self-employed, *A Conceptual Framework Linking Leadership and Team Composition to Synergy*

Stephen E. Humphrey, Pennsylvania State University, Elizabeth Karam, Michigan State University, Frederick P. Morgeson, Michigan State University, *Team Effectiveness: A Meta-Analytic Review*

John R. Hollenbeck, Michigan State University, *Discussant*

Submitter: Elizabeth Karam, lizkaram@msu.edu

## 15. Posters: 10:30 AM–11:20 AM

### Galleria

#### Careers/Mentoring/Socialization/Onboarding/Retirement & Teaching I-O Psychology/Student Affiliate Issues/Professional Development

##### 15-1 Modesty, Political Skill, and Career Success: A Predictive Study

This study investigates the effect of 142 early career employees' upward self-presentation by modesty and political skills on their subsequent career success. The relationship between employees' upward modesty and career success (attained position, career satisfaction) after 3 years was moderated by employees' political skill.

Gerhard Blickle, University of Bonn  
Paula B. Schneider, University of Bonn

Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

##### 15-2 The Temporal Dynamics of Unemployment on Psychological Well-Being: Gender Effects

This study showed unemployment duration had an inverted U-shaped relationship with well-being among college graduates with 4 waves of data, confirming stage models. Furthermore, the relationship was moderated by gender, indicating that women's mental health deteriorated more than men's during unemployment.

Jae Yoon Chang, Sungshin Women's University  
Jeeyoung Lee, Seoul National University

Submitter: Jae Yoon Chang, jaeyoonc@sungshin.ac.kr

##### 15-3 Bases of Commitment to Academic Majors and Expected Career Outcomes

We combine research on commitment and social cognitive career theory to demonstrate how different bases of commitment to an academic major (affective, continuance, normative) influence self-efficacy perceptions and anticipated outcomes for career performance and satisfaction. Results show that affective commitment to a major particularly facilitates self-efficacy and improves career expectations.

Amanda Conklin, The College of New Jersey  
Pablo A. Garcia, The College of New Jersey  
Jason Dahling, The College of New Jersey  
Brian Dougherty, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

##### 15-4 Onboarding Externally Hired Executives in Six Critical Areas

The theoretical exploration of executive onboarding has lagged behind the practice. We discussed the difference between executive onboarding and other practices such as new employee orientation and socialization. We then identified 6 problematic areas external executives often encounter. A framework was proposed to implement executive onboarding on a strategic basis.

Guangrong Dai, Lominger International  
Kenneth P. De Meuse, Korn/Ferry International  
Dee Gaeddert, Korn/Ferry International

Submitter: Guangrong Dai, daigr@yahoo.com

##### 15-5 An Experimental Investigation of an Interactive Model of Academic Cheating

We examined the effect of presenting the honor code (HC) and realistic course orientation (RCO), and self-perceived cognitive ability, on student cheating. The HC and RCO reduced cheating, and a 3-way interaction indicated that students with the highest self-perceived ability cheated least, especially when both HC and RCO were presented.

Mark N. Bing, University of Mississippi  
Kristl Davison, University of Mississippi  
Scott Vitell, University of Mississippi  
Anthony P. Ammeter, University of Mississippi  
Bart L. Garner, University of Mississippi  
Milorad Novicevic, University of Mississippi

Submitter: Kristl Davison, kdavison@bus.olemiss.edu

##### 15-6 Perception or Reality? How Early Protégé Expectations Predict Subsequent Perceptions

Mentoring research has primarily relied on perceptual measures of associated processes and outcomes. In this study, expectations interacted with coded mentoring functions to predict perceived mentoring functions. For example, if entering with high expectations, protégés responded more positively when positive expectations were met and more negatively when they were not.

Julia M. Fullick, University of Central Florida  
Kimberly A. Smith-Jentsch, University of Central Florida  
Dana L. Kendall, University of Central Florida  
Nicole Hudson, University of Central Florida  
Joyce Reyes, University of Central Florida

Submitter: Julia Fullick, Julia.Fullick@gmail.com

##### 15-7 Development of the Mexican Organizational Citizenship Behavior: A Cross-Cultural Study

Utilizing multiple samples, we describe the development of a multidimensional Mexican Organizational Citizenship Behavior (MOCB) Survey. Results indicate that the MOCB Scale is functional for research in Mexico. Implications of the nature of the MOCB construct, as well as the design and use of U.S. measures across cultures, are discussed.



Nicole Gullekson, Ohio University  
 Sean D. Robinson, Ohio University  
 Luis Ortiz, New Mexico Highlands University  
 Marcus J. Fila, Ohio University  
 Charles Ritter, Ohio University  
 Annie Milakovic, Ohio University  
 Allison Tenbrink, Ohio University  
 Rodger W. Griffeth, Ohio University  
 Peter W. Hom, Arizona State University

Submitter: Rodger Griffeth, griffeth@ohio.edu

### 15-8 Self-Directed Career Management: Towards an Integrative Framework

We present an integrative framework of the competency for self-directed career management (SDCM) encompassing a person's personality characteristics, career management attitudes and behaviors, and human and social capital. It is proposed that the combined dimensions of SDCM allow one to satisfactorily manage the evolving sequence of work experiences over time.

Andreas Hirschi, Leuphana University of Lüneburg

Submitter: Andreas Hirschi, andreas.hirschi@gmx.net

### 15-9 Relative Importance of Abilities–Demands and Needs–Supplies Fit

Using 3 measures of fit preference, individual differences in the importance of abilities–demands and needs–supplies job fit were examined. Results show that individual differences in work experience with different occupations and goal orientation are associated with differences in the relative importance of abilities–demands and needs–supplies fit in job decision making.

Chia-Lin Ho, North Carolina State University  
 Silvia Bonaccio, University of Ottawa  
 Charlie L. Reeve, University of North Carolina Charlotte

Submitter: Chia-Lin Ho, cho4@ncsu.edu

### 15-10 Behavioral Integrity, Mentoring Behavior, and Interpersonal Citizenship Behaviors

This study examines the effects of manager's behavioral integrity (BI) and mentoring behavior (MB) on employee's interpersonal citizenship behaviors (ICB). The results showed manager's BI and MB had the main and interaction effects on employee's ICBs. That is, manager's BI enhances employee's ICBs, especially when they have low MB.

Dongkyu Kim, Seoul National University  
 Seokhwa Yun, Seoul National University  
 Sung Won Min, Seoul National University  
 Haeseen Park, Seoul National University  
 EunHo Lee, Seoul National University

Submitter: DongKyu Kim, dongkyu.kim35@gmail.com

### 15-11 A Qualitative Study Investigating the Onboarding of the Hourly Workforce

Onboarding research has generally focused on salaried professionals, and to date there has been little effort to understand how the conclusions drawn about onboarding

practices (e.g., duration, stakeholders, content) apply to the hourly workforce. This qualitative research study fills this gap by examining the current state of hourly onboarding programs.

Autumn D. Krauss, Kronos  
 Rainer Seitz, Kronos

Submitter: Autumn Krauss, akrauss@kronos.com

### 15-12 Work History and Job Search Process for Older Job Seekers

This study examined personal and social antecedents of job-seeking behaviors among older job seekers and the effect of a blue-collar and a white-collar work history. Job search self-efficacy was a stronger predictor for older job seekers with a blue-collar background.

Yoshie Nakai, University of Akron  
 Andrea F. Snell, University of Akron

Submitter: Yoshie Nakai, yn1@uakron.edu

### 15-13 Examining the Role of Change in Stressors During Organizational Socialization

Using a latent growth modeling approach, this paper examines the role of change in the relationships among role stressors (ambiguity, conflict and overload), job attitudes (affective commitment and job satisfaction), turnover intention, and well-being among newcomers in a sample of 170 university alumni surveyed during the first months of employment.

Alexandra J. Panaccio, University of Illinois at Chicago  
 Christian Vandenberghe, HEC Montreal  
 Kathleen Bentein, University of Quebec at Montreal (UQAM)  
 Karim Mignonac, IAE Université Toulouse 1  
 Patrice Roussel, IAE Université Toulouse 1

Submitter: Alexandra Panaccio, alexandra-joelle.panaccio@hec.ca

### 15-14 Mentoring Relationship Perceptions and Behaviors: Attempting to Understand the Discrepancies

This study attempted to understand some of the discrepancies that exist between mentor and protégé reports of mentoring relationship success, in addition to examining actual mentoring relationship behaviors. Mentor and protégé preparatory training was manipulated, and subjective and also coded measures were collected.

Shannon A. Scielzo, University of Texas at Arlington  
 Catherine Kiley, University of Central Florida  
 Joycelyn Reyes, University of Central Florida  
 Margaret Sexton, Rollins College  
 Kimberly A. Smith-Jentsch, University of Central Florida  
 Michael A. Neeper, University of Texas at Arlington

Submitter: Shannon Scielzo, scielzo@uta.edu

### 15-15 Adaptability and Newcomer Outcomes: The Mediating Role of P–O Fit

This longitudinal study investigated the relationship between adaptability and newcomers' work-related outcomes, with perceived P–O fit as a mediator. Data col-

lected from 327 Australian newcomers supported a full mediation model, such that newcomers' adaptability was positively associated with their perceived P-O fit, which in turn benefited newcomers' work-related outcomes.

Yujie Zhan, University of Maryland  
Mo Wang, University of Maryland  
Elizabeth A. McCune, Portland State University  
Donald M. Truxillo, Portland State University  
Le Zhou, University of Maryland  
Songqi Liu, University of Maryland

Submitter: Yujie Zhan, yzhan@psyc.umd.edu

### **15-16 Career Motivation and Mentoring Readiness: The Moderating Role of Personality**

I examined the extent to which employees were ready to participate in mentoring programs (i.e., mentoring readiness) in a multimedia company using career motivation, personality, and perceived value of mentoring as antecedents. Results showed support for the major hypotheses. Implications for mentoring, human resources management, and cross-cultural mentoring are discussed.

David B. Zoogah, Morgan State University  
Submitter: David Zoogah, David.Zoogah@morgan.edu

### **15-17 Development and Validation of a Multidimensional Measure of Mentoring Readiness**

Due to the increase in mentoring programs, organizations need to determine the extent to which employees are ready to participate in mentoring programs (i.e., mentoring readiness). Drawing on an extensive review of multiple disciplines, I develop and validate a measure of mentoring readiness.

David B. Zoogah, Morgan State University  
Submitter: David Zoogah, David.Zoogah@morgan.edu

### **15-18 The Language of Success: Words, Personality, Web-Based Course Performance**

We investigated the impact of instructors' comments in relation to student academic performance in a Web-based course. Students scoring low on Academic Conscientiousness (AC) scored higher grades on the exam in the positive instruction condition, whereas students who scored higher on AC seemed to be impeded by positive comments.

Julia M. Fullick, University of Central Florida  
Karen Mottarella, University of central Florida  
Shannon Whitten, University of Central Florida  
Submitter: Julia Fullick, Julia.Fullick@gmail.com

### **15-19 Team Selection Exercise**

An exercise simulating the staffing of organizational teams is presented. The exercise requires participants to consider task demands facing each team and characteristics of potential members including task KSAs, teamwork KSAs, personality, personal relations between potential members, and issues of life-family balance.

Glenn E. Littlepage, Middle Tennessee State University  
Brandy Burke-Schratter, Middle Tennessee State University  
Lyndi Porter, Middle Tennessee State University  
Blandon Prowse, Middle Tennessee State University  
Bradford A. Jones, Middle Tennessee State University  
Kimberly Sue Wilson, University of Tulsa

Submitter: Glenn Littlepage, glittlepage@mtsu.edu

### **15-20 Developing Efficacy Beliefs for Ethics and Diversity Management**

This paper describes an approach for developing students' efficacy beliefs for ethics and diversity management in an introductory organizational behavior course. Results suggest that a writing assignment improved efficacy beliefs on the chosen topic (diversity or ethics management) beyond the influence of course content. Implications for business education are discussed.

Johnathan Nelson, PDRI  
Laura W. Poms, George Mason University  
Paige Porter Wolf, George Mason University  
Submitter: Johnathan Nelson, jnelsonc@gmu.edu

### **15-21 Action Learning in Academia: Opportunity or Oxymoron?**

This study examines the use of action learning in an academic context, assessing for the first time whether critical design components can be maintained in graduate programs. Results suggest that key design criteria can be met. Students improved their teamwork capabilities, but improvements in decision management skills were not found.

Kimberly S. Scott, Northwestern University  
Submitter: Kimberly Scott, k-scott@northwestern.edu

## **16. Symposium/Forum: 10:30 AM–11:20 AM Salon A**

### **Front-Line Supervisors: Getting Selection and Development Right**

Front-line supervisors play a critical role in the success of today's organizations. This symposium examines best practices for the selection and development of front-line leaders from the point of view of an experienced consulting organization, a large U.S. energy company, and a global test publisher.

Robert I. Kabacoff, Management Research Group, *Chair*  
Robert I. Kabacoff, Management Research Group, Keith L. Goudy, MICA Management Resources, *Identifying the Right Front-Line Leaders in the Utility Industry*  
Tim Hickey, Exelon Corporation, *Exelon Perspective on Front-Line Leader Identification, Selection, and Development*

Suzanne T. Bell, DePaul University, *Discussant*  
Submitter: Robert Kabacoff, rob.kabacoff@mrg.com

**17. Special Events: 10:30 AM–11:50 AM  
Salon B****The SIOP Conference Past and Present: A Retrospective and Critique**

The silver anniversary of the SIOP conference presents an opportunity to reflect on conference beginnings as well as programming changes spurred by growth. The conference experience is compared with similar conferences for illustration. Improvements in meeting form will be explored utilizing Malcolm Gladwell's idea of a tipping point in size.

Paul E. Levy, University of Akron, *Chair*  
 John P. Campbell, University of Minnesota, *Panelist*  
 Katherine J. Klein, University of Pennsylvania, *Panelist*  
 William H. Macey, Valtera, *Panelist*  
 Denise M. Rousseau, Carnegie Mellon University, *Panelist*  
 Stanley B. Silverman, University of Akron, *Panelist*  
 Lois E. Tetrack, George Mason University, *Panelist*  
 Kevin T. Mahoney, Louisiana Tech University, *Discussant*

Submitter: Paul Levy, plevy@uakron.edu

**18. Panel Discussion: 10:30 AM–11:50 AM  
Salon C****Taking Competency Models Global: A Practitioner Perspective**

Although competency models have been extensively used by organizations since the 1980s, applying these models in the global context presents a unique set of challenges. Practitioners will discuss these challenges and provide suggestions and solutions for the creation and implementation of successful global competency models.

Anuradha Ramesh, Personnel Decisions International, *Chair*  
 Kristine Wright, Cisco Systems, Inc., *Panelist*  
 Alison D. Jerden, The Coca-Cola Company, *Panelist*  
 Mark T. Rohricht, Healthways, *Panelist*  
 Shreya T. Sarkar-Barney, Human Capital Growth, *Panelist*

Submitter: Anuradha Ramesh, anuramesh@gmail.com

**19. Panel Discussion: 10:30 AM–12:20 PM  
Salon D****Adverse Impact: Implications for Organizational Staffing and High-Stakes Selection**

Organizations must typically consider the impact of selection decisions. This session focuses on the newest addition to the SIOP Organizational Frontiers Series, *Adverse Impact: Implications for Organizational Staffing and High Stakes Selection* edited by James L. Outtz. Six of the contributing authors discuss selection system design, validity, and adverse impact.

James L. Outtz, Outtz and Associates, *Chair*  
 Harold W. Goldstein, Baruch College, CUNY, *Panelist*  
 Rick R. Jacobs, Pennsylvania State University, *Panelist*  
 Kevin R. Murphy, Pennsylvania State University, *Panelist*  
 Daniel A. Newman, University of Illinois at Urbana-Champaign, *Panelist*

Paul R. Sackett, University of Minnesota, *Panelist*

Submitter: James Outtz, jlouttz@aol.com

**20. Panel Discussion: 10:30 AM–11:20 AM  
Salon E****Theme Track Introduction & Opening Panel: Where the Rubber Meets the Road: Real-World Challenges to Virtually Connected Work**

A brief introduction to the theme track will be provided prior to the beginning of the opening panel. The opening panel will set the stage for SIOP's 2010 Thursday theme track by highlighting the real-world challenges, thereby motivating the problem and informing researchers. Panelists will discuss challenges to virtually connected work with a specific focus on those related to e-HR, telework, and social interaction within virtually connected work groups and teams.

C. Shawn Burke, University of Central Florida, *Chair*  
 Gil Gordon, Gil Gordon Associates, *Panelist*  
 Jacob McNulty, Orbital RPM Learning Solutions, *Panelist*  
 Douglas H. Reynolds, Development Dimensions International, *Panelist*

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

**21. Panel Discussion: 11:00 AM–12:20 PM  
Grand Ballroom A****Legal Issues in Job Analysis: Avoiding Lawsuits Without Breaking Budgets**

Job analyses are common in many I-O psychology projects. However, this step in the process is often downplayed and sometimes ignored—even at the peril of legal challenge. This expert discussion will focus on the issue of being budget and time conscious while conducting a defensible job analysis.

Mark Alan Smith, Valtera Corporation, *Chair*  
 Arthur Gutman, Florida Institute of Technology, *Panelist*  
 Edward L. Levine, University of South Florida, *Panelist*  
 Dwayne G. Norris, American Institutes for Research, *Panelist*  
 Mark A. Wilson, North Carolina State University, *Panelist*

Submitter: Mark Smith, msmith@valtera.com

**22. Symposium/Forum: 11:00 AM–12:20 PM  
Grand Ballroom B****Pathways to Coach Development: How Executive Coaches Learn Their Craft**

This session explores how executive coaches become executive coaches and how they mature and advance their practice over time. Different methods are examined, including formal training programs, supervision, and reflective practice, based on empirical research and the experience of the presenters, who are themselves coaches, trainers, and supervisors of coaches.

David B. Peterson, PDI Ninth House, *Chair*  
 Robert J. Lee, iCoachNewYork, Jonathan Passmore, UEL, *Continuous Professional Development for Executive Coaches: Theory, Research, and Practice*  
 Carol Kauffman, Harvard Medical School, *Developing "PERFECT" Mastery in Coaching: A Framework for Integration*  
 David B. Peterson, PDI Ninth House, *Becoming a Master Coach: Developing Advanced Skills and Expertise*

Submitter: David Peterson, david.peterson.phd@gmail.com

## 23. Panel Discussion: 11:00 AM–12:20 PM Grand Ballroom C

### Work Conditions That Maximize the Performance of Engaged Employees

Employee engagement is widely recognized as a factor contributing to improved performance. However, without enabling conditions, engagement may not sustain performance, and negative consequences for employees and organizations' bottom lines may follow. Panelists will discuss engagement and the necessary supportive conditions to translate discretionary effort into enhanced productivity.

Michael Frese, University of Singapore, *Chair*  
Arnold B. Bakker, Erasmus University, Rotterdam, *Panelist*  
Thomas W. Britt, Clemson University, *Panelist*  
Sharon Parker, University of Sheffield, *Panelist*  
Mark Royal, Hay Group, *Panelist*  
Gary Short, Kimberly-Clark Corporation, *Panelist*

Submitter: Thomas Britt, twbritt@clemson.edu

## 24. Symposium/Forum: 11:00 AM–12:50 PM Grand Ballroom D

### Paging Dr. I-O: Improving Healthcare Quality Through I-O Psychology Research

This symposium presents 4 research projects where I-O psychologists have applied basic psychological theory and empirical knowledge to improve the way healthcare is delivered. The projects span a wide range of content and methods, highlighting I-O psychology's flexibility and potential for impacting healthcare on many different levels.

Sylvia J. Hysong, Michael E. DeBaakey VA Medical Center, *Chair*  
Kraig L. Schell, Angelo State University, Sylvia J. Hysong,  
Michael E. DeBaakey VA Medical Center, Adol Esquivel,  
Michael E. DeBaakey VA Medical Center/Baylor College of  
Medicine, Lindsey Wilson, Michael E. DeBaakey VA  
Medical Center/Baylor College of Medicine, Monica  
Watford, Michael E. DeBaakey VA Medical Center/Baylor  
College of Medicine, Donna Espadas, Baylor College of  
Medicine, Hardeep Singh, Michael E. DeBaakey VA Medical  
Center/Baylor College of Medicine, *Using Electronic  
Medical Records for Referrals: Beyond the Interface*  
Jason M. Etchegaray, University of Texas Medical School at  
Houston, Wayne Fischer, University of Texas M.D.  
Anderson Cancer Center, *Relationship Among Built-  
Environment Factors, Perceived Medical Quality, and  
Emotional Distress*  
Sallie J. Weaver, University of Central Florida/MedAxiom,  
Deborah DiazGranados, University of Central Florida,  
Michael A. Rosen, University of Central Florida, Rebecca  
Lyons, University of Central Florida, Eduardo Salas,  
University of Central Florida, Jeffrey Augenstein, University  
of Miami Miller School of Medicine, David J. Birnbach,  
University of Miami Miller School of Medicine, Donald W.  
Robinson, Army Trauma Training Center/Ryder Trauma  
Center, Heidi B. King, Office of the Assistant Secretary of  
Defense (Health Affairs), *Evaluating the Effectiveness of  
Team Training in Forward Surgical Teams*  
Christiane Spitzmueller, University of Frankfurt/University of  
Houston, *Discussant*  
Aanand D. Naik, Michael E. DeBaakey VA Medical Center,  
*Discussant*

Submitter: Sylvia Hysong, hysong@bcm.edu

## 25. Roundtable Discussion/Conversation Hour: 11:30 AM–12:20 PM 203

### Politics, Values, and the Supreme Court Ruling in Ricci

What factors contributed to the Supreme Court decision in the *Ricci* case? The roundtable reviews the motives behind *Ricci*. We discuss the role of experts in polarized political environments. We believe that psychologists should understand the political as well as technical factors, especially in polarizing cases.

Edward Pavur, Jr., Management Service, *Host*  
Robert F. Goldsmith, Robert Goldsmith & Associates, *Host*  
Submitter: Edward Pavur, Jr., pagsip@netscape.net

## 26. Special Events: 11:30 AM–12:20 PM 208-209

### Distinguished Professional Contributions Award: Performance Management—What Works and What Doesn't

The literature and popular HR press is filled with performance management best practices. Yet for all the research and practice devoted to it, performance management remains the Achilles heel of human capital management. This talk will focus on commonly advocated best practices and what it really takes to implement them effectively.

Walter C. Borman, Personnel Decisions Research Institutes, *Chair*  
Elaine D. Pulakos, Personnel Decisions Research Institutes,  
*Presenter*

Submitter: Elaine Pulakos, elaine.pulakos@pdri.com

## 27. Interactive Posters: 11:30 AM–12:20 PM 213-214

### Cheating Improves My Test Performance

Nancy Tippins, Valtera, *Facilitator*

### 27-1 Advantages of Differential Validity Analyses Over Differential Prediction Analyses

I-O psychology has strongly endorsed differential prediction analyses over differential validity analyses. This paper offers a conceptual argument for both limitations of differential prediction analyses and practical benefits of differential validity analyses when the specific research question is whether the magnitude of the test-criterion relationship differs between subgroups.

Christopher M. Berry, Texas A&M University  
Submitter: Christopher Berry, cmberry@tamu.edu

### 27-2 Retesting Effects for Personality and Cognitive-Based Selection Tests

This study examined retesting effects by examining within-person and between-person differences using a personality-based and cognitive-based selection assessment in an applied setting. Results show mean differences between testing administrations but minimal differences in test validity for both within testing administrations and across individuals.

Kristin M. Delgado, Select International/Wright State University  
 Mei-Chuan Kung, Select International  
 Paul E. Glatzhofer, Xavier University  
 Matthew S. O'Connell, Select International  
 Douglas Wolf, Select International  
 John Fernandez, Merck

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

### **27-3 Measurement Equivalence of Proctored and Unproctored Internet Testing on Race**

Six scales in proctored and unproctored Internet testing conditions were compared on Asian, Black, Hispanic, and White participants. Although Problem Solving scale showed significantly higher scores in the unproctored condition, all 6 scales showed no differential test functioning, with small effect sizes. Measurement equivalence was established within each race group.

Ben-Roy Do, University of Illinois  
 William Shepherd, Huntington National Bank  
 Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Ben-Roy Do, benroydo@gmail.com

### **27-4 The Impact of Socially Desirable Responding on Personality Assessment Validity**

This study was conducted to extend previous research on the moderating role of socially desirable responding in the personality predictor-outcome relationship into an operational setting. Results from an Army sample revealed that socially desirable responding attenuated the ability of a self-report personality assessment to predict attrition at several time intervals.

Kate LaPort, George Mason University  
 Irwin J. Jose, George Mason University  
 Arwen E. Hunter, U.S. Army Research Institute  
 Len White, U.S. Army Research Institute

Submitter: Kate LaPort, kate.laport@gmail.com

## **28. Posters: 11:30 AM–12:20 PM Galleria**

### **Coaching/Leadership Development & Leadership**

#### **28-1 Personal Development During Job Loss: Turning Crisis Into Opportunity**

This study examines the effectiveness of a developmental program based on constructive developmental theory offered to managers who were losing their jobs. Participants reported higher levels of core self-concept and life satisfaction than a comparison group, indicating that it is possible to offset some of the consequences of job loss.

Sara Curtis, University of Georgia  
 Karl W. Kuhnert, University of Georgia  
 Keith M. Eigel, The Leaders Lyceum

Submitter: Sara Curtis, saralcurtis@yahoo.com

#### **28-2 Employee Coaching Relationships: Enhancing Construct Clarity and Measurement**

This paper seeks to further our understanding of employee coaching by exploring the coaching relation-

ship formed between supervisors and subordinates. Specifically, we seek to better define the constructs of employee coaching and the employee coaching relationship and to develop a measure of the perceived quality of the coaching relationship.

Jane B. (Brodie) Gregory, University of Akron  
 Paul E. Levy, University of Akron

Submitter: Jane B. (Brodie) Gregory, brodie.gregory@gmail.com

#### **28-3 Taming the Wild West: A Control Theory Approach to Coaching**

This manuscript demonstrates how control theories (CT) can be used to advise executive coaching practice. Focusing on negative feedback loops consisting of goals and feedback, the authors suggest that coaching affects motivational processes that can be explained by CT. Recommendations for coaches are provided throughout the manuscript.

Jane B. (Brodie) Gregory, University of Akron  
 James W. Beck, University of Minnesota  
 Alison E. Carr, University of Akron

Submitter: Jane B. (Brodie) Gregory, brodie.gregory@gmail.com

#### **28-4 Coaching Style, Implicit Theory of Ability, Goals, and Transfer Performance**

Experimental data were collected from 138 participants to examine the moderated mediated effect of coaching style (directive, problem solving) on near and far transfer task performance. The results showed that implicit theories of ability moderated the mediated effect of goal level on the relationship between coaching style and transfer task performances.

T. Y. Ray Hui, City University of Hong Kong  
 Christina Sue-Chan, City University of Hong Kong

Submitter: T. Y. Ray Hui, mgrayh@cityu.edu.hk

#### **28-5 Gender Demography Effects on Developmental Assessment Center Performance**

This study addresses the lack of empirical research on the effect of gender match/mismatch between participants and raters/feedback providers on performance ratings in developmental assessment centers (DACs), identifying a lack of gender bias across behavioral dimensions and illustrating that performance on dimensions is not enhanced by assessor–assessee gender match.

Felicia O. Mokuolu, University of Oklahoma  
 Lori Anderson Snyder, University of Oklahoma  
 Deborah E. Rupp, University of Illinois at Urbana-Champaign  
 Alyssa M. Gibbons, Colorado State University

Submitter: Felicia Mokuolu, fmokuolu@ou.edu

#### **28-6 Structuring and Understanding the Coaching Industry: A Belgian Study**

A theoretical coaching cube is offered that helps to structure and understand the industry. The 3 dimensions of the cube refer to (a) coaching agendas (what), (b) characteristics of coaches (who), and (c) coaching



approaches/schools (how). Three empirical studies explore which theoretical combinations are more present in the corporate world.

Jesse Segers, University of Antwerp  
Daniel Vloeberghs, University of Antwerp  
Erik Henderickx, University of Antwerp  
Ilke Inceoglu, SHL Group Ltd  
Submitter: Jesse Segers, jesse.segers@ua.ac.be

### **28-7 The Effects of Shared Leadership on Team Learning**

This paper offers a conceptual model of team learning by integrating team leadership and learning theories. The framework establishes shared leadership as a driver of team learning; delineates between learning behavior, learning outcomes, and team performance; and establishes the conditions necessary for shared leadership to be successful.

Vivek Khare, George Mason University  
Submitter: Vivek Khare, vkhare@gmu.edu

### **28-8 Psychological Health Effects of Supervisory Pressure to Behave Unethically**

We investigated relationships between supervisory pressure to behave unethically (PBU) and subordinates' psychological distress and problem drinking. Results from a 2-wave study of 395 employees supported the prediction that subordinates' psychological distress mediates the relationship between supervisory PBU and subordinates' drinking; this mediated effect is buffered by subordinates' core self-evaluations.

Margarita Almeda, Georgia State University  
Bennett J. Tepper, Georgia State University  
Jon C. Carr, Texas Christian University  
Dana L. Haggard, University of Missouri  
Submitter: Margarita Almeda, mgtmaax@langate.gsu.edu

### **28-9 Leader Influence on Intrinsic Motivation and Performance: Self-Determination Theory Applied**

This research integrated the work of Deci and Ryan's (2002) self-determination theory and Zaccaro, Ely and Nelson's (2008) model of leadership, manipulating leader style (fulfilling autonomy, competence, relatedness needs) and content (direction, management). Results indicate that individuals with leaders high in style and content had significantly better performance.

Samantha K. Baard, George Mason University  
Stephen J. Zaccaro, George Mason University  
Paul P. Baard, Fordham University  
Submitter: Samantha Baard, sbaard@gmu.edu

### **28-10 Psychometric Characteristics of Transformational Bosses' Performance Evaluations**

This study examines the psychometric characteristics (leniency, halo, and agreement with other raters) of transformational bosses' ratings of their subordinates. Results suggest that transformational bosses rate leniently and with a higher level of agreement on inter-

personally oriented performance dimensions but not on task-oriented performance dimensions.

Sean Baldwin, The University of Georgia  
Brian J. Hoffman, The University of Georgia  
Submitter: Sean Baldwin, seanbaldwin@gmail.com

### **28-11 Social and Economic Exchanges With Organizations: Do Leader Behaviors Matter?**

This study examined the relationship between employee behaviors, measured with social and economic exchanges, and supervisor leadership style. Leader behaviors predicted employee behavior and predicted job satisfaction and employee exchange ideology. Job satisfaction and exchange ideology also mediate the relationship between leader behavior and employee behavior.

Dan S. Chiaburu, Texas A&M University  
Ismael Diaz, Texas A&M University  
Virginia E. Pitts, Colorado State University  
Submitter: Ismael Diaz, idiaz001@neo.tamu.edu

### **28-12 Leadership Errors in M&As: Impact on Employee Behaviors**

The much documented merger case of Daimler-Chrysler was used to investigate the linkage between leadership errors (cognitive, social, and motivational) and behaviors and actions of the executive team. Instances of organizational citizenship behavior, counterproductive work behavior, and intention to quit are provided based on existing public source case material.

Dawn L. Eubanks, University of Bath  
Zeynep Y. Yalabik, University of Bath  
Submitter: Dawn Eubanks, D.Eubanks@bath.ac.uk

### **28-13 Are Different Generations Showing Different Managerial Derailment Signs?**

This study of 5,249 managers ( $n = 2481$  Baby Boomers;  $n = 2480$  Generation X;  $n = 288$  Millennials) examined whether some generational cohorts were more likely than others to display derailment behaviors. Results suggested that older generations showed more derailment signs, but differences among generations had small practical significance.

William A. Gentry, Center for Creative Leadership  
Jacob Martin, Wake Forest University  
Julia L. Berkelhammer, University of North Carolina at Chapel Hill

Submitter: William Gentry, gentryb@ccl.org

### **28-14 Effects of Transformational Leadership on Follower Self-Efficacy and Self-Esteem**

Follower self-efficacy and self-esteem are key mechanisms through which leadership-based effects are realized. Supporting this idea, meta-analytic results are presented that indicate that transformational leadership has significant relationships with follower self-efficacy and self-esteem, and transactional leadership has significant relationships with follower self-efficacy. Support for moderating effects was also found.

Erin Jackson, University of South Florida  
 Kristin N. Saboe, University of South Florida  
 Chu-Hsiang Chang, University of South Florida  
 Russell E. Johnson, University of South Florida  
 Submitter: Erin Jackson, erinmjackson@gmail.com

### **28-15 The Interplay Between Follower Core Self-Evaluation and Leadership**

This study examined the linkage between core self-evaluation (CSE) and employee outcomes as moderated by leader behaviors. Hierarchical linear modeling results of a sample of 546 supervisor-subordinate dyads revealed that CSE was positively associated with employee outcomes. In addition, the latter relationships were facilitated by leadership behaviors.

Tae-Yeol Kim, City University of Hong Kong  
 Robert C. Liden, University of Illinois at Chicago  
 Lin Bian, City University of Hong Kong  
 Sang-Pyo Kim, Jinju National University  
 Submitter: Tae-Yeol Kim, bestkty@cityu.edu.hk

### **28-16 Leader-Member Exchange (LMX) and Trait Activation**

This study investigated how LMX interacting with a subordinate's job competency would influence the subordinate's job performance. We examined this empirically neglected question by testing how LMX moderated the causal relationship between a subordinate's job competency and job performance.

Won Jun Kwak, Purdue University  
 Christine Jackson, Purdue University  
 Stephen G. Green, Purdue University  
 Submitter: Won Jun Kwak, wkwak@purdue.edu

### **28-17 Predisposed to Derail: The Personality Correlates of Risk for Derailment**

Derailed leaders are common, costly, and curiously understudied. This research (a) developed a research-friendly measure of risk for derailment, (b) investigated personality correlates of risk for derailment, and (c) compared the resulting relationships with correlates of leader effectiveness to determine whether risk for derailment provided any unique insights.

Rhys Lewis, University of Western Ontario  
 Julie J. Carswell, Sigma Assessment Systems  
 Sheerin Thussu, University of Western Ontario  
 James P. O'Brien, University of Western Ontario  
 Submitter: Rhys Lewis, rlewis@gmail.com

### **28-18 Preferred Managerial Tactics of Health Care Organization Employees**

Medical doctors, nurses, information technology, and ancillary personnel of health care organizations ( $N = 111$ ) were surveyed on preferences for soft, rational and hard managerial tactics using a Modified Influence Tactics instrument. Results showed preference for hard tactics differed by sex  $p < .002$  and for rational tactics by job categories  $p < .017$ .

Krystianna Nguyen, Capella University  
 Nancy A. Piotrowski, Capella University  
 Antonio Santonastasi, Capella University  
 Wayland Secrest, Capella University  
 Submitter: Krystianna Nguyen, kt@ktassessments.com

### **28-19 The Structure and Characteristics of Supervisor Dyadic Attachment Relationships**

Structure and characteristics of supervisor attachment models were generated using latent profile analysis and compared with working models of other traditional attachment relationships. Profiles of supervisor relationships show associations with other attachment relationship profiles and relate to general attachment avoidance. Implications for application of attachment theory to leadership are discussed.

Alycia U. Perez, University of Akron  
 Rosalie J. Hall, University of Akron  
 Submitter: Alycia Perez, alu2@uakron.edu

### **28-20 Environmentally Specific Transformational Leadership, Modeling, and Subordinates' Pro-Environmental Behaviors**

This study linked leadership to subordinates' environmental behaviors. The model demonstrated that leaders' subjective norms predicted their environmentally specific transformational leadership and environmental behaviors, which in turn indirectly predicted subordinates' environmental behavior. In addition, leaders' environmental behaviors predicted subordinates' environmental behaviors. The effects of environmental-specific versus general transformational leadership were examined.

Jennifer L. Robertson, Queen's University  
 Julian I. Barling, Queen's University  
 Submitter: Jennifer Robertson, jrobertson@business.queensu.ca

### **28-21 Narcissism Levels and Ratings of Executive Leadership Potential**

A subclinical narcissism measure was given to 431 executives, and each was then rated on leadership potential after a 1-hour interview. Despite many negative consequences associated with narcissistic leadership, those with higher narcissism scores tended to receive higher leadership ratings, necessitating examination of theories exploring "productive narcissism."

Katherine A. Schnure, Georgia Institute of Technology  
 Submitter: Katherine Schnure, kschnure@alum.bucknell.edu

### **28-22 Leading Change Through the Minds not the Hearts of Followers**

This paper explores what organizational leaders need to do to successfully manage large-scale organizational change. We test whether particular dimensions of transformational leadership are linked to elements of successful change implementation. In doing so, we find that there is a strong linkage between learning interventions and successful organizational change.

Gail A. Berger, Northwestern University  
 Scott Dimmick, Northwestern University  
 Mindy Douthit, Northwestern University

Submitter: Kimberly Scott, k-scott@northwestern.edu

### 28-23 A Process Perspective on the Personality–Leader–Member Exchange Relationship

This study aimed to examine the influence of role definition and affect on LMX, and test these variables as potential mediators of the personality–LMX relationship. Results indicated that role definition and affect display differential relationships in mediating supervisor and subordinate core self-evaluation and Agreeableness on LMX.

Greg Sears, Carleton University  
 Rick D. Hackett, McMaster University

Submitter: Greg Sears, greg\_sears@carleton.ca

### 28-24 Progressing by Stepping Back: An Assessment of Negative Leader Behavior

Negative leader behavior is a popular topic, yet, beyond narrowly defined measures, little is known about the nature of the construct at a broad level. This study takes a wider perspective to develop a measure of negative leader behavior that both incorporates existing research and extends the area of assessment.

Brian W. Tate, U.S. Army Research Institute  
 Rick R. Jacobs, Pennsylvania State University

Submitter: Brian Tate, bwt120@psu.edu

### 28-25 Understanding the Effects of Authentic Leadership: A Cross-Level Investigation

This study examined whether individual leader–member exchange (LMX) and group social support (GSS) function as mediators between the group-level authentic leadership (AL) and employee attitudes. HLM results showed that LMX and GSS mediated the group-level AL level, strength, and their interaction on employee job satisfaction, organizational commitment, and turnover intentions.

Cindy Wu, Baylor University  
 Fred Walumbwa, Arizona State University  
 Chung-Tzer Liu, Soochow University

Submitter: Cindy Wu, Cindy\_Wu@baylor.edu

### 28-26 Helplessness of Empowerment: Participative Leadership and Controllability Attribution

This study investigated how the attribution styles of employees influence the effect of participative leadership on psychological empowerment and work performance. Results of 2 studies consistently showed that employees who habitually attributed negative organizational experience to uncontrollable causes are less likely to be motivated by participative leadership.

Xu Huang, The Hong Kong Polytechnic University

Submitter: Xu Huang, mshuangx@polyu.edu.hk

### 29. Panel Discussion: 11:30 AM–12:50 PM

#### Salon A

#### Lighting the Spark: Organizational Practices That Ignite Innovation

Innovation is essential for companies operating in volatile markets. Some organizations have responded by proactively developing initiatives to increase employees' creativity and enable innovation. This panel brings together practitioners who will discuss innovation-provoking strategies, challenges to innovation, and where they see the future of research and practice in the field.

Brian Welle, Google, *Co-Chair*  
 Sam T. Hunter, Penn State University, *Co-Chair*  
 Darrin Grelle, PreVisor, *Panelist*  
 Christina Mott, Oliver Wyman Leadership Development Strategy, *Panelist*  
 John Foster, IDEO, *Panelist*

Submitter: Brian Welle, welle@google.com

### 30. Symposium/Forum: 11:30 AM–12:50 PM

#### Salon E



#### Theme Track Symposium: e-HR, Virtual HR, and Other Things Like It: Implications of Technology for HR Theory, Research, and Practice

The purpose of this symposium is to stimulate dialogue among researchers and practitioners focused on different HR subsystems about the implications of technology for our work as I-O scientist–practitioners. Each presenter will focus on a particular set of findings and practices, attempting to provoke as well as resolve questions.

Kenneth G. Brown, University of Iowa, *Chair*  
 Theresa M. Welbourne, USC/eePulse, Janet Marler, University of Albany-SUNY, *Self-Service HR Systems*  
 David G. Allen, University of Memphis, *If We Build It, Will They Come? Research/Practice e-Recruiting*  
 Jeff A. Weekley, Kenexa, Lauren E. McEntire, Kenexa, *Trends and Future Developments in e-Assessment*  
 Kenneth G. Brown, University of Iowa, Steven D. Charlier, University of Iowa, *It's Out There, Why Isn't Anyone Using It? Utilization/Application e-Learning*

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

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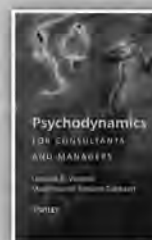
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### 31. Panel Discussion: 12:00 PM–1:20 PM 201

#### Maximizing the Value of Your Exit Survey Process

Exit surveys and exit interviews have long been considered a “standard” process used in human resource (HR) departments. Despite this fact, most HR departments report dissatisfaction with their exit process. This panel discussion focuses on strategies for both the design of new programs and the enhancement of existing programs.

Chris L. Lovato, Kenexa, *Chair*

Lisa M. Germano, Kenexa, *Co-Chair*

Dan Mayville, Deloitte Touche Tohmatsu, *Panelist*

Sid Chapon, Leo Burnett, *Panelist*

Kendell Anders, Leo Burnett, *Panelist*

Chuck Weber, Southern California Edison, *Panelist*

Anna Estrada, Philips Healthcare-GSS, N. A., *Panelist*

Ryan Lebow, Kenexa, *Panelist*

Cameron Klein, Kenexa, *Panelist*

Submitter: Lisa Germano, lisa.germano@kenexa.com

### 32. Symposium/Forum: 12:00 PM–1:50 PM 202

#### Building Organizational Resilience During Financial Crisis: Multiple Pathways and Perspectives

This session highlights various ways that employees and organizations have coped with the economic crisis. Five studies—each investigating different challenges that employees are facing—will be presented. These studies focus on one central question: What factors foster organizational resilience? Scientists and practitioners will present findings from multiple sources.

Patrick K. Hyland, Sirota Survey Intelligence, *Chair*

Wes Siegal, Robert H. Schaffer & Associates, Patrick K.

Hyland, Sirota Survey Intelligence, *Organizational Responses to Financial Crisis: Exploratory Study of Various Strategies*

Seymour Uranowitz, UnitedHealth Group, *Driving Employee Engagement in the Healthcare Industry During Challenging Times*

Shujing Huang, Virginia Tech, Patrick K. Hyland, Sirota Survey Intelligence, *Leading During Financial Crisis: A Meta-Analysis*

Patrick K. Hyland, Sirota Survey Intelligence, Kelly Brown, FedEx Ground, Rita Williams, FedEx Ground, Maura J. Mills, Kansas State University, *Building Better Climates: The Impact of Managers' Psychological Capital*

Angela R. Grotto, Sirota Survey Intelligence/Baruch College, CUNY, Maura J. Mills, Kansas State University, *Personality, Job Security, Bringing Work Home, and Stress*

Rita Williams, FedEx Ground, *Discussant*

Kelly Brown, FedEx Ground, *Discussant*

Submitter: Angela Grotto, agrotto@sirota.com

### 33. Panel Discussion: 12:00 PM–1:50 PM 204

#### Clinical Versus I-O Executive Coaching Boundaries: Mock Ethics Board Hearing

Discussion session illustrates ethical complexities about contextual issues within boundaries of competence between I-O and clinical through a mock disciplinary hearing with testimony. Other phases include adjudication by a fictional licensing board, a ballot completed by audience members, comments by discussants with expertise in ethics, and Q & A.

Greg Gormanous, Louisiana State University Alexandria, *Chair*

Lisa Grossman, Private Practice, *Panelist*

Lisa Finkelstein, Northern Illinois University, *Panelist*

Monique Matherne, Mercy Family Center of New Orleans, *Panelist*

Judith S. Blanton, RHR International, *Panelist*

Allen Hess, Auburn University at Montgomery, *Panelist*

H. Ted Ballard, Insight & Development, *Panelist*

Paul C. Green, SkilFast, *Panelist*

S. Morton McPhail, Valtera Corporation, *Panelist*

M. Peter Scontrino, Scontrino-Powell, *Panelist*

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

Carol Webb, Association of State & Provincial Psychology Boards, *Panelist*

Stephen H. Behnke, American Psychological Association, *Panelist*

Stephen DeMers, Association of State & Provincial

Psychology Boards, *Panelist*

Dawn DeLay, Florida Atlantic University, *Panelist*

Submitter: Greg Gormanous, gg@Lsua.edu

### 34. Community of Interest: 12:00 PM–1:20 PM 205

#### Current Issues in Personality Testing

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

Kristen Horgen, PDRI, *Coordinator*

### 35. Symposium/Forum: 12:00 PM–1:20 PM 210-211

#### Multiteam Imperatives for Leadership and Organization

Teams are increasingly charged with networked interaction across both team and organizational boundaries in order to achieve higher order goals. This symposium presents a collection of 5 papers designed to advance theory on multiteam systems, paving the way for future thinking and empirical inquiry of these complex, emerging organizational structures.

Leslie A. DeChurch, University of Central Florida, *Chair*

Ramon Rico, Universidad Autonoma de Madrid, Leslie A.

DeChurch, University of Central Florida, *A Multilevel Model of Multiteam Performance*

Dave Luvison, Alliance Vista Corporation, Michelle A. Marks,

George Mason University, *The Effect of Commitment Differences on Alliance MTS Performance*

Robert Davison, Michigan State University, John R. Hollenbeck,

Michigan State University, Daniel R. Ilgen, Michigan State

University, Christopher M. Barnes, U.S. Military Academy,

Dustin J. Sleesman, Michigan State University, *Role of Action and Transition Processes in Large Multiteam Systems*



Indicates Thursday Theme Track Session.

Leslie A. DeChurch, University of Central Florida, Christian J. Resick, Drexel University, Daniel Doty, University of Central Florida, Toshio Murase, University of Central Florida, Miliani Jimenez, University of Central Florida, John E. Mathieu, University of Connecticut, C. Shawn Burke, University of Central Florida, *Examining Leadership in Complex Network Environments*  
 Stephen J. Zaccaro, George Mason University, *Leading Multiteam Systems*

Submitter: Leslie DeChurch, lesliedechurch@gmail.com

### 36. Symposium/Forum: 12:00 PM–1:50 PM 212

#### Issues in Applying IRT to Real-World Problems

IRT is being used more for real-world problems faced by I-O psychologists. This session presents papers on 3 important IRT applications: IRT scale maintenance, differential functioning effect size, and selecting items. The intended audience includes all IRT users in research or practice settings.

Alan D. Mead, Illinois Institute of Technology, *Co-Chair*  
 Stephen T. Murphy, Pearson, *Co-Chair*  
 Eleni Speron, Illinois Institute of Technology, Scott B. Morris, Illinois Institute of Technology, *A Comparison of IRT Metric Linking Methods*  
 Stephen T. Murphy, Pearson, Inc., Ian S. Little, Pearson, Alok Bhukptar, Pearson, *Reducing Error in Equating: Anchor Item Drift Analysis*  
 Ian S. Little, Pearson, Stephen T. Murphy, Pearson, Alok Bhukptar, Pearson, *Scale Maintenance Equating: Evaluating the Significance of Scale Drift*  
 Adam W. Meade, North Carolina State University, *A Taxonomy of Measurement Invariance Effect Size Measures*  
 Alan D. Mead, Illinois Institute of Technology, Adam W. Meade, North Carolina State University, *Item Selection Using CTT and IRT With Unrepresentative Samples*  
 Michael J. Zickar, Bowling Green State University, *Discussant*  
 Stephen Stark, University of South Florida, *Discussant*  
 Submitter: Alan Mead, mead@iit.edu

### 37. Symposium/Forum: 12:00 PM–1:20 PM Crystal Ballroom B/E

#### Assessments in a Global Workforce: Cross-Cultural Variation in Response Distortion

Most response distortion research is based upon Western paradigms. However, cross-cultural theory suggests that many principles derived from Western research can be incongruous across cultures. Presenters will address issues with using measures of response distortion across cultures as well as current research initiatives.

Megan K. Leasher, Macy's, Inc., *Co-Chair*  
 Suzanne L. Dean, Wright State University, *Co-Chair*  
 Suzanne L. Dean, Wright State University, Megan K. Leasher, Macy's, Inc., Jenna N. Filipkowski, Wright State University, Jason D. Culbertson, Wright State University, Corey E. Miller, Wright State University, *Using Cross-Cultural Dimensions to Understand Variation in Response Distortion*  
 Robert P. Tett, University of Tulsa, Neil D. Christiansen, Central Michigan University, Chet Robie, Wilfrid Laurier University, Daniel V. Simonet, University of Tulsa, *An International Survey on Personality Test Use*

Charmaine Swanevelde, SHL, *The OPQ32 Social Desirability Scale Compared Across Cultures and Nations*  
 Keith D. McCook, Assess Systems (a Bigby-Havis Company), Renae Manning, Assess Systems (a Bigby-Havis Company), *Personality, Faking, and Response Patterns Across Cultures in Preemployment Assessments*

Submitter: Corey Miller, corey.miller@wright.edu

### 38. Panel Discussion: 12:00 PM–1:20 PM Crystal Ballroom C/D

#### Social Network Analysis in Organizations: Insights and Applications

Social network analysis offers enormous opportunities to further both research and practice. In this session, panelists will discuss the application of social network analysis to address real organizational issues including career development, creativity, retention, and leadership. They will also address the theoretical insights that can be derived from this approach.

Jennifer Kurkoski, Google, *Chair*  
 Rob Cross, University of Virginia, *Panelist*  
 Dawn E. Chandler, California Polytechnic State University, *Panelist*  
 Jill Perry-Smith, Emory University, *Panelist*  
 Gary Ballinger, University of Virginia, *Panelist*  
 Submitter: Jennifer Kurkoski, kurkoski@google.com

### 39. Symposium/Forum: 12:00 PM–1:20 PM Salon C

#### The Dangers of Helping: When OCB Can Hurt Employees

Organizational citizenship behavior has been recognized for its importance to effective individual and organizational functioning. In this symposium, we extend this research by presenting field and laboratory studies that illustrate conditions under which OCBs can also have harmful consequences for employees who engage in them.

David T. Wagner, Singapore Management University, *Chair*  
 Linn Van Dyne, Michigan State University, *Chair*  
 Mark C. Bolino, University of Oklahoma, Adam Grant, University of Pennsylvania, Jaron Harvey, University of Oklahoma, *Citizenship and Self-Worth: The Role of Citizenship Motives*  
 David T. Wagner, Singapore Management University, Linn Van Dyne, Michigan State University, Matthias Spitzmuller, Michigan State University, *Help That Hurts: Negative Psychological Outcomes for Low-Status Helpers*  
 Diane M. Bergeron, Case Western Reserve University, Abbie J. Shipp, Texas A&M University, Benson Rosen, University of North Carolina, Stacie A. Furst, University of Cincinnati, *Career Outcomes and OCB: Costs of Being a Good Citizen*  
 Tjai M. Nielsen, George Washington University, Daniel G. Bachrach, University of Alabama, Patrick McHugh, George Washington University, *Team Context, Process, Citizenship: Study of Complementarity, Congruence, and Performance*  
 Peter A. Bamberger, Tel Aviv University, *Discussant*  
 Submitter: David Wagner, dwagner@smu.edu.sg

**40. Roundtable Discussion/Conversation Hour:  
12:30 PM–1:20 PM  
203**

**Online Recruiting and Selection: New Challenges and Strategies**

Technology advances have fueled rapid change in assessment practices, bringing a variety of new challenges and issues to I-O practitioners and researchers. This session will provide an opportunity to discuss key considerations, emerging issues, and new strategies for the design and use of the latest online recruiting and selection procedures.

John A. Weiner, PSI, *Host*

Douglas H. Reynolds, Development Dimensions International, *Host*

Submitter: John Weiner, jweiner@psionline.com

**41. Symposium/Forum: 12:30 PM–1:50 PM  
206-207**

**Thirty Years of Safety Climate Research: Evidence From High-Risk Industries**

In the past 30 years, safety climate has emerged as an important organizational factor determining safety behavior and outcomes in various industries. This symposium presents recent findings regarding the role of safety climate in 3 understudied, high-risk industries: mining, agriculture, and energy.

Konstantin Cigularov, Illinois Institute of Technology, *Chair*

Tahira M. Probst, Washington State University Vancouver,

Maja Graso, Washington State University, *Safety Climate and Accident Underreporting in the Mining Industry*

Justine O'Connor, Towers Perrin, Thomas Woodruff, Towers Perrin, Patrick Kulesa, Towers Perrin, *Safety Climate Plus Employee Engagement: Strange Bedfellows or Performance Accelerators?*

Konstantin Cigularov, Illinois Institute of Technology, Peter Y.

Chen, Colorado State University, Lorann Stallones, Colorado State University, *Safety Climate and Error Communication: Perspectives From Young Farm Workers*

Erica D. Ermann, Colorado State University, Krista Hoffmeister, Colorado State University, John Rosecrance, Colorado State University, David Gilkey, Colorado State University, *Safety Climate in Agriculture: Evidence From Colorado Corn Farms*

James W. Grosch, NIOSH/CDC, *Discussant*

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety, *Discussant*

Submitter: Konstantin Cigularov, kcigular@iit.edu

**42. Special Events: 12:30 PM–1:20 PM  
208-209**

**Distinguished Teaching Contributions Award: Toward a Bolder Model: Reflections on the Teaching of I-O Scientist–Practitioners**

The relevance of the scientist–practitioner model for I-O psychology has been discussed for decades, as has whether we generally adhere to the model. I plan to discuss the pedagogy unique to I-O psychology training, with an emphasis on how teaching is integral to every I-O professional's science-based practice.

James M. LeBreton, Purdue University, *Chair*

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

Submitter: John Binning, binning@degarmogroup.com

**43. Interactive Posters: 12:30 PM–1:20 PM  
213-214**

**Poor Social Skills, Narcissism, and a Dark Side Personality: No Wonder I Have Test Anxiety!**

Mo Wang, University of Maryland, *Facilitator*

**43-1 Believing You're Socially Skilled Even When Others Don't Think So**

We examine how other-rated social skill and narcissism are related to self-rated social skill. We found that individuals who are considered by others to be lowest in social skill tend to rate themselves among the highest and that narcissism is significantly related to self-rated social skill.

Kristin Byron, Syracuse University

Matt Zingoni, Syracuse University

Suzanne J. Peterson, Arizona State University

Submitter: Kristin Byron, klbyron@syr.edu

**43-2 Narcissistic Entitlement: Implications for Organizational Attraction**

In this study, we link narcissistic entitlement to several attractive attributes of organizations. Specifically, we show that entitlement is indirectly related to attraction to several symbolic attributes (competence and sophistication) and leadership opportunities through the mediation of material values. Results have implications for the study of recruitment and organizational attraction.

Daniel A. Neyman, The College of New Jersey

Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

**43-3 The Interaction of Test Anxiety and Personality on Employee Commitment**

We examined anxiety proneness, evoked during preemployment testing, and criterion-related personality factors as predictors of affective and continuance commitment. The findings from a longitudinal study of new hires provided evidence that test anxiety and personality interacted to predict commitment after 1 year on the job.

Ian R. Gellatly, University of Alberta

Richard D. Goffin, University of Western Ontario

Submitter: Ian Gellatly, ian.gellatly@ualberta.ca

**43-4 Investigating the Dark Triad and Destructive Deviant Work Behavior**

This study investigated the dark triad in relation to counterproductive work behavior and tested the general theory of crime by examining which dark triad dimensions would most explain severe CWBs. Results indicated the dark triad as a significant predictor of CWBs and also revealed psychopathy as the strongest contributor.

Stephanie Turner, Florida Institute of Technology

Submitter: Stephanie Turner, sturne01@fit.edu

**44. Panel Discussion: 12:30 PM–1:50 PM****Crystal Ballroom A/F****International Perspectives on the Practice of I-O Psychology**

Panelists practicing I-O psychology on various continents will provide information on how I-O psychology is viewed and practiced in their countries. Panelists will discuss educational requirements, type of work typically performed, typical work settings, legal/licensure requirements, and the visibility of I-O psychology in their countries.

Mark LoVerde, Valtera Corporation, *Co-Chair*  
 Emily G. Solberg, Valtera Corporation, *Co-Chair*  
 Eduardo Barros, Universidad Catolica de Chile, *Panelist*  
 Tim Carey, The Chinese University of Hong Kong, *Panelist*  
 Gavin Didsbury, PsychPress, *Panelist*  
 Per T. Tillman, Personnel Decisions International, *Panelist*

Submitter: Mark LoVerde, M Loverde@valtera.com

**45. Posters: 12:30 PM–1:20 PM****Galleria****Global/International/Cross-Cultural Issues & Diversity/Inclusion****45-1 Entrepreneurial Orientation: Testing a Framework in Chinese and U.S. Contexts**

Mixing individual differences and context might cause the weak and sometimes inconsistent evidence predicting an individual's decision to start a business. A counterstrategy involving an individual's entrepreneurial orientation, a continuous and context-free construct, is adopted to tackle the problem. Empirical results suggest that this strategy is successful.

Jinpei Wu, University of Minnesota, Moorhead  
 Kevin D. Carlson, Virginia Tech

Submitter: Kevin Carlson, KevinC@vt.edu

**45-2 Guanxi Quality and Knowledge Transfer: An Interpersonal Trust Perspective**

This paper examined the question that how and why guanxi, a Chinese indigenous concept, affects knowledge transfer. Our results indicate that guanxi facilitates knowledge transfer through interpersonal trust, and that tacitness of knowledge moderates the positive relationships between guanxi, as well as competence-based trust, and knowledge transfer. Implications are discussed.

Xiangyu Gao, National University of Singapore

Submitter: Don Chen, g0800777@nus.edu.sg

**45-3 Prior Intercultural Experience: Moving From Quantity to Quality**

Current research on prior intercultural experience as an antecedent for cross-cultural competence concentrates on the quantitative aspects of a sojourn, often overlooking the qualitative elements of the experience. This paper explores the implications of further examining prior intercultural experience beyond quantitative measures.

David Geller, George Mason University

Stacy Everett, George Mason University

Submitter: Stacy Everett, severet1@gmu.edu

**45-4 A Team Effectiveness (IMO) Framework for Unique Expatriate Team Challenges**

This paper seeks to demonstrate the unique challenges of expatriate teams using a team effectiveness (IMO) framework. Expatriate teams are defined as workgroups with host-country nationals and (at least one) foreign-born team member(s). This paper proposes the most central team inputs, mediating processes, and outputs involved in expatriate team settings.

Emily G. Feinberg, University of Maryland  
 Daniel W. McGeehan, University of Maryland

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

**45-5 Validating the Cultural Intelligence Scale: What Does It Really Measure?**

The usefulness of the Cultural Intelligence Scale (CQS) was addressed by examining the face validity of its 4 components and looking at their relationships to existing, related measures and performance criteria. The CQS was found to have no incremental value over existing constructs in predicting sociocultural adaptation and cultural judgment.

Elizabeth Trame, DEOMI/Florida Institute of Technology  
 Stephanie Turner, Florida Institute of Technology  
 Marinus van Driel, Van Driel Consulting  
 Jaya Pathak, Florida Institute of Technology  
 Stacey Peterson, Florida Institute of Technology  
 William K. Gabrenya, Florida Institute of Technology

Submitter: William Gabrenya, gabrenya@fit.edu

**45-6 The Cross-Cultural Generalizability of the CRT-RMS to Korean Samples**

This study focuses on the cross-cultural generalizability of the Conditional Reasoning Test-Relative Motive Strength (CRT-RMS) to Korean samples. The test measures implicit motives to achieve and to fear failure. Results supported the external validity of the CRT-RMS and a dissociative model for relating implicit and explicit personality to behavior.

Hye Joo Lee, Georgia Institute of Technology  
 Min Young Kim, Georgia Institute of Technology  
 Yonca Toker, Georgia Institute of Technology  
 Jae Yoon Chang, Sungshin Women's University  
 Kang-Hyun Shin, Ajou University  
 Kyeong Ho Cha, Hoseo University  
 Lawrence R. James, Georgia Institute of Technology

Submitter: Hye Joo Lee, hlee32@gatech.edu

**45-7 Individualism–Collectivism and Cooperative Behavior in Workgroups: A Meta-Analysis**

We meta-analytically examined relations between individualism–collectivism (I–C) and workgroup cooperation. At the individual and organizational levels, collec-



tivism was generally associated with higher cooperation. Societal-level I-C was very weakly related to cooperation. Correlations between individual-level I-C and cooperation was stronger in collectivistic as opposed to individualistic societies.

Justin Marcus, University of Central Florida

Huy Le, University of Central Florida

Submitter: Justin Marcus, marcusjustin@hotmail.com

#### **45-8 Cross-Cultural Differences in Business Request E-Mails**

Two studies examined cross-cultural differences in business request e-mails. An initial qualitative study described structure and content differences between Chinese and American archived business e-mails. Study 2 experimentally manipulated structure (high context vs. low context) in a sample of Chinese businesspersons, comparing affective reactions (perceived politeness, irritation) and behavioral intent across conditions.

Michael K. McFadden, Florida Institute of Technology

Erin M. Richard, Florida Institute of Technology

Submitter: Michael McFadden, mcfadden@fit.edu

#### **45-9 Continued Validation of a U.S. Social Self-Efficacy Inventory in China**

This study reports the continued validation of a U.S. social self-efficacy measure (PSSE; Smith & Betz, 2000) in Chinese populations. Results indicated that Chinese PSSE scores were moderately positively correlated with personal and collective self-esteem scores and had a significant but small positive correlation with peer-rated social competence scores.

Hui Meng, East China Normal University

Jinyan Fan, Hofstra University

Submitter: Hui Meng, hmeng2004@yahoo.com.cn

#### **45-10 A Cross-National Examination of the Technology Acceptance Model**

This study examined the technology acceptance model (TAM) in a cross-national context. Support was found for the equivalence of measures used to assess TAM variables across nations. As predicted, nation-level UA and M/F moderated the degree to which perceived ease of use and perceived usefulness related to behavioral intentions, respectively.

Oliver Kohnke, SAP Deutschland AG u. Co. KG

Karsten Mueller, University of Mannheim

Tim Wolf, University of Mannheim

Submitter: Karsten Mueller,

karsten.mueller@psychologie.uni-mannheim.de

#### **45-11 Cross-National Differences in Cultural Positivity and Organizational Commitment**

This study investigated the relationship between affective commitment and cultural positivity. As predicted, positivity explained an incremental amount of variance in affective commitment when controlling for job satisfac-

tion and job role at the individual level and acquiescence and national development at the nation level.

Natascha Hausmann, University of Mannheim

Karsten Mueller, University of Mannheim

Sven-Oliver Spiess, University of Mannheim

Keith Hattrup, San Diego State University

Tammo Straatmann, University of Mannheim

Submitter: Karsten Mueller,

karsten.mueller@psychologie.uni-mannheim.de

#### **45-12 Culture's Role in the Relationship Between Climate Strength and Commitment**

This study examined relationships between climate strength and affective commitment in a multinational company (24 nations). As hypothesized, national differences in individualism/collectivism and uncertainty avoidance moderated the relationship between climate strength and commitment. Climate strength was more strongly related to commitment in countries higher in collectivism and uncertainty avoidance.

Brandon G. Roberts, Qualcomm Inc.

Keith Hattrup, San Diego State University

Karsten Mueller, University of Mannheim

Submitter: Brandon Roberts, brandong.roberts@gmail.com

#### **45-13 Family Involvement in Chinese and German Small Businesses**

This study compared the role of family involvement for Chinese and German small businesses. Compared to individualistic German businesses, family involvement was higher in collectivistic Chinese businesses, but in both samples family involvement negatively affects the relationships between starting capital and business outcomes.

Antje Schmitt, University of Giessen

Michael Frese, University of Singapore

Submitter: Antje Schmitt, schmitt.antje@web.de

#### **45-14 Self-Construal and Morality**

We examined effects of self-construal on morality versus risk seeking. As predicted, higher levels of independent self were associated with lower, whereas, higher levels of relational and collective self with greater levels of morality. Self-construal was shown to mediate gender differences in morality. No such effects were found on risk seeking.

Irina Cojuharenco, FCEE, UCP

Garriy Shteynberg, University of Maryland

Submitter: Garriy Shteynberg, gshteynberg@psyc.umd.edu

#### **45-15 Development and Initial Validation of the Cross-Cultural Competence Inventory**

A self-report measure was developed to support the cultural readiness efforts of the Department of Defense. An initial instrument was administered to military personnel. Following exploratory factor analysis and item analysis, 6 scales were derived. Future empirical work is underway to explore the construct and criterion-related validity of this measure.

Carol A. Thomson, Cognitive Performance Group  
 Barbara A. Fritzsche, University of Central Florida  
 Huy Le, University of Central Florida  
 Karol G. Ross, Cognitive Performance Group  
 Daniel P. McDonald, Defense Equal Opportunity Management  
 Institute

Submitter: Carol Thomson, cthornson@gmail.com

#### **45-16 The Relationship Between Personality, Cross-Cultural Adjustment, and Turnover Intentions**

An international graduate student sample was used to test the relationship among personality, cross-cultural adjustment, and turnover intentions. Personality characteristics diversely related to different types of cross-cultural adjustment. In addition, causal pathways from interaction adjustment to work and general adjustment were significant, and work and general adjustment dimensions were interrelated.

Ludmila Zhdanova, Wayne State University  
 Boris B. Baltes, Wayne State University

Submitter: Ludmila Zhdanova, lucia@wayne.edu

#### **45-17 Workplace Experiences of Bilingual Employees: A Replication and Extension**

Given the continuing growth of the bilingual workforce, this study's purpose was to advance understanding of Spanish-English bilinguals' experiences in the workplace. Through qualitative interviews, we replicated and extended previous work describing the influences and consequences of workplace language use. Future research directions are also presented.

Nichelle C. Carpenter, Texas A&M University  
 Ismael Diaz, Texas A&M University  
 Mindy E. Bergman, Texas A&M University  
 Jacquelyn Chinn, Texas A&M University

Submitter: Nichelle Carpenter, carpenter\_nichelle@yahoo.com

#### **45-18 Double Jeopardy Upon Resumé Screening: Is Aisha Less Employable Than Ahmed?**

Two field experiments with recruiters who regularly engage in resumé screening showed that double jeopardy (Arab ethnicity/sex) in discrimination depended on job type (client contact/demands) and prejudice. Greater Arab identification led to more discrimination, particularly for men, in low-demanding jobs and when (implicit/explicit) ethnic prejudice was high. Sexism did not moderate findings.

Eva Derous, Ghent University  
 Ann Marie Ryan, Michigan State University  
 Alec W. Serlie, Erasmus University Rotterdam/GITP

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

#### **45-19 The Correspondence Between Asian-American Stereotypes and Successful Leader Attributes**

This study examined the degree to which leader characteristics aligned with stereotypes toward Asian

Americans. Contrary to our predictions, we find that African Americans are perceived as the most leader-like group. Nevertheless, as expected, we find that Asian Americans score highest on task-oriented leader attributes.

Veronica L. Gilrane, George Mason University  
 Eden B. King, George Mason University

Submitter: Veronica Gilrane, vgilrane@gmu.edu

#### **45-20 See No Evil: Colorblindness, Meritocratic Worldview, and Microaggression Perceptions**

This study looked at racial attitudes and perceptions of microaggressions—discriminatory actions ranging from the subtle to the overt. Findings revealed that the more individuals display a colorblind and meritocratic worldview, the less likely they are to perceive microaggressions in the workplace; Whites are more colorblind than minority members.

Raluca Graebner, George Washington University  
 Lynn R. Offermann, George Washington University  
 Salman A. Jaffer, George Washington University  
 Tessa Basford, George Washington University  
 Sumona Basu, Bloomberg LP

Submitter: Raluca Graebner, raluca\_n@gwmail.gwu.edu

#### **45-21 Employment Decisions as a Function of an Applicant's Accent**

Using data from 120 college students, this study examined the effects of applicant accent (Standard American English vs. Spanish) on employment decisions. Results indicate that Hispanic-accented applicants may not experience access-related discrimination but might be a target of treatment-related discrimination.

Lam T. Nguyen, San Jose State University  
 Megumi Hosoda, San Jose State University

Submitter: Megumi Hosoda, megumi.hosoda@sjsu.edu

#### **45-22 Lost in Translation: Cultural Interpretations of Performance Pay**

This study investigates the relationship between culture and performance pay through an exploratory qualitative analysis and literature review. A platform for future research is concluded, calling for (a) appropriate level of cultural aggregation, (b) focus on pay equity construal rather than preference, and (c) attention to specific dimensions of culture.

Kimberly K. Merriman, Penn State University

Submitter: Kimberly Merriman, kum4@psu.edu

#### **45-23 Cross-Cultural Examination on Job Autonomy and Conflicts With Supervisors**

Conflict with supervisor was examined in cross-cultural contexts. Job autonomy was negatively related to supervisor conflict in the U.S. but not China. Country moderated supervisor-conflict—strain relations with stronger relations found in China. Job autonomy buffered supervisor-conflict—job strain relations in the U.S. but exaggerated such relations in China.

Cong Liu, Hofstra University  
 Paul E. Spector, University of South Florida  
 Lin Shi, Beijing Normal University  
 Lindsay S. Pyc, Hofstra University  
 Submitter: Cong Liu, cong.liu@hofstra.edu

#### 45-24 Evidence of Factorial Similarity Across Cultures Using the CPI 260® Assessment

This study was conducted to examine the factor structure of the CPI 260® assessment across 9 languages and cultures, and compare them to a sample from the United States. Results indicated a consistent set of 4 factors, suggesting that the CPI 260® measures personality elements that may be universal.

Nancy Schaubhut, CPP, Inc.  
 Michael L. Morris, CPP, Inc.  
 Richard C. Thompson, CPP, Inc.

Submitter: Nancy Schaubhut, nas@cpp.com

#### 46. Symposium/Forum: 12:30 PM–1:50 PM Grand Ballroom A

##### The Trouble With the Strengths Fad

“Strengths, strengths, strengths—all you need are strengths!” So goes the PR campaign behind a fad that has swept through mainstream media and into the management development industry. This session uses statistical research and critical thinking to expose half-truths and hidden dangers in the seductively appealing strengths movement.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*  
 Robert B. Kaiser, Kaplan DeVries Inc., Darren V. Overfield, Kaplan DeVries Inc., *Strengths, Strengths Overused, and Lopsided Leadership*  
 Guangrong Dai, Lominger International, Kenneth P. De Meuse, Korn/Ferry International, King Yui Tang, Korn/Ferry International, *Examining the Strengths-Based Approach From A Person–Job Fit Perspective*  
 Robert T. Hogan, Hogan Assessment Systems, *Living With Oneself Versus Living With Others*  
 Randall P. White, Executive Development Group, *The Strengths-Based Approach: Fad, Fashion, or Best Practice?*  
 David B. Peterson, PDI Ninth House, *Discussant*  
 Submitter: Robert Kaiser, rkaiser@kaplandevries.com

#### 47. Symposium/Forum: 12:30 PM–1:50 PM Grand Ballroom B

##### Diversity in a Changing Workplace: Policies and Climates

In these turbulent times, organizations need to develop effective diversity policies and climates that maximize the capabilities of an increasingly diverse workforce. This symposium offers diversity scholars, and practitioners interested in leveraging the power of diversity, core insights into the relative impact and effectiveness of diversity policies and climates.

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Co-Chair*  
 Lisa M. Leslie, University of Minnesota, *Co-Chair*  
 Derek R. Avery, University of Houston, Sabrina Volpone, University of Houston, Robert W. Stewart, University of Houston, Aleksandra Luksyte, University of Houston,

Morela Hernandez, University of Washington, Patrick F. McKay, Rutgers University, Michelle (Mikki) Hebl, Rice University, *The Draw of Diversity: Diversity Climate Affects Job Pursuit Intentions*

Eden B. King, George Mason University, Jonathon Mohr, George Mason University, Chad Peddie, George Mason University, Kristen P. Jones, George Mason University, Matt Kendra, George Mason University, Hillary McShea, George Mason University, *Everyday Experiences of LGB Identity Management: Individual and Organizational Factors*  
 Karen S. Lyness, Baruch College, CUNY, Belle Rose Ragins, University of Wisconsin-Milwaukee, John Capman, Baruch College, CUNY, *Working on Thin Ice: Race, Diversity Climate, and Job Insecurity*  
 Lisa M. Leslie, University of Minnesota, Colleen Manchester, University of Minnesota, *Flexible for Whom? Flexible Work Policies and Career Outcomes*

Submitter: Belle Rose Ragins, ragins@uwm.edu

#### 48. Panel Discussion: 12:30 PM–1:50 PM Grand Ballroom C

##### Envisioning the Next Twenty-Five Years of I-O Practice—An Exercise

Over 25 years, I-O psychology practice has changed significantly. This panel discussion/group exercise will envision the future of I-O practice. Four visions will be presented and the audience is invited to challenge those visions, offer alternative views, and vote on the most inspiring future of I-O practice.

Robert F. Silzer, HR Assessment & Development/Baruch, CUNY, *Chair*  
 Nancy T. Tippins, Valtera, *Panelist*  
 Steven D. Ashworth, San Diego Gas & Electric, *Panelist*  
 Karen B. Paul, 3M, *Panelist*

Submitter: Robert Silzer, robsilzer@prodigy.net

#### 49. Symposium/Forum: 12:30 PM–1:50 PM Salon B

##### Cool Assessment Tools

This symposium presents 4 assessment approaches that were identified through a survey of SIOP members to identify effective, leading-edge assessment techniques; ones that I-Os or line personnel would look at and say, “that’s cool.”

John D. Arnold, Polaris Assessment Systems, *Chair*  
 Madhura Chakrabarti, Wayne State University, *Co-Chair*  
 Abigail E. Reiss, Wayne State University, *Co-Chair*  
 Steve Hall, Marriott Vacation Club International, Michael S. Fetzter, PreVisor, Kathleen Tuzinski, PreVisor, Missy Freeman, PreVisor, *3D Computer Animation: I-O Finally Catches Up With IT*  
 Angela K. Pratt, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Andrew Biga, Procter & Gamble, *Developing a Competency-Based Assessment That Adapts to Culture*  
 Matt Barney, Infosys Technologies, Asim Satpathy, Infosys Leadership Institute, Siddharth Patnaik, Infosys Leadership Institute, *Three Cool Assessment Innovations Using Rasch Measurement and Software*  
 Jeffrey J. McHenry, Microsoft Corporation, *Discussant*  
 Submitter: Madhura Chakrabarti, madhura@wayne.edu

## 50. Symposium/Forum: 12:30 PM–2:20 PM Salon D

### Means Efficacy: A Motivational Construct Whose Time Has Come

“Means efficacy,” a novel construct that supplements self-efficacy, is defined and woven into a nomological net that expands theoretical understanding of work motivation. Participants will present studies confirming the measurement validity and construct validity of means efficacy and its role in motivating performance and in leadership to enhance performance.

Dov Eden, Tel Aviv University, Israel, *Chair*

Marissa Jones, California State University-San Bernardino,

Mark D. Agars, California State University-San

Bernardino, Janet L. Kottke, California State University-

San Bernardino, *Means Efficacy and Self-Efficacy:*

*Testing Their Unique Effects on Performance*

Sean T. Hannah, United States Military Academy, Bruce J.

Avolio, University of Washington, Fred Walumbwa,

Arizona State University, *Generalized Leader Efficacy:*

*Internal and External Efficacy and Leader Performance*

Shoshi Chen, Tel Aviv University, Mina Westman, Tel Aviv

University, Dov Eden, Tel Aviv University, *Means*

*Efficacy, Stress, and IT Satisfaction*

Anat Rotstein, Bronica Entrepreneurship & Innovation Center,

Miriam Erez, Technion, *Effects of Means Efficacy and*

*Core Self-Evaluations on Employment Status*

Mark D. Agars, California State University-San Bernardino,

*Perceptions of Resources Matter: Means Efficacy and*

*Career Choices*

Gilad Chen, University of Maryland, *Discussant*

Submitter: Dov Eden, doveden@post.tau.ac.il

## 51. Panel Discussion: 1:00 PM–1:50 PM Grand Ballroom D

### From Fantasy to Reality: Talent Management Lessons From Fantasy Baseball

Every year from March through October millions of fantasy baseball owners devote enormous energy to ensuring that they select, manage, and develop the right talent for their “organizations.” The purpose of this panel is to question and discuss how these talent management practices translate in real organizations.

Jessica L. Saltz, PepsiCo, *Co-Chair*

Harold W. Goldstein, Baruch College, CUNY, *Co-Chair*

Eric P. Braverman, Merck, *Panelist*

Amy Buhl Conn, Johnson & Johnson, *Panelist*

Julie A. Fuller, Avon Products, *Panelist*

Elaine D. Pulakos, PDRI, *Panelist*

Brian Welle, Google, *Panelist*

Submitter: Harold Goldstein, harold.goldstein@baruch.cuny.edu

## 52. Symposium/Forum: 1:00 PM–2:20 PM Salon A

### Green Matters: Corporate Social Responsibility (CSR) in Recruiting and Selection

I-O has the opportunity to reinforce corporate green initiatives by demonstrating their value to organizations engaging in them. We'll share research on environmen-

tal aspects of CSR and job seekers' attraction to green organizations, describe MillerCoors' green initiatives, and move beyond traditional ROI to present green outcomes of technology-based selection programs.

Stephanie R. Klein, PreVisor Inc., *Chair*

Chelsea R. Willness, Brock University, David A. Jones,

University of Vermont, *Making Green, Being Green:*

*How Environmentally Friendly Business Practices Affect Recruitment*

Chad G. Balz, MillerCoors, *I-O and Sustainable Production at MillerCoors*

Stephanie R. Klein, PreVisor Inc., Lance Andrews, PreVisor,

Inc., Whitney Smith, Minnesota State University,

Mankato, *It's Easy Being Green: Environmental ROI*

*With Unproctored Testing*

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

*Discussant*

Submitter: Stephanie Klein, sklein@previsor.com

## 53. Panel Discussion: 1:30 PM–2:50 PM 201

### CEOs, Scientists, and Generals: Understanding Industry and Government Succession Management

This panel explores succession management practices across government and commercial sectors. A diverse panel of succession management experts will provide a comprehensive review of their succession management efforts and guidance for conquering challenges and following best practices

Jessica A. Gallus, Booz Allen Hamilton, *Co-Chair*

Lisa Getta, Booz Allen Hamilton, *Co-Chair*

Allan H. Church, PepsiCo, *Panelist*

Jolene L. Skinner, Dell, Inc., *Panelist*

Roland Smith, Center for Creative Leadership, *Panelist*

Andrew Schmidt, Booz Allen Hamilton, *Panelist*

Submitter: Jessica Gallus, jessica.gallus@uconn.edu

## 54. Roundtable Discussion/Conversation Hour: 1:30 PM–2:50 PM 203

### Round Two: Using 360-Degree Feedback to Create Organization Change

360-degree feedback is typically viewed as a leadership development tool for individuals. Under the right conditions, 360 can be a powerful method to create large scale organizational change. Two feedback experts finish a discussion begun at SIOP's 2008 conference identifying conditions needed to use 360 to create sustainable organizational change.

Dale S. Rose, 3D Group, *Host*

David W. Bracken, Self-employed, *Host*

Submitter: Dale Rose, drose@3Dgroup.net

## 55. Community of Interest: 1:30 PM–2:50 PM 205

### Teaching Leadership

Joyce E. Bono, University of Minnesota, *Host*

Laurel A. McNall, SUNY Brockport, *Coordinator*

## 56. Special Events: 1:30 PM–2:20 PM 208-209

### Distinguished Scientific Contributions Award: Twenty Years Investigating Personality–Performance Relationships: Looking Back, Looking Forward

Based on 20 years of research examining the relationships among personality traits and job performance, Murray Barrick and Michael Mount, the 2009 Distinguished Scientific Contributions Award Winners, reflect on vexing and intriguing issues that continue to face the field.

Frank L. Schmidt, University of Iowa, *Chair*  
Murray R. Barrick, Texas A&M University, *Presenter*  
Michael K. Mount, University of Iowa, *Presenter*  
Submitter: Murray Barrick, mbarrick@mays.tamu.edu

## 57. Symposium/Forum: 1:30 PM–2:50 PM 210-211

### Early Identification and Acceleration of Talent for Critical Leadership Roles

Practitioners from 4 complex global organizations will discuss multiple approaches to identifying and developing leadership talent. The presentations will focus on the unique and innovative approaches implemented by each organization. Ultimately, each of these organizations is looking for ways to improve the leadership pipeline, which will improve organizational effectiveness.

Michael J. Benson, Johnson & Johnson, *Chair*  
Andrew J. Smith, Marriott International, Inc., Adam B. Malamut,  
Marriott International, Inc., Richard T. Cober, Marriott  
International, *Supporting Managers During Transformation:  
Insight Through a Proactive Assessment Lens*  
Robert Hoffman, Novartis Pharmaceuticals Corporation,  
George S. Hallenbeck, Lominger Ltd Inc, *The  
Performance/Potential Matrix Revisited:  
Identifying/Developing Talent on the Leading Edge*  
Lorrina J. Eastman, Bank of America, *A Three-Pronged  
High-Potential Development Approach: Assessment,  
Coaching, and Skill Building*  
Michael J. Benson, Johnson & Johnson, Amy Buhl Conn,  
Johnson & Johnson, *Developing Emerging General  
Managers: The Talent Acceleration Process*  
Seymour Adler, Aon Consulting, *Discussant*  
Submitter: Michael Benson, mbenson9@its.jnj.com

## 58. Symposium/Forum: 1:30 PM–2:50 PM Crystal Ballroom B/E

### Evolving Human Capital Research and Analytics

Increasingly, organizations are expanding the way they use human capital research and analytics. This session begins with an overview of human capital research and analytics trends in organizations and then transitions to leading-edge case studies at the leadership, manager, and broad employee levels.

Alexis A. Fink, Microsoft Corporation, *Chair*  
Alexis A. Fink, Microsoft Corporation, Matthew R. Walter,  
Bank of America, *Research and Analytics in Leadership*

Michael D. Tuller, University of Connecticut, Allan H.  
Church, PepsiCo, Erica I. Desrosiers, PepsiCo, *Creating a  
Better Talent Identification Mouse Trap*  
Jessica J. Cassidy, Allstate Insurance Company, *Beyond  
Employee Surveys*  
William H. Macey, Valtera, *Discussant*  
Submitter: Alexis Fink, alexis.fink@microsoft.com

## 59. Symposium/Forum: 1:30 PM–2:50 PM Crystal Ballroom C/D

### Engagement and Related Constructs: Antecedents and Outcomes

Defining engagement as a state, 4 studies are presented that investigate relationships between antecedents and outcomes of engagement and related constructs. The conceptual and applied aim is to better understand the nomological net surrounding engagement, job satisfaction, and other work-related affects.

Ilke Inceoglu, SHL Group Ltd, *Chair*  
Stephen J. Wood, University of Sheffield, Lilian de Menezes,  
Cass Business School, City University London, *High  
Involvement Management, High-Performance Work  
Systems and Well-Being*  
Jesse Segers, University of Antwerp, Jon P. Briscoe, Northern  
Illinois University, Erik Henderickx, University of Antwerp,  
Kirsten C. E. M. Wijnans, Fontys University, *"New Career"  
Attitudes, Work Boredom, Engagement, and Workaholism*  
Ilke Inceoglu, SHL Group Ltd, Peter B. Warr, University of  
Sheffield, Dave Bartram, SHL Group Ltd, *Person–Job  
Fit, Job Engagement, and Job Satisfaction*  
Wayne C. Lee, Valtera, Robert K. Beres, Valtera, *Employee  
Engagement as a Mediator Between HR Practices and  
Outcomes*  
Benjamin Schneider, Valtera, *Discussant*  
Submitter: Ilke Inceoglu, ilke.inceoglu@shlgroup.com

## 60. Posters: 1:30 PM–2:20 PM Galleria

### Measurement/Statistical Techniques & Personality

#### 60-1 Procedures for Cross Validity Estimation With a Criterion Unreliability Adjustment

Absent from the literature is research investigating the efficacy of and proper procedures for adjusting the sample-based squared multiple correlation to estimate cross-validity in the presence of attenuation due to criterion unreliability. This study employs a Monte Carlo analysis to investigate the implementation of both of these adjustments.

Reagan D. Brown, Western Kentucky University  
Submitter: Reagan Brown, Reagan.brown@wku.edu

#### 60-2 Verification of a Procedure for Evaluating Unidimensionality in Unfolding Responses

The generalized graded unfolding model has begun to draw interest from applied measurement researchers. Currently, no method likely to be used by practitioners exists to evaluate unfolding unidimensionality. Here a method is evaluated based on Bartlett scores from con-

ventional factor analysis that can distinguish between unidimensional unfolding and other data.

Nathan T. Carter, Bowling Green State University  
 Submitter: Nathan Carter, carternt@yahoo.com

### **60-3 Careless Responding in Surveys: Applying Traditional Techniques to Organizational Settings**

Research on careless responding—responding to surveys with insufficient effort—has produced a number of methods for detection of careless response. Little work has been done in generalizing to organizational environments. This paper uses a large, multiorganizational dataset to test these methods of identifying careless respondents in an organizational context.

Paul Curran, Michigan State University  
 Lindsey M. Kotrba, Denison Consulting  
 Daniel R. Denison, International Institute for Management Development

Submitter: Paul Curran, curranp1@msu.edu

### **60-4 Using Secondary Ratings to Account for Rater Uncertainty**

Traditional rating processes ask judges to select a single scale point that best represents the attribute being rated. A new rating process that creates a weighted average of primary and secondary judgments given by the rater is compared to traditional ratings. Results support the use of the new rating procedure.

Dev K. Dalal, Bowling Green State University  
 Milton Hakel, Bowling Green State University  
 Michael T. Sliter, Bowling Green State University  
 Sarah Kirkendall, Bowling Green State University

Submitter: Dev Dalal, ddalal@bgsu.edu

### **60-5 New Dimensionality Assessment Tool for Generalized Graded Unfolding Model**

This study proposed a new dimensionality assessment tool for the generalized graded unfolding model (GGUM). The statistic is based on conditional-covariance theory with 2 main modifications to account for nonmonotonicity. The performance of the proposed conditional covariance statistic was investigated via a simulation study.

Ying Guo, University of Illinois Urbana-Champaign  
 Louis Tay, University of Illinois Urbana-Champaign

Submitter: Ying Guo, gymaple@gmail.com

### **60-6 Allowing Correlated Errors in Structural Equation Modeling: A Meta-Analysis**

The results of structural equation models, like any other analysis, may be negated by inappropriate methodological procedures. This meta-analysis examines the problem of correlating errors in SEM and examines the antecedents and consequences of the practice. Results and implications are discussed.

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

Submitter: Richard Hermida, rhermida@gmu.edu

### **60-7 Statistical Power of Structural Equation Models in Work-Family Research**

Results derived from structural equation models, like any other analysis, may be negated by inappropriate methodological procedures. This paper examines the issue of statistical power in SEM models with respect to the statistical power of entire SEM models, with specific examples, syntax, and recommendations.

Richard Hermida, George Mason University

Submitter: Richard Hermida, rhermida@gmu.edu

### **60-8 Assessing Employees' Regulatory Focus Using Implicit Measurement Techniques**

Explicit and implicit measures of regulatory focus were used to determine its effects on various work outcomes, including attachment, affect, and behavior. Although both measures of regulatory focus predicted criteria, the implicit technique accounted for larger proportions of variance in supervisor ratings of performance.

Jason D. Way, University of South Florida  
 Russell E. Johnson, University of South Florida

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

### **60-9 Controlling for Common Method Variance Using Statistical Remedies**

In this study we examined the effectiveness of statistical remedies for controlling for common method variance in a higher order multidimensional construct (core self-evaluation or CSE). When we controlled for a marker and measured and unmeasured method variables, factor loadings and path estimates for CSE were significantly reduced.

Russell E. Johnson, University of South Florida  
 Christopher C. Rosen, University of Arkansas  
 Tatiana H. Toumbeva, Boston University  
 Emilija Djurdjevic, University of Arkansas

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

### **60-10 Does "CSE" Mean Core Self-Evaluations or Common Source Effects?**

In this study we examined the internal validity of core self-evaluation (CSE) by systematically applying different procedural controls for common method variance (CMV). When measures were separated methodologically and temporally, trait loadings on the CSE factor decreased and the variance that CSE accounted for in job satisfaction was substantially reduced.

Russell E. Johnson, University of South Florida  
 Christopher C. Rosen, University of Arkansas  
 Tatiana H. Toumbeva, Boston University  
 Emilija Djurdjevic, University of Arkansas

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



### 60-11 Cohen's $d$ and the Homoscedasticity Assumption: Does Heteroscedasticity Matter?

Responding to concerns about misinterpretation of  $d$ -values due to heteroscedasticity, we conducted an analytic exercise to examine the effects of heteroscedasticity on  $d$ -values under various conditions. We then analyzed 1,045 gender and race comparisons from the cognitive ability literature, finding that extreme heteroscedasticity is rare but does occur.

Susan D'Mello, University of Minnesota  
Amanda J. Koch, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Amanda Koch, koch0163@umn.edu

### 60-12 Application of Dyadic Analysis to Leader-Member Exchange (LMX) Research

This paper addresses the necessity of using dyadic analysis in leader-member exchange (LMX) research, provides a step-by-step guidance on conducting dyadic analysis using the actor-partner interdependence model (APIM), and exemplifies analytic opportunities embedded in APIM with illustrative research questions that might be of interest to LMX researchers.

Dina Krasikova, Purdue University  
James M. LeBreton, Purdue University  
Submitter: Dina Krasikova, dkrasiko@psych.purdue.edu

### 60-13 An Examination of Fit Indices for the Graded Response Model

This study examined the performance of several fit indices used with the graded response model.  $S\text{-}\chi^2$ ,  $\chi^2$ , and adjusted chi-square degrees of freedom ratios ( $\chi^2/dfs$ ) were examined. Results indicated low Type I error rates for  $S\text{-}\chi^2$  and  $\chi^2$ .  $\chi^2$  and adjusted  $\chi^2/dfs$  without cross validation were the most powerful overall.

David M. LaHuis, Wright State University  
Patrick Clark, Wright State University  
Erin O'Brien, Wright State University  
Submitter: David LaHuis, david.lahuis@wright.edu

### 60-14 On the Meta-Analysis of Nonrandom, Quasi-Experimental Data

The meta-analysis of predominantly quasi-experimental, nonrandom data brings unique challenges to the meta-analyst seeking accurate estimates. Three previous techniques and one powerful new technique for addressing these issues are presented in this paper by reexamining a published meta-analysis containing 80% quasi-experimental data. Large differences are observed between techniques.

Richard N. Landers, Old Dominion University  
Submitter: Richard Landers, rnlanders@odu.edu

### 60-15 The OOR as an Effect Size Index for Logistic Regression

This study examines properties of the overall odds ratio (OOR), an effect size index for logistic regression. We test

a jackknife procedure to adjust for bias in the OOR and to estimate its standard error. We demonstrate that the OOR is helpful to interpret, compare, and combine effect sizes.

Huy Le, University of Central Florida  
Justin Marcus, University of Central Florida  
Jong O. Hwang, University of Central Florida  
Submitter: Huy Le, hale@mail.ucf.edu

### 60-16 Reliability Generalization of the Core Self-Evaluation Scale (CSES)

This study meta-analytically cumulated the reliability estimates reported for the Core Self Evaluation scale of Judge et al., 2001. Across 41 independent samples, the mean reliability was .81. The moderating effects of region of sample, sample type (employees vs. students), and so forth on the reliability of assessments were tested.

Kerry Newness, Florida International University  
Chockalingam Viswesvaran, Florida International University  
Submitter: Kerry Newness, knewn001@fiu.edu

### 60-17 A Simple, Parsimonious Overview of Interrater Agreement for Industrial-Organizational Psychologists

Applications of interrater agreement (IRA) statistics are plentiful in industrial and organizational psychology. Although several very mathematical descriptions of IRA statistics exist, this paper aims to provide a simple, easy-to-read overview of the most commonly used statistical approaches. It serves as a starting point for those getting acquainted with IRA.

Thomas A. O'Neill, University of Western Ontario  
Submitter: Thomas O'Neill, toneill7@uwo.ca

### 60-18 More Than a Violated Assumption: A Theoretical Review of Heteroscedasticity

Heteroscedasticity refers to a violated statistical assumption. We argue that, in some instances, it could be of substantive theoretical importance. We offer examples where heteroscedasticity may be implicit yet integral to some theories germane to I-O psychology. We conclude with a set of recommended procedures for researchers and practitioners.

Patrick J. Rosopa, Clemson University  
Meline M. Schaffer, Clemson University  
Amber N. Schroeder, Clemson University  
Submitter: Patrick Rosopa, prosopa@clemson.edu

### 60-19 Psychometric and Normative-Focused Reduction Strategies for the 2009 aJDI

A nationally representative sample of 1,485 persons participated in a survey to update the JDI and associated measures, including the aJDI. A new psychometric and normative-focused reduction process was used to meet the goal of a psychometrically sound abridged scale with smaller ceiling effects. Implications of this new process are discussed.

Michael T. Sliter, Bowling Green State University  
 Scott A. Withrow, Bowling Green State University  
 William K. Balzer, Bowling Green State University  
 Michelle H. Brodke, Bowling Green State University  
 Jennifer Z. Gillespie, Bowling Green State University  
 Michael A. Gillespie, Bowling Green State University  
 Purnima Gopalkrishnan, Bowling Green State University  
 Maya Yankelevich, PDRI

Submitter: Michael Sliter, msliter@bgnet.bgsu.edu

### **60-20 Trends in Use of Statistical Analyses: Perceptions of Methodological Alternatives**

This study was conducted to explore the use of complex statistical analyses in published literature and evaluate judgments of study quality based on type of analysis performed. Results indicate that although published studies show a moderate increase in statistical complexity, raters judged simple analyses as conclusive as the complex techniques.

Meng Uoy Taing, University of South Florida  
 Jeffrey S. Conway, University of South Florida  
 Jacob Seybert, University of South Florida  
 Kevin Loo, University of South Florida  
 Eunae Cho, University of South Florida  
 Edward L. Levine, University of South Florida

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

### **60-21 Obtaining Measurement-Invariant Latent Classes Across Hierarchical Units**

In contrast to using a priori groups, a bottom-up approach can be applied to infer different measurement classes that exist on the construct(s) of interest through the use of multilevel mixed-measurement IRT analysis (MMM-IRT). Further, hierarchical units are classified together, resulting in latent classes at different levels of conceptualization.

Louis Tay, University of Illinois at Urbana-Champaign  
 Ed Diener, University of Illinois/Gallup Organization  
 Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Louis Tay, sentay@uiuc.edu

### **60-22 A Practical Approach to Identifying and Creating Subgroup Survey Norms**

A large-scale update and renorming of the Job Descriptive Index (JDI) and related measures was recently undertaken. We present a methodology for identifying practically meaningful subgroups for the creation of subgroup norms, using 1,485 respondents representative of the U.S. working population.

Scott A. Withrow, Bowling Green State University  
 William K. Balzer, Bowling Green State University  
 Michael T. Sliter, Bowling Green State University  
 Purnima Gopalkrishnan, Bowling Green State University  
 Michael A. Gillespie, Bowling Green State University  
 Jennifer Z. Gillespie, Bowling Green State University  
 Michelle H. Brodke, Bowling Green State University  
 Maya Yankelevich, PDRI

Submitter: Scott Withrow, scottaw@bgsu.edu

### **60-23 Tournament Tenure: Applying March Madness Methodology to Organizational Tenure**

Nonnormally distributed criterion variables are found within both sports and organizational contexts. A recommended methodology for study of organizational variables (e.g., tenure) is illustrated via prediction of college basketball team performance in the NCAA tournament. A methodology based on Poisson regression compares favorably to the validity of OLS regression techniques.

Mark D. Zajack, Clemson University

Submitter: Mark Zajack, zajack@clemson.edu

### **60-24 A Meta-Analytic Investigation of Self-Rated Social Skill**

Researchers have primarily relied on self-rated measures of social skill, which may inaccurately assess how socially skilled people are. Therefore, we investigate the relationship between social skill and other dispositional, demographic, and ability/performance variables. Meta-analytic findings revealed evidence that measures of self-rated social skill may not demonstrate satisfactory validity.

Matt Zingoni, Syracuse University  
 Kristin Byron, Syracuse University  
 Suzanne J. Peterson, Arizona State University

Submitter: Matt Zingoni, mzingoni@syr.edu

### **60-25 Big Five Personality Research in the Military: A Meta-Analysis**

This examination involved a meta-analysis of military personality research. Effects for some personality factors were slightly higher compared to mainstream meta-analyses. Conscientiousness was strongly associated with military performance, whereas effects for Neuroticism and Extraversion were moderated by the length of the measure and/or the type of military membership (noncommissioned members/officers).

Wendy Darr, Department of National Defence

Submitter: Wendy Darr, wendy.darr@sympatico.ca

### **60-26 Large Scale Meta-Analytic Evidence for a General Factor of Personality**

This meta-analysis combined with structural equation modeling provides an empirically based conceptualization of the Big 5 personality traits' dimensionality. Traits found in a search of over 200+ personality manuals form a hierarchy from a general factor, to alpha/beta, to the Big 5 traits at a lower level.

Stacy Eitel Davies, University of Minnesota  
 Deniz S. Ones, University of Minnesota  
 Brian S. Connelly, University of Connecticut

Submitter: Stacy Davies, eite0008@umn.edu

### **60-27 Gender Differences in the Variability of Personality Traits: A Meta-Analysis**

This study explores gender differences in the variability of Big 5 personality traits as a complement to previous research on mean differences. We find that gender dif-

ferences in variability are generally modest, with some exceptions, and less pronounced than gender differences in variability in the cognitive ability domain.

Winnie Shen, University of Minnesota  
 Deniz S. Ones, University of Minnesota  
 Emily E. Duehr, Personnel Decisions Research Institutes  
 Hannah J. Foldes, Personnel Decisions Research Institutes  
 Submitter: Winnie Shen, shenx094@umn.edu

## 61. Symposium/Forum: 1:30 PM–2:50 PM Salon C

### Balancing Globalization With Localization: Successfully Implementing Global Talent Management Programs

This symposium will discuss how organizations have successfully integrated global talent management programs in the areas of selection, leadership development, and engagement surveys. Two international *Fortune* 500 companies and 3 external consulting firms will review the development, change management, implementation, and ongoing trends of global human resources programs.

Victoria A. Davis, Marriott International, **Chair**  
 Naina B. Bishop, DDI International Inc., KillCR  
 Courtney L. Morewitz, Marriott International, Christie M. Cox,  
 University of Akron, Victoria A. Davis, Marriott  
 International, **Cultural Considerations With Implementing  
 Global Selection and Employee Engagement Programs**  
 Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter &  
 Gamble, Angela K. Pratt, Procter & Gamble, Michal  
 Gradshtein, IIT, Lindsay E. Sears, Clemson University,  
**From Developing to Integrating Global Selection and  
 Research Programs: Challenges**  
 Chris L. Lovato, Kenexa, **Development and Implementation  
 of Global 360 and Engagement Surveys**  
 Dennis Hart, Hewitt Associates, **Global Trends in Employee  
 Engagement**

Submitter: Victoria Davis, vdavis375@yahoo.com

## 62. Symposium/Forum: 1:30 PM–2:50 PM Salon E

### Theme Track Symposium: Building and Managing Virtual Teams in a Global Environment: Moving Forward Through Matching Insights, Tools, and Technology

This symposium serves to highlight challenges and best practices from the academic and practitioner world regarding facilitating effectiveness when working as a member of a distributed or partially distributed team. Presenters will also consider how nontraditional tools and methods may be applied to facilitate virtual team effectiveness.

Gerald F. Goodwin, U.S. Army Research Institute, **Chair**  
 C. Shawn Burke, University of Central Florida, **Co-Chair**  
 Stephen J. Zaccaro, George Mason University, Gia Dirosa,  
 George Mason University, David S. Geller, George Mason  
 University, Alex V. Zinicola, George Mason University,  
 Kara L. Orvis, Aptima, **Staffing Distributed Teams:  
 Extending the Boundaries of Current Selection Models**  
 Stacey L. Connaughton, Purdue University, **(Re)Constituting  
 Distributed Work: Foregrounding the Communicative  
 Aspects of Leadership/Teaming**

Anna T. Cianciolo, Command Performance Research Inc.,  
**"Human Factor" of Virtual Work: Trust/Information  
 Technology in Distributed Teams**

David A. Harrison, Pennsylvania State University, Ravi Shanker  
 Gajendran, University of Illinois at Urbana-Champaign,  
**Leveraging Diversity/Technology for Team Performance:  
 Variety, Disparity, Virtuality, Knowledge Sharing**

Submitter: Gerald Goodwin, jay.goodwin@us.army.mil

## 63. Panel Discussion: 2:00 PM–2:50 PM 202

### Global Leadership Assessment and Development: Challenges and Lessons Learned

Staying competitive in a global economy requires that organizations have an international presence. Assessment of local talent is a necessary aspect of making effective staffing and development decisions. A panel of experts will share insights and experiences concerning the unique challenges inherent in implementing a global assessment strategy.

Susan H. Coverdale, Valtera Corporation, **Co-Chair**  
 Jan L. Boe, Valtera Corporation, **Co-Chair**  
 Eric P. Braverman, Merck, **Panelist**  
 Adam B. Malamut, Marriott International, Inc., **Panelist**  
 Kristin Prue Wright, Cisco Systems, Inc., **Panelist**

Submitter: Susan Coverdale, scoverdale@valtera.com

## 64. Symposium/Forum: 2:00 PM–2:50 PM 204

### Recruitment and Adverse Impact: Vocational Interests, Advertisements, and Job Acceptance

In addressing adverse impact and racial disparity in occupational attainment, one promising avenue is to focus on supply-side issues of applicant attraction, recruitment, and job acceptance. This symposium traces racial differences in vocational interests, investigates diversity implications of job ads, and develops a model of racioethnicity and job acceptance.

Daniel A. Newman, University of Illinois at Urbana-  
 Champaign, **Chair**  
 Julie S. Lyon, Roanoke College, **Co-Chair**  
 Kisha S. Jones, University of Illinois at Urbana-Champaign,  
 Daniel A. Newman, University of Illinois at Urbana-  
 Champaign, Rong Su, University of Illinois at Urbana-  
 Champaign, James Rounds, University of Illinois at  
 Urbana-Champaign, **Implications of Vocational Interests  
 for Adverse Impact**  
 Julie S. Lyon, Roanoke College, Ashley Fulmer, University of  
 Maryland, Daniel A. Newman, University of Illinois at  
 Urbana-Champaign, Brent E. Cox, Roanoke College,  
**Attracting Applicants Through Manipulations of Job Ad  
 Content**  
 Patrick F. McKay, Rutgers University, Derek R. Avery,  
 University of Houston, Kaifeng Jiang, Rutgers University,  
 Sean E. Rogers, Rutgers University, **Diversity Cues: Their  
 Influence on Applicants' Job Acceptance Intentions**  
 Kevin R. Murphy, Pennsylvania State University, **Discussant**  
 Submitter: Daniel Newman, d5n@uiuc.edu

**65. Roundtable Discussion/Conversation Hour:**  
**2:00 PM–2:50 PM**  
**206-207**

**Networking Opportunity on Uses of Social Networking Web Sites in HR**

Use of social networking Web sites (e.g., MySpace) in HR is on the rise, but little research has been conducted in this area, and few organizations have policies in place. The objective of this session is to identify and begin to address research and practical issues in using these sites.

Catherine C. Maraist, Valtera, *Host*

Kristl Davison, University of Mississippi, *Host*

Submitter: Catherine Maraist, cmaraist@valtera.com

**66. Panel Discussion: 2:00 PM–2:50 PM**  
**212**

**Industry Spotlight: Applying I-O to Aviation**

This “industry spotlight” examines the critical role I-O psychology plays in the aviation industry. A diverse panel of I-O researchers and practitioners will discuss their work in aviation, challenges faced, and future needs in the industry. Applications of I-O topics including job analysis, selection, and training will be examined.

Andrea Amodeo, American Institutes for Research, *Chair*  
 Kelley J. Krokos, American Institutes for Research, *Panelist*  
 Diane L. Damos, Damos Aviation Services, Inc., *Panelist*  
 Winston Bennett, Training Research Laboratory, *Panelist*  
 Dana R. Pulley, Booz Allen & Hamilton, *Panelist*

Submitter: Andrea Amodeo, aamodeo@air.org

**67. Interactive Posters: 2:00 PM–2:50 PM**  
**213-214**

**Mentoring: Baby I Love Your Way**

Lillian Eby, University of Georgia, *Facilitator*

**67-1 Meeting Expectations: The Connection to Outcomes in Mentoring Relationships**

This study was conducted to better our understanding of how mentors and protégés interact with and influence each other within a formal mentoring relationship. We hypothesized that one of the most important factors in successful mentoring relationships is whether or not each participant's expectations regarding the mentoring relationship are met.

Jennifer Buddenbaum, IUPUI  
 Jane Williams, IUPUI

Submitter: Jennifer Buddenbaum, jbuddenb@iupui.edu

**67-2 The Efficacious Employee: The Effects of Mentorship and Supervisor Fit**

Based on social learning theory and the similarity-attraction model, we hypothesized that supervisor-subordinate fit moderates the relationship between mentor effectiveness and subordinate self-efficacy. Results from a study of 242 public-sector workers revealed that mentor effectiveness was more strongly related to self-efficacy among employees reporting high than low supervisor fit.

David F. Dubin, University of Houston  
 Mindy M. Krischer, University of Houston  
 L. A. Witt, University of Houston

Submitter: David Dubin, david.f.dubin@gmail.com

**67-3 Mentoring Functions Provided by Supervisory Mentors: An Interactionist Approach**

This study investigated the interaction of supervisory mentors' altruism and mentors' similarity perception to 3 types of mentoring functions received by subordinate protégés. Using 198 supervisory mentoring dyads, the results revealed that altruism and perceived similarity related positively to mentoring functions excluding psychosocial mentoring, and all interactional effects were significant.

Changya Hu, National Chengchi University  
 Tsung-Yu Wu, Soochow University  
 Yu-Hsuan Wang, National Chengchi University

Submitter: Changya Hu, changya@nccu.edu.tw

**67-4 Do Mentor and Protégé Personality Predict Relationship Quality?**

This study investigates what makes formal mentoring relationships effective by examining the direct and interactive effects of protégé and mentor personality in the prediction of perceived relationship quality. Relationship quality was also examined as a possible mediator between mentor/protégé personality and certain protégé work attitudes.

Ashley Morrison, University of Georgia  
 Charles E. Lance, University of Georgia  
 Lillian T. Eby, University of Georgia

Submitter: Marylee Morrison, mmorri11@uga.edu

**68. Panel Discussion: 2:00 PM–2:50 PM**  
**Crystal Ballroom A/F**

**Sharing of Test Data and Ethical Responsibility**

Recent interaction among numerous I-O psychologists revealed severe inconsistency among practitioners with respect to guidelines for sharing test data with clients, the potential for violating American Psychological Association ethical standards by doing so, and how to best manage technology, which has added yet another level of complexity to the issue.

James Killian, Chally, *Chair*  
 Gerald V. Barrett, Barrett & Associates, Inc., *Panelist*  
 Wanda J. Campbell, Edison Electric Institute, *Panelist*  
 Brent D. Holland, FurstPerson, *Panelist*  
 Nathan J. Mondragon, Taleo, *Panelist*

Submitter: James Killian, jameskillian@chally.com

**69. Symposium/Forum: 2:00 PM–2:50 PM**  
**Grand Ballroom A**

**Leadership Pipeline: Innovative Practices for Leader Identification and Development**

Even in today's challenging economic conditions, leaders remain a critical means to ensure organizational survival, renewal, and long-term growth. This practice forum will share frameworks, case examples, and quan-

titative data on how organizations can effectively strengthen their leadership pipeline through the identification and development of leaders.

Jazmine E. Boatman, Developmental Dimensions Incorporated, Erika Harden, Rutgers University, **Leadership Pipeline: Moving Beyond Individual Leader Identification and Development**

May C. Colatat, Ameren, **The Incremental Journey Toward Talent Pools and Experience**

Beth Linderbaum, Right Management, **Discussant**

Submitter: Erika Harden, erika.harden@gmail.com

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## 70. Symposium/Forum: 2:00 PM–2:50 PM Grand Ballroom B

### Innovative Approaches to Simulation-Based Learning and Development Programs

Given today's economic pressures, organizations are constantly looking for innovative approaches to employee development. This symposium brings together 3 diverse organizations that have implemented simulation-based development programs addressing specific business needs. Each will describe their respective program including unique design features, benefits to the learner, and lessons learned.

Mariangela Battista, OrgVitality LLC, **Chair**  
Frank Guglielmo, Interpublic Group of Companies, Lynn Collins, Sandra Hartog & Associates/Fenestra, Laura Dietrick, New York University, **Coaching Within a Context: Delivering Leadership Development at a Distance**

Corinne B. Donovan, MetLife, Amy M. Bladen, University of Missouri-St. Louis, **Simulation-Based Learning at MetLife**  
Glenn Albright, Baruch College/Kognito Interactive, **Employee Investigations Training: A Simulation-Based Approach**  
Manuel London, SUNY-Stony Brook, **Discussant**

Submitter: Mariangela Battista, battistam@optonline.net

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## 71. Panel Discussion: 2:00 PM–2:50 PM Grand Ballroom D

### Hitting the Mark on Talent Management When the Target's Moving

A new economy is emerging and the future state is unclear. In this panel, senior practitioners within the mortgage, legal, and defense contracting industries will discuss the processes they have used to create leadership and talent approaches that increase engagement and retention now and prepare their organizations for the future.

Cyrellene C. Clark, Hay Group, **Chair**  
Lori M. Berman, Howrey, LLP, **Panelist**  
Bridgette Weitzel, BAE Systems, **Panelist**  
Corey S. Munoz, Fannie Mae, **Panelist**

Submitter: Cyrellene Clark, cc.clark@haygroup.com

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## 72. Symposium/Forum: 2:00 PM–2:50 PM Salon B

### Leadership and Work–Life Effectiveness in Universities

Higher education institutions are concerned about providing cultures that support work–life effectiveness of faculty

and staff members. This symposium includes best practices and research studies examining the role of leadership in fostering work–life support cultures in academic settings. Both faculty and staff perspectives will be provided.

Laura L. Koppes, University of West Florida, **Chair**  
Kate Quinn, American Council on Education, Joyce Yen, University of Washington, Kristin Hofmeister, University of Washington, Eve Riskin, University of Washington, **Leadership Development for Department Chairs and Deans**  
Laura L. Koppes, University of West Florida, Sherry Schneider, University of West Florida, Eileen Linnabery, DePaul University, **Leader Behaviors That Support Work–Life of University Staff**

Submitter: Laura Koppes, Lkoppes@uwf.edu

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## 73. Master Tutorial: 3:30 PM–4:50 PM 201



### Applicant Faking Behavior: Prevalence, Consequences, and Remedies *Earn 1.5 CE credits for attending.*

Previous research has relied on oversimplified definitions of faking behavior. However, recent research suggests that faking is a complex interaction of applicant characteristics, measurement methods, and situational demands. This tutorial will clarify some common misperceptions regarding the nature of faking, its impact on validity, and the effectiveness of potential remedies.

Richard L. Griffith, Florida Institute of Technology, **Presenter**  
Submitter: Richard Griffith, griffith@fit.edu

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## 74. Symposium/Forum: 3:30 PM–4:50 PM 202

### Views on Sensitivity Reviews: Who, How, and What's Next

Major test developers typically include a sensitivity review in the test development process, but little guidance is available about how to conduct reviews. This symposium dissects what makes a high-quality sensitivity review process and provides suggestions as to how to improve practice in this area.

Ann Marie Ryan, Michigan State University, **Co-Chair**  
Neal W. Schmitt, Michigan State University, **Co-Chair**  
S. Morton McPhail, Valtera Corporation, Juliya Golubovich, Michigan State University, James Grand, Michigan State University, Ann Marie Ryan, Michigan State University, Neal W. Schmitt, Michigan State University, **Sensitivity Review Practices**

Shonna D. Waters, HumRRO, **Practical Considerations in Developing Sensitivity Review Guidelines**

James Grand, Michigan State University, Juliya Golubovich, Michigan State University, Ann Marie Ryan, Michigan State University, Neal W. Schmitt, Michigan State University, **Beyond Skin Deep: Investigating the "Who" of the Sensitivity Review**

Wayne J. Camara, College Board, **Discussant**

Submitter: Ann Marie Ryan, ryanan@msu.edu

**75. Panel Discussion: 3:30 PM–4:50 PM  
203****Engaging Students in Applied Work: Lessons From University-Based Consulting centers**

University-based consulting centers provide a wide range of benefits to students, the departments affiliated with the center, and organizations that make use of their services. The purpose of this panel discussion is to provide diverse information about these centers. Topics to be discussed range from business concerns to lessons learned.

Brandy A. Brown, Clemson University, *Co-Chair*  
 Lindsay E. Sears, Clemson University, *Co-Chair*  
 Mary Anne Taylor, Clemson University, *Co-Chair*  
 John D. Arnold, Polaris Assessment Systems, *Panelist*  
 Dennis Doverspike, University of Akron, *Panelist*  
 Jennifer Z. Gillespie, Bowling Green State University, *Panelist*  
 Vicki J. Magley, University of Connecticut, *Panelist*  
 Patrick M. McCarthy, Middle Tennessee State University, *Panelist*

Submitter: Lindsay Sears, [lsears@clemson.edu](mailto:lsears@clemson.edu)

**76. Panel Discussion: 3:30 PM–4:50 PM  
204****Pasteur's Quadrant: The Place of Collaborative Research in I-O Psychology**

I-O psychology research combines applied and basic research. Collaborative research between scientists and practitioners provides unique insights not found without communication between these groups. The panel discusses how academic research is informed by work in the field and how organizations benefit from the knowledge generated in "ivory towers."

Daniel J. Svyantek, Auburn University, *Chair*  
 Stephen J. Cerrone, Sara Lee Corporation, *Panelist*  
 Steven Ekeberg, Sherwin-Williams, *Panelist*  
 Philip L. Roth, Clemson University, *Panelist*  
 John K. Schmidt, United States Navy, *Panelist*  
 Karla K. Stuebing, University of Houston, *Panelist*

Submitter: Daniel Svyantek, [svyandj@auburn.edu](mailto:svyandj@auburn.edu)

**77. Community of Interest: 3:30 PM–4:50 PM  
205****Linking I-O Principles to Managerial Decisions**

Sara L. Rynes, University of Iowa, *Host*  
 Jay M. Dorio, Kenexa, *Host*  
 Adam C. Bandelli, RHR International, *Coordinator*

**78. Symposium/Forum: 3:30 PM–4:50 PM  
206-207****Team Processes and Outcomes: Relationships Across Levels and Cultures**

Research on team processes and outcomes has a long and varied history. Yet several important questions remain unanswered. This symposium explores the importance of team processes and outcomes across multiple levels of analysis and in a variety of settings including cross-cultural, multinational, and virtual teams.

Payal N. Sharma, University of Maryland, *Co-Chair*

Suzanne K. Edinger, University of Maryland, *Co-Chair*  
 Payal N. Sharma, University of Maryland, Gilad Chen, University of Maryland, Suzanne K. Edinger, University of Maryland, Debra L. Shapiro, University of Maryland, Jiing-Lih Farh, Hong Kong University of Science and Technology, *Motivating Forces: Cross-Level Impact of Empowering Leadership and Relationship Conflict*  
 Gilad Chen, University of Maryland, Jiing-Lih Farh, Hong Kong University of Science and Technology, Zhiming Wu, Tsinghua University, Xin Wu, Beihang University, *Contextual and Emergent Influences on Innovation in Teams*  
 Andy Cohen, University of Pennsylvania, *Leadership Identity Negotiation in Self-Managed Teams*  
 Alon Lisak, Technion-Israel Institute of Technology, Miriam Erez, Technion-Israel Institute of Technology, Efrat Shokef, Technion-Israel Institute of Technology, *Contribution of Global and Local Identity to MCTs Leadership Effectiveness*  
 Debra L. Shapiro, University of Maryland, Bradley Kirkman, Texas A&M University, Cristina B. Gibson, University of California-Irvine, Laura Huang, University of California, Irvine, *What, Really, Do We Know About Managing Global Virtual Teams?*

Katherine J. Klein, University of Pennsylvania, *Discussant*

Submitter: Payal Sharma, [pnsharma@rsmith.umd.edu](mailto:pnsharma@rsmith.umd.edu)

**79. Special Events: 3:30 PM–4:20 PM  
208-209****S. Rains Wallace Dissertation Award: Power to the People: Exploring Personal Agency in Leadership Development**

Leadership development research fails to consider the importance of personal agency in the development process. In this presentation, I will present a model and agenda for future research that directs our attention toward the individual's role in the development process and calls for research on the process of learning leadership.

John R. Hollenbeck, Michigan State University, *Chair*  
 Daniel S. Derue, University of Michigan, *Presenter*

Submitter: Daniel Derue, [dsderue@umich.edu](mailto:dsderue@umich.edu)

**80. Symposium/Forum: 3:30 PM–4:50 PM  
210-211****Capturing the Global Mindset: Current Definitions, Metrics, and Directions**

Widely accepted as a critical characteristic for global leadership and international assignment success, global mindset is a construct that is, at last, transitioning from a theoretical construct to specific operational measures. Research at the forefront of assessing global mindset is presented and future directions and convergence explored.

Seymour Adler, Aon Consulting, *Chair*  
 Paula M. Caligiuri, Rutgers University, Mansour Javidan, Thunderbird School of Global Management, *Thunderbird Global Mindset Inventory*  
 Eugene Burke, SHL Group PLC, *Questions of Fit and the Norm for Assessing Global Mindset*  
 Sean Cruse, United Nations, *Global Mindset Composite*  
 Submitter: Seymour Adler, [Seymour\\_Adler@Aon.com](mailto:Seymour_Adler@Aon.com)



## 81. Symposium/Forum: 3:30 PM–4:50 PM 212

### An Aging Workforce: Processes, Outcomes, and Solutions

Due to the workforces' rapid aging and the corresponding challenges, practitioners and researchers will present findings from studies that explore the retirement decision-making process, the impact of early retirement on organizational performance, and the use of bridge employment as a potential solution in public and private organizations.

Andrew C. Loignon, University of Baltimore, **Chair**  
 Gunna (Janet) Yun, University of Baltimore, **Co-Chair**  
 Thomas E. Mitchell, University of Baltimore, **Co-Chair**  
 Yujie Zhan, University of Maryland, Songqi Liu, University of Maryland, Lauren Murphy, Portland State University, Mo Wang, University of Maryland, Todd Bodner, Portland State University, Le Zhou, University of Maryland, **Retirement Decision: A Meta-Analytic Review of Its Predictors**  
 Tiffany Bludau, George Mason University, Lois E. Tetrick, George Mason University, **Applying the Unfolding Turnover Model to the Retirement Decision Process**  
 Monika E. von Bonsdorff, University of Jyväskylä, Finland, Sinikka Vanhala, Helsinki School of Economics, Jorma Seitsamo, Finnish Institute of Occupational Health, **Early Retirement Intentions and Company Performance**  
 Gunna (Janet) Yun, University of Baltimore, Thomas E. Mitchell, University of Baltimore, **Retirees, Bridge Employment, and Aging Among Public-Sector Employees**  
 Mo Wang, University of Maryland, **Discussant**

Submitter: Andrew Loignon, andrew.loignon@gmail.com

## 82. Interactive Posters: 3:30 PM–4:20 PM 213-214

### Employee Engagement: Put a Ring On It

Reeshad Dalal, George Mason University

### 82-1 Work Engagement: Are Some Workers Predisposed to Become Engaged?

We examined engagement as a mechanism through which a number of individual differences result in performance and attitudes in the workplace. We found wide support for engagement's role as a mediator between personality and motivational individual differences and a number of organizational criteria.

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

Submitter: T. Ryan Dullaghan, trdullaghan@gmail.com

### 82-2 An Implicit Theory Perspective on Understanding and Fostering Employee Engagement

To complement the substantial literature on contextual factors that foster employee engagement, this paper outlines how implicit theories might influence employees' engagement via their zeal for development, view of effort, psychological presence, and interpretation of setbacks. Organizational, managerial, and self-development implications for cultivating employee engagement are outlined.

Peter A. Heslin, Southern Methodist University  
 Submitter: Peter Heslin, heslin@cox.smu.edu

## 82-3 Work Engagement as a Mediator Between Personality and Citizenship Behavior

This study was conducted to investigate the relationship between specific Big 5 personality dimensions and organizational citizenship behavior, while exploring the possibility of work engagement as a mediator. Results from an employee and coworker sample contribute to the literature by complementing previous results linking personality, work engagement, and OCB.

Alejandra C. Matamala, Florida International University  
 Victoria L. Pace, Florida International University  
 Holli Thometz, Florida International University

Submitter: Alejandra Matamala, amamatamala1@gmail.com

## 82-4 Personality and Employee Attitudes: Role of Engagement and Job Characteristics

This study examines the meditational role of job engagement and job characteristics perceptions between personality, specifically core self-evaluations, and job satisfaction and affective organizational commitment. Self-verification theory is proposed to explain the role of engagement and job characteristics perceptions in determining personality's influence on employee attitudes.

Daren S. Protolipac, St. Cloud State University  
 Michelle R. Pikala, St. Cloud State University

Submitter: Daren Protolipac, dsprotolipac@stcloudstate.edu

## 83. Panel Discussion: 3:30 PM–4:50 PM

### Crystal Ballroom A/F

### Public-Sector I-O Psychology: Directions for Research and Practice

The federal workforce faces many challenges over the next few years, including improving hiring, compensation, and fairness. This panel invites an interchange between SIOP members and 4 prominent public-sector psychologists to discuss how I-O psychology can inform policy and HR strategy in the public sector.

Lorin M. Mueller, American Institutes for Research, **Co-Chair**  
 Tatana M. Olson, United States Navy, **Co-Chair**  
 Theodore L. Hayes, U.S. Office of Personnel Management, **Panelist**  
 John M. Ford, U.S. Merit Systems Protection Board, **Panelist**  
 Elizabeth B. Kolmstetter, Director of National Intelligence, **Panelist**

Romella J. McNeil, Internal Revenue Service, **Panelist**  
 Submitter: Lorin Mueller, lmueller@air.org

## 84. Symposium/Forum: 3:30 PM–4:50 PM

### Crystal Ballroom B/E

### Exercise-Driven Variance in Assessment Centers: Alternate Approaches, New Insights

Although voluminous research has investigated the AC method, there is relatively little research examining the meaning underlying exercise-driven variance. Although exercise effects were historically interpreted as bias, recent research has questioned the assumption. This symposium brings together presenters who highlight methodological and theoretical advances in the interpretation of exercise effects.

Duncan Jackson, Massey University/University of Seoul,  
*Co-Chair*

Brian J. Hoffman, University of Georgia, *Co-Chair*

Duncan Jackson, Massey University/University of Seoul,  
Mohd Hanafiah Ahmad, Massey University, Gary M.  
Grace, Massey University, *Are Task-Based Assessments  
Best Represented by Absolute Situational Specificity?*

Brian J. Hoffman, University of Georgia, Klaus G. Melchers,  
University of Zurich, Martin Kleinmann, University of  
Zurich, *Disentangling Assessment Center Exercise and  
Rater Effects*

Alyssa M. Gibbons, Colorado State University, Seth M. Spain,  
University of Illinois at Urbana-Champaign, Adam J.  
Vanhove, Colorado State University, *Describing  
Inconsistent Assessment Center Ratings: Simplex Models  
of Exercise Similarity*

Stephan Dilchert, Baruch College, Deniz S. Ones, University  
of Minnesota, *AC Exercises: Individual Differences  
Correlates and Incremental Validity*

Charles E. Lance, University of Georgia, *Discussant*

Submitter: Duncan Jackson, D.J.R.Jackson@massey.ac.nz

## 85. Panel Discussion: 3:30 PM–4:50 PM

### Crystal Ballroom C/D

#### Studying Collective Leadership: Methodological Issues

Leadership researchers have developed various conceptions that treat leadership as a collective process, departing from the traditional focus on individual attributes and behaviors. This panel brings together researchers who have worked on these interrelated topics to discuss methodological alternatives and issues bearing on the study of collective leadership.

Anson Seers, Virginia Commonwealth University, *Co-Chair*

Michelle Zbylut, U.S. Army Research Institute, *Co-Chair*

Robert G. Lord, University of Akron, *Panelist*

Craig L. Pearce, Claremont Graduate University, *Panelist*

Paul E. Tesluk, University of Maryland, *Panelist*

Jonathan C. Ziegert, Drexel University, *Panelist*

Submitter: Anson Seers, aseers@vcu.edu

## 86. Posters: 3:30 PM–4:20 PM

### Galleria

#### Occupational Health/Safety/Stress & Strain/Aging & Human Factors/Ergonomics

##### 86-1 Extending the Resource Depletion Model of Vigilance

Recent studies suggest that the vigilance decrement is due to depleted attentional resources. This study suggests that the type of activity an individual engages in prior to engaging in a vigilance task affects subsequent attentional regulation capabilities, with certain activities offering an opportunity for attentional recovery.

Stefanie A. Plemmons, Purdue University

Howard M. Weiss, Purdue University

Submitter: Stefanie Plemmons, splemmon@psych.purdue.edu

##### 86-2 Physiological Stress Responses to Regulatory Focus (Mis)Match

This study was conducted to examine the physiological stress responses to regulatory focus match and mismatch. Specifically, ambulatory blood pressure was repeatedly measured as lab study participants completed a typing task with different regulatory focus instructions. Results revealed significant systolic blood pressure measurement differences based on match and mismatch conditions.

Chad Peddie, George Mason University

Julie A. Agar, George Mason University

Kate LaPort, George Mason University

Lois E. Tetrick, George Mason University

Submitter: Julie Agar, jagar@gmu.edu

##### 86-3 Counterproductive Work Behaviors in Response to Emotional Exhaustion

One outcome of burnout is counterproductive work behaviors (CWBs), which have been suggested to provide a means of withdrawing from demanding situations. Using a conservation of resources framework (COR), this study investigated the effects of emotional exhaustion on CWBs, including mediating and moderating effects. Results and implications discussed.

LaMarcus Bolton, St. Louis University

Richard D. Harvey, St. Louis University

Matthew J. Grawitch, St. Louis University

Submitter: LaMarcus Bolton, boltonlr@slu.edu

##### 86-4 Predictors of Treatment Seeking Among Reserve Component Combat Veterans

This study examined attitudes towards treatment seeking for psychological problems among reserve component combat veterans. Stigma and barriers to care predicted overall attitude toward receiving treatment. Veterans receiving treatment had more positive attitudes towards seeking treatment and had fewer maladaptive beliefs about psychological problems than their non-treatment-seeking counterparts.

Christine L. Haugh, Clemson University

Kalifa K. Oliver, Clemson University

Thomas W. Britt, Clemson University

Anna McFadden, Wilkes University

Elizabeth Bennett, Washington and Jefferson College

Mike Crabtree, Washington and Jefferson College

Christie L. Kelley, Clemson University

Submitter: Thomas Britt, twbritt@clemson.edu

##### 86-5 Commitment as a Mediator Between Morale Age and Withdrawal Intentions

The “graying” of the workforce has significantly affected the registered nurse (RN) workforce. In a longitudinal study, we examined the interplay among morale age (i.e., attitudes about aging), commitment, and withdrawal intentions in a sample of RNs. Commitment mediated the relationship between morale age and retirement and occupational turnover intentions.

David Cadiz, Portland State University  
 Donald M. Truxillo, Portland State University  
 Robert R. Sinclair, Clemson University  
 Submitter: David Cadiz, dcadiz@pdx.edu

### **86-6 Individual and Occupational Predictors of Multidimensional Well-Being: A Longitudinal Examination**

This study proposed and tested a model linking general mental ability to well-being using education, unhealthy behaviors, occupational prestige, and health as mediating variables. Results supported a model that includes direct and indirect links from mental ability to physical well-being and economic well-being, and from these variables to subjective well-being.

Nikos Dimotakis, Michigan State University  
 Timothy A. Judge, University of Florida  
 Remus Ilies, Michigan State University

Submitter: Nikos Dimotakis, dimotakis@bus.msu.edu

### **86-7 Effects of Role Stressors on Organizational Citizenship Behavior: A Meta-Analysis**

In this study we meta-analyzed the relationships of role stressors with organizational citizenship behavior (OCB). Results indicated that role stressors were negatively related to OCB, and this relationship was moderated by the type of OCB, OCB rating source, publication status, and type of organization.

Stephanie Miloslavic, Florida Institute of Technology  
 Erin Eatough, University of South Florida  
 Chu-Hsiang Chang, University of South Florida  
 Russell E. Johnson, University of South Florida

Submitter: Erin Eatough, eatough@mail.usf.edu

### **86-8 LMX as a Buffer of Role Stress in Nurse Managers**

This study examined the buffering effect of leader-member exchange (LMX) on the negative relationship between role stress and job satisfaction in a sample of nurse managers. Results showed that LMX was a buffer for role ambiguity but not role conflict or role overload.

Tressa Schultze, San Diego State University  
 Mark G. Ehrhart, San Diego State University  
 Lisa Kath, San Diego State University  
 Jaynelle F. Stichler, San Diego State University

Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

### **86-9 The Relationship Between Health and Work Performance: A Quantitative Review**

Research linking health to work performance was reviewed. Meta-analytic findings indicate that psychological health, in the form of psychological well-being, depression, and general anxiety, was a moderate to strong correlate of work performance. Associations between physical health and performance were significant but weaker.

Michael T. Ford, University at Albany, SUNY  
 Christopher P. Cerasoli, University at Albany, SUNY

Submitter: Michael Ford, mford@albany.edu

### **86-10 Prosocial Motivations, Violence Climate, and Employee Strains**

Using multisource data from 312 service employees we examined the role played by prosocial motivations in the relationship between violence climate and employee strains. Results show that prosocial motivations buffer the negative impact of a violent climate on employee strains.

Alexandra Ilie, University of South Florida  
 Dan Ispas, University of South Florida

Submitter: Alexandra Ilie, ailie@mail.usf.edu

### **86-11 Personality Resilience: Addition of Personality to the Job Demands-Control Model**

The 3-way interactions among job demands, job control, and personality were examined in predicting strains, using 266 employees. The personality traits explored were hardiness, humor, and general self-efficacy. Hardiness and general self-efficacy significantly interacted with job demands and job control in predicting anxiety. Implications of these results are discussed.

Annalyn Jacob, Central Michigan University  
 Hyung In Park, Central Michigan University  
 Simone I. Grebner, Central Michigan University

Submitter: Annalyn Jacob, jacoblac@cmich.edu

### **86-12 Examining Relationships Between Recovery Experiences, Goal Orientation, and Life Satisfaction**

This study tested relationships between goal orientation, recovery experiences, and life satisfaction. Performance avoidance related negatively and mastery approach related positively to mastery and control recovery. In addition, mastery approach moderated the control recovery life satisfaction relationship. Performance approach positively related to control recovery and moderated the relaxation and control recovery relationship with life satisfaction.

Jason M. Kain, Bowling Green State University  
 Charlotte Fritz, Bowling Green State University

Submitter: Jason Kain, jmkain@bgsu.edu

### **86-13 Take Your Vacation: Work, Vacation, and Respite From Job Stress**

This longitudinal study demonstrated that vacations were related to reduced job stress even 3 weeks after returning from vacation. The nature of vacations also influenced postvacation job stress. Vacation resources, including detachment, relaxation, autonomy mastery, and relatedness, were related to even less job stress postvacation.

Ioulia A. Kocheleva, Seattle Pacific University  
 Margaret A. Diddams, Seattle Pacific University  
 Richard Kobayashi, University of Seattle  
 Anne McKenzie, Seattle Pacific University

Submitter: Ioulia Kocheleva, juliab@spu.edu

### 86-14 Work-Safety Tension, Perceived Risk, and Worker Accidents: A Meso-Mediational Model

Work-safety tension (workers' perceptions that working safety conflicts with doing their jobs effectively) was proposed to lead to workplace accidents through an association with risk perceptions. Grocery store workers ( $n = 609$ ) completed a survey and results were linked to subsequent workplace accidents. The model was supported by the data.

Alyssa McGonagle, University of Connecticut

Submitter: Alyssa McGonagle, alyssa.mcgonagle@uconn.edu

### 86-15 Thriving at Work: A Diary Study

We examined how employees thrive at work in response to work characteristics. In a diary study, 92 participants were asked 3 times a day, over 1 week. Data revealed that positive meaning of work and knowledge were positively related to thriving. These relationships were mediated by agentic work behaviors.

Cornelia Niessen, University of Konstanz

Sabine Sonnentag, University of Konstanz

Friederike Sach, University of Konstanz

Submitter: Cornelia Niessen, cornelia.niessen@uni-konstanz.de

### 86-16 Demands–Abilities Fit and Psychological Strain: Moderating Effects of Personality

Interactions between personality and demands–abilities fit predicting psychological strain were examined among 289 workers from various organizations. Two instances showed a 3-way interaction among demands, abilities, and optimism. One instance showed a 2-way interaction between D–A fit and internal locus of control.

Hyung In Park, Central Michigan University

Terry A. Beehr, Central Michigan University

Submitter: Hyung In Park, iris0606@hotmail.com

### 86-17 Perceived Job Mobility Benefits on Life Satisfaction of Age-Discriminated Workers

This study conceptualized perceived job mobility as a form of psychological control over aversive work environments protecting older workers' psychological well-being. Results supported the buffering effect of perceived job mobility on the negative relationship between perceived age discrimination and life satisfaction among older workers.

Youngah Park, Bowling Green State University

Steve M. Jex, Bowling Green State University

Submitter: Youngah Park, ypark@bgsu.edu

### 86-18 Wellness Programs: Relationship to Job Satisfaction, Manager and Cultural Support

This study examined the link between satisfaction with an organizational health and wellness program and job satisfaction, satisfaction with the organization as a place to work, and intent to stay. Manager and cultural support for wellness and their impact on satisfaction with the program were also examined.

Heather Pierce, Burke, Inc.

Lisa A. Steelman, Florida Institute of Technology

Jaci Jarrett Masztal, Burke, Inc.

Gabriela Pashturro, Burke, Inc.

Submitter: Heather Pierce, heather.pierce@burke.com

### 86-19 Pressure to Produce = Pressure to Reduce Accident Reporting?

Accident underreporting has been well documented in the literature. Less is known regarding why such underreporting occurs. This study tested the hypotheses that production pressure would be related to more experienced accidents overall and more negative attitudes toward reporting accidents, and production pressure would exacerbate the underreporting of accidents.

Tahira M. Probst, Washington State University Vancouver

Maja Graso, Washington State University Vancouver

Submitter: Tahira Probst, probst@vancouver.wsu.edu

### 86-20 Learning Opportunities as a Buffer Against Unmet Expectations

This study was conducted to clarify the potential buffering role of learning opportunities against unmet expectations, within the framework of the job demands–resources model. Through moderated mediation analyses it was found that learning opportunities can weaken the relationship between unmet expectations and turnover intentions via emotional exhaustion.

Karin Proost, HUBrussel

Joris van Ruysseveldt, Open University the Netherlands

Marius van Dijke, Open University the Netherlands

Submitter: Karin Proost, karin.proost@hubrussel.be

### 86-21 Preparing for War: Activation and Training in the National Guard

National Guard soldiers activated and trained for deployment to a war zone showed improvement in strains, for example, physical health and posttraumatic stress symptoms from pretest before activation until 3 months later, after intensive training. Reports about group morale and cohesion showed slightly negative or slightly U-shaped curvilinear trends.

Terry A. Beehr, Central Michigan University

Jonathan F. Kochert, Central Michigan University

Jennifer M. Ragsdale, Central Michigan University

Submitter: Jennifer Ragsdale, jen.rags@cmich.edu

### 86-22 Fit With Nursing: A Longitudinal Study Examining Fit and Health

Based on the person–environment fit model, this study utilized a longitudinal approach and multiple sources to examine the adjustment of students to the nursing profession. Results demonstrated that subjective fit predicted the health of nursing students after 10 months. Implications of the results, limitations, and future directions are discussed.

Julie Sampson, Colorado State University

Paige Gardner, Colorado State University

Konstantin Cigularov, Illinois Institute of Technology  
 Erica Ermann, Colorado State University  
 Peter Y. Chen, Colorado State University  
 Melissa Henry, University of Northern Colorado  
 Jacalyn Dougherty, University of Northern Colorado  
 Vicki Wilson, University of Northern Colorado  
 Alison Merrill, University of Northern Colorado

Submitter: Julie Sampson, sampson.julie@gmail.com

### 86-23 A Decision Tree Approach to the Analysis of Accidents

A decision tree based on a modified version of the taxonomy of unsafe operations (Shappell & Wiegmann, 1997) increased interrater agreement and reduced rating times of human errors and preconditions of accidents. Incorporation into incident reporting forms has the potential to improve identification of factors contributing to accidents.

Carol F. Shoptaugh, Missouri State University  
 Charles T. Lauer, Missouri State University  
 Jessica D. Wooldridge, Missouri State University

Submitter: Carol Shoptaugh, carolshoptaugh@missouristate.edu

### 86-24 A Quasi-Experimental Study of Expressive Writing and Nurses' Job Attitudes

We conducted a quasi-experimental study comparing nurses who did ( $N = 101$ ) and did not ( $N = 261$ ) participate in a 12-week study of nurses' positive and negative work experiences. Participants reported changes in occupational commitment but not work engagement. We discuss the implications for future stress-management intervention design.

Robert R. Sinclair, Clemson University  
 Melissa C. Waitsman, Clemson University  
 Marilyn N. Deese, Clemson University  
 Lindsay E. Sears, Clemson University  
 Cynthia D. Mohr, Portland State University

Submitter: Robert Sinclair, rsincla@clemson.edu

### 86-25 Differences in Traditional and Nontraditional Work Hours on Conflict

We tested a model of work time that distinguishes between time spent completing work tasks during "traditional" and "nontraditional" work periods. Differences in antecedents and outcomes were observed, as hypothesized. Notably, nontraditional work hours impact both work-to-family and family-to-work conflict, whereas traditional hours only impact work-to-family conflict.

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

Submitter: Michael Tuller, michael.tuller@uconn.edu

### 86-26 Job Characteristics and Employee Well-Being in the Technology Sector

The triple match principle was tested in a large sample of employees in the technology sector. As hypothesized, the likelihood of finding theoretically valid moderating effects was related to the degree of match between job demands,

job resources, and job-related outcomes (emotional exhaustion, cognitive failures, and physical health complaints).

Bart Van de Ven, Ghent University  
 Peter Vlerick, Ghent University

Submitter: Bart Van de Ven, bart.vandeven@ugent.be

### 86-27 Core Self-Evaluations as Moderators: A Longitudinal Study

This study examined the relationships between 2 stressors and 3 types of strains and the moderating effects of core self-evaluations. Both daily hassles and work-school conflict were related with strains. Core self-evaluations as moderators of the stressor-strain relationship were partly supported.

Qiang Wang, Wright State University  
 Gary N. Burns, Wright State University  
 Nathan A. Bowling, Wright State University

Submitter: Qiang Wang, talenttree@gmail.com

### 86-28 Can Commitment to Change Increase Employees Vulnerability to Burnout?

Identifying factors that impact the stress response process are important. Using Maslach's mediated model of burnout, we examined whether emotional exhaustion would mediate the relationship between commitment to change, workload, and community with job satisfaction. Results suggest burnout may mediate the relationships between work factors and outcomes.

Jane Williams, IUPUI  
 Laura Stull, IUPUI  
 Angela Donovan, IUPUI

Submitter: Jane Williams, jrwillim@iupui.edu

### 86-29 A Single-Response Situational Judgment Test for Human Factors Professionals

Ninety-nine undergraduates completed our single-response situational judgment test and participated in roleplays simulating interactions between human factors professionals and their coworkers. Three graduate students rated each videotaped performance for effectiveness. Situational judgment scores were significantly correlated with effectiveness ratings suggesting that a single-response situational judgment test can predict job performance.

Michelle Martin, Rice University  
 Stephan J. Motowidlo, Rice University

Submitter: Michelle Martin, mpm5042@rice.edu

### 87. Panel Discussion: 3:30 PM–4:20 PM Grand Ballroom C

#### Assessment Center 2.0: Holes, Fixes, and Projections

Recently, a new type of assessment center (AC) emerged. AC 2.0 moves to the candidate rather than the candidate going to it; it is multilingual and multinational, and it leverages a global pool of assessors. We highlight holes in practice, discuss possible fixes, and predict where AC 2.0 is heading.

Martin Lanik, Global Assessor Pool, Ltd, **Co-Chair**  
 Paul R. Bernthal, Development Dimensions International,  
**Co-Chair**  
 Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc,  
**Panelist**

Joel Moses, Valtera Corporation, **Panelist**  
 Denise Potosky, Pennsylvania State University, **Panelist**  
 Deborah E. Rupp, University of Illinois at Urbana-  
 Champaign, **Panelist**

Submitter: Martin Lanik, martin.lanik@globalassessorpool.com

## 88. Symposium/Forum: 3:30 PM–4:50 PM Salon A

### The 4/5ths Is Just a Fraction: Alternative Adverse Impact Methodologies

I-O psychologists commonly equate adverse impact (AI) with the 4/5ths rule. However, this metric is overly simplistic and oft disregarded in legal environments, suggesting the criticality of investigating alternative approaches to detect and mitigate AI. Presenters describe innovative methods for calculating and interpreting AI in complex, large-*N*, and multisample contexts.

Evan F. Sinar, Development Dimensions International, **Co-Chair**  
 John D. Morrison, Kronos, **Co-Chair**

Alexander R. Schwall, Pennsylvania State University, Gary  
 Giumetti, Clemson University, David B. Schmidt,  
 Development Dimensions International, Evan F. Sinar,  
 Development Dimensions International, **Adverse Impact  
 in Large Samples: Differing Conclusions Depending on  
 Methodology**

Scott B. Morris, Illinois Institute of Technology, Elizabeth  
 Howard, Illinois Institute of Technology, Zeenatroohi  
 Kwon, Illinois Institute of Technology, **Data Aggregation  
 in Adverse Impact Analysis**

Eric M. Dunleavy, DCI Consulting Group, Marcelle Clavette,  
 Radford University, David Morgan, DCI Consulting  
 Group, **Practical Significance: A Concept Whose Time  
 Has Come**

Phillip M. Mangos, Kronos, Ryan P. Robinson, Kronos, John  
 D. Morrison, Kronos, **Modeling Multiple Indices of  
 Adverse Impact: Research and Practical Implications**

James C. Sharf, Employment Risk Advisors, Inc., **Discussant**

Submitter: John Morrison, john.morrison@kronos.com

## 89. Symposium/Forum: 3:30 PM–4:50 PM Salon B

### Diversity Ideology of Choice: Multiculturalism or Colorblindness

Over the years, the debate between which diversity ideology (multiculturalism vs. colorblindness) produces greater benefits has been contended from a fusion of both individuals in academia and practitioners. The purpose of the research presented in this session is to shed light into this controversial topic in the diversity field.

Kecia M. Thomas, University of Georgia, **Chair**  
 Ny Mia Tran, University of Georgia, **Co-Chair**  
 C. Douglas Johnson, Georgia Gwinnett College, Holly  
 Haynes, Georgia Gwinnett College, Andrea H. Scott,  
 Georgia Gwinnett College, Heather Foster, HFH  
 Consulting, **Negotiating Organizational Space in a**

### “Postracial” Society

Ny Mia Tran, University of Georgia, Kerrin E. George,  
 University of Georgia, Carlton A. Lewis, University of  
 Georgia, Kecia M. Thomas, University of Georgia,  
**Diversity Ideologies and Their Role in Inclusion and  
 Compensation Perceptions**

Erica G. Foldy, New York University, Tamara Buckley, City  
 University of New York, **Learning (and Mostly Not  
 Learning) About Race in Workgroups**

Matt J. Goren, University of Georgia, Victoria Plaut,  
 University of Georgia, **“I Don’t Have a Race”:**

**Organizational Consequences of Racial Denial**  
 Matthew S. Harrison, Manheim Corporate Services, Inc.,  
**Discussant**

Monika Renard, Florida Gulf Coast University, **Discussant**

Submitter: Ny Mia Tran, sonymia@gmail.com

## 90. Symposium/Forum: 3:30 PM–4:50 PM Salon C

### Individual Assessment: Where We Are; Where Should We Be?

The symposium provides an overview of the current state of the art of individual assessment with executives. In addition, panelists will describe efforts to address 3 leading-edge assessment issues: assessing for the right things, finding better ways to assess, and searching for better approaches to measuring assessment accuracy/usefulness.

Judith S. Blanton, RHR International, **Chair**

P. Richard Jeanneret, Valtera, Dale Thompson, Leadership  
 Worth Following, **Worthy Leadership: The Critical Role  
 of Character in Executive Assessment**

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY,  
**Individual Assessment: New Approaches to Meet  
 Organizational and Professional Needs**

Juleen Veneziano, RHR International, **Accurate? Useful?  
 Relevant? Individual Assessment Research With Client  
 Partners**

George P. Hollenbeck, Hollenbeck Associates, **Discussant**

Submitter: Judith Blanton, jblanton@rhrinternational.com

## 91. Panel Discussion: 3:30 PM–4:50 PM Salon D

### Leadership Development in a Recession

The economic downturn has caused organizations to reduce investment in leadership development. This panel will outline how financial constraints have impacted leadership program efficacy and effectiveness. Top CLOs from diverse industries will discuss how to address development under tight financial constraints and uncovering more cost effective methods for development.

MaryBeth Mongillo, Factor5 Consulting, **Chair**  
 Diane Holman, Raytheon Company, **Panelist**  
 Leslie W. Joyce, The Home Depot, **Panelist**  
 Larry Mohl, Children’s Healthcare of Atlanta, **Panelist**  
 Alejandro Reyes, Dell, **Panelist**

Submitter: MaryBeth Mongillo, marybeth@factor5consulting.com

## 92. Symposium/Forum: 3:30 PM–4:20 PM Salon E



### Theme Track Symposium: Telework as an Evolving Form of Virtual Work: Where Have We Been and Where Are We Going?

This symposium is intended to foster discussions over the current state of telework and its future direction by bringing together researchers and practitioners who deal with its implications in organizational life. The current state of telework knowledge and its future implications will be addressed.

Timothy Golden, Rensselaer Polytechnic Institute, *Chair*  
Nancy DeLay, Kenexa, *Co-Chair*

Tim Kane, Workplaces.com, Patricia R. Pedigo, IBM, *A Multinational Perspective on Telework*

Edward Jeffrey Hill, Brigham Young University, *Research Insights Into Telework Effectiveness: Findings and New Directions*

Submitter: Timothy Golden, [goldent@rpi.edu](mailto:goldent@rpi.edu)

## 93. Posters: 4:30 PM–5:20 PM Galleria

### Inclusion/Diversity (e.g., sexual orientation, race, gender)

#### 93-1 Resolving the Fairness Paradox: Successfully Navigating Diversity Change Management

Diversity initiatives are necessary and important, but their implementation often leads to negative employee perceptions. We discuss the fairness paradox, an inherent conflict between the goals of many diversity initiatives and the reality of their implementation, as the cause of these perceptions. We further provide ideas for reconciling the paradox.

Mark D. Agars, California State University-San Bernardino  
Amanda Deane, California State University-San Bernardino  
Janet L. Kottke, California State University-San Bernardino  
William Wyatt, City of Clarksville

Submitter: Mark Agars, [Magars@csusb.edu](mailto:Magars@csusb.edu)

#### 93-2 Gender Differences in Faculty Turnover: Disparate Views and Paths

This study utilized Lee, Mitchell, and colleagues' (1996) unfolding model of voluntary turnover as a basis for identifying gender differences in the reasons that university faculty leave their institutions. Results are interpreted with respect to previous applications of the model and within the context of gendered experiences in academia.

Katharine R. O. Bachman, Rice University  
Larry R. Martinez, Rice University  
Michelle (Mikki) Hebl, Rice University

Submitter: Katharine Bachman, [Bachman@rice.edu](mailto:Bachman@rice.edu)

#### 93-3 Effects of Sexual Orientation Antidiscrimination Legislation on Interpersonal Discrimination

This research documents public awareness of sexual orientation employment antidiscrimination laws and

investigates the causal effects of such laws on interpersonal discrimination towards gay and lesbian applicants. We (a) statistically control for factors related to legal adoption (field study) and (b) randomly assign and manipulate legal awareness (lab experiment).

Laura G. Barron, University of Wisconsin-Stout  
Michelle (Mikki) Hebl, Rice University

Submitter: Laura Barron, [lgb1@rice.edu](mailto:lgb1@rice.edu)

#### 93-4 Workplace Paternalism

Paternalistic behavior is the expression of benevolent behaviors by a member of a dominant group towards a member of a subordinate group that have the intentional or unintentional outcome of maintaining power differentials. We demonstrate various mechanisms by which power and status differentials between status groups are maintained and reinforced.

Alexis Nicole Smith, Tulane University  
Marla Baskerville Watkins, Northeastern University  
Fernanda Garcia, University of Texas at El Paso  
Adrienne J. Colella, Tulane University  
Mary C. Triana, The University of Wisconsin-Madison

Submitter: Marla Baskerville Watkins, [m.baskerville@neu.edu](mailto:m.baskerville@neu.edu)

#### 93-5 Effects of Perceived Diversity on Justice Perception via Social Networks

Perceived diversity had direct and indirect effects on justice perceptions via work group informational and friendship network tie strengths. South Korean and U.S. samples were used to test the model. Perceived work group heterogeneity in age was negatively associated with network tie strengths, which positively related to perceived justice.

Boin Chang, Temasek Polytechnic  
Rosalie J. Hall, University of Akron  
Harvey L. Sterns, University of Akron

Submitter: Boin Chang, [boinchang@gmail.com](mailto:boinchang@gmail.com)

#### 93-6 A Scholarly Investigation of Generational Workforce Differences: Debunking the Myths

A review of the academic literature was conducted to determine if there was support for claims of the popular press that generations exhibit many differences in the workforce. The results suggest that generations are not substantially different. Implications of the findings and suggestions for future research are discussed.

Kevin Mlodzik, Korn/Ferry International  
Kenneth P. De Meuse, Korn/Ferry International

Submitter: Guangrong Dai, [daigr@yahoo.com](mailto:daigr@yahoo.com)

#### 93-7 Bias in Mock Juror Decisions: Harassment of Blacks and Latinas

There is an increasing need to examine the experiences of working women of color. College students served as mock jurors in which a female plaintiff accused a Black male defendant of sexual harassment. Plaintiff race provided different results for each victim's race, highlighting issues around White privilege and stereotypes of Latinas.



Bryan L. Dawson, University of Georgia  
Kecia M. Thomas, University of Georgia

Submitter: Bryan Dawson, bryan.dawson@gmail.com

### **93-8 Diversity Climate Dimensionality: Relationships With Organizational Support and Commitment**

Three factors of diversity climate were studied: inclusion, policy implementation, and fairness. Fairness and inclusion were important contributors to perceived organizational support (POS) for all employees, but minority status moderated the policy relationship with POS. POS strongly mediates the effect of diversity culture and its factors on organizational commitment.

Veronica L. Gilrane, George Mason University  
Richard Hermida, George Mason University  
Louis C. Buffardi, George Mason University  
Bill Pate, George Mason University

Submitter: Veronica Gilrane, vgilrane@gmu.edu

### **93-9 Diversity Framed as an Ethical Issue**

In this paper, we attempt to bridge the gap between 2 previously detached bodies of literature (diversity and ethics) and generate propositions regarding the ways in which ethics constructs influence diversity-related behavior. Finally, we present a research agenda based on our theory and discuss potential obstacles.

Kristen P. Jones, George Mason University  
David Geller, George Mason University  
Eden B. King, George Mason University  
Lynn Bowes-Sperry, Western New England College

Submitter: Kristen Jones, kristenpjones@gmail.com

### **93-10 Employment Discrimination Against Minority Immigrants: Decision Context and Applicant Characteristics**

This study investigates how prejudice affects evaluation of minority immigrants' credentials. Prejudice was suppressed or expressed depending on whether minority status of the applicant was a salient feature of the context or not. The expressed prejudice affected minority immigrants with unaccredited foreign credentials and not those with accredited foreign credentials.

Chetan Joshi, University of Western Ontario  
Joerg Dietz, University of Lausanne  
Victoria Esses, University of Western Ontario  
Caroline W. Bennett-AbuAyyash, University of Western Ontario  
Submitter: Chetan Joshi, cjoshi@ivey.uwo.ca

### **93-11 Doubly Damned: Effects of Stereotypicality and Race on Blacks' Social Networks**

We conducted 2 studies examining the impact of stereotypicality and race on African Americans' social networks using the Facebook Web site. Results indicate that homophily dominates informal social networks and that highly stereotypical African Americans are less likely to be accepted into Whites' informal networks than less stereotypical African Americans.

Harrison J. Kell, Rice University  
Michelle (Mikki) Hebl, Rice University

Submitter: Harrison Kell, harrison.kell@rice.edu

### **93-12 Is It Offensive or Funny? Reporting Sexual and Sexist Humor**

A policy-capturing approach was used to examine the importance of offensiveness and humorousness on reporting sexual and sexist humor at work. Results indicated that humorousness moderated the relationship between offensiveness and reporting. HLM analysis indicated sensitivity to sexist issues influenced the importance of humorousness and offensiveness on reporting.

Ariel Lechhook, Wayne State University  
Nathan Weidner, Wayne State University  
Nathalie Castano, Wayne State University

Submitter: Ariel Lechhook, alechhook@wayne.edu

### **93-13 The Role of Individuating Information on Perceived Diversity Trainer Effectiveness**

This study examined the effects of trainer race, gender, and information type on perceived diversity trainer effectiveness. Findings showed that participants evaluated a Black trainer more favorably than a White trainer but that these negative evaluations were mitigated when information was provided that the trainer has knowledge of institutional discrimination.

Benjamin E. Liberman, Columbia University  
Caryn J. Block, Teachers College, Columbia University  
Sandy M. Uyekubo, Teachers College, Columbia University

Submitter: Benjamin Liberman, bel2104@columbia.edu

### **93-14 Applicant Acknowledgement of Visible Physical Disabilities in Employment Interviews**

The effects of applicants with visible physical disabilities who may acknowledge their disability and request an accommodation during the interview was examined. Results revealed that requesting an accommodation had minimal effect, but acknowledging the disability later in the interview made interviewers more comfortable with the acknowledged information.

Graham Wohler, University of Missouri-St. Louis  
Therese H. Macan, University of Missouri-St. Louis  
Submitter: Therese Macan, Therese.Macan@UMSL.edu

### **93-15 Diversity Training: Examining Minority Employees' Organizational Attitudes**

A popular method to successfully manage diversity is diversity training. This study examined and found the ethnic differences in organizational attitudes as a function of offering diversity training. For ethnic minorities, diversity training was related to lower perceived discrimination, more job satisfaction, and lower intentions to quit.

Juan M. Madera, University of Houston  
Submitter: Juan Madera, jmmadera@uh.edu

### 93-16 Managerial Diversity Attributions: Why We Should Care

We show that managers make differential attributions about the reasons why diversity initiatives have been adopted by their organization and that their attributions in turn employee experiences with discrimination, social undermining, inclusion, and self-verification. We also show that managerial personality is a robust predictor of their attributions.

Lisa H. Nishii, Cornell University  
Angela M. Langevin, Cornell University  
Submitter: Lisa Nishii, lhn5@cornell.edu

### 93-17 Diversity and Turnover Intentions: Can Tenure Moderate Differential Racioethnic Effects?

Prior research assumed that differential dissimilarity effects for White and Black workers remain constant across job tenure. We test this assumption, finding that tenure differentially moderates the relationship between dissimilarity and turnover intention across 4 racioethnic groups. Implications for understanding employee responses to dissimilarity based on job tenure are discussed.

Lynn R. Offermann, George Washington University  
Philip Wirtz, George Washington University  
Adam B. Malamut, Marriott International, Inc.  
Kenneth Matos, Defense Manpower Data Center  
Nadeeka Jayatilake, George Washington University  
Submitter: Lynn Offermann, lro@gwu.edu

### 93-18 Dissatisfied and Overworked: Effects of Structural Integration on Racioethnic Minorities

Imbalances in the structural integration of organizations are proposed to affect all levels within the organization, that is, thwart career growth of employees, lead to intergroup conflict, and lead to decreased organizational effectiveness. This study examines the mediating role of interpersonal justice and the moderating role of supervisor-subordinate racioethnic similarity.

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

### 93-19 Observers' Responses to Racial Harassment in the Workplace

Across 2 studies, we examined how intervention in a racial harassment situation is influenced by the type of harassment, perceptions of costs and benefits and emotional reaction to the harassment, and individual levels of empathy, perspective taking, and racism. Implications for developing zero-tolerance climates in organizations are discussed.

Ashley Groggins, Michigan State University  
Ann Marie Ryan, Michigan State University  
Jennifer Wessel, Michigan State University  
Brent Lyons, Michigan State University  
Submitter: Ann Marie Ryan, ryanan@msu.edu

### 93-20 Leadership Style Preferences and Gender Stereotyping in Generation Y

This study found no support for gender stereotyping, or the "think manager, think male" phenomenon, in a sample of Generation Y students. In addition, male and female respondents are shown to better personally relate to transformational as opposed to transactional leaders and to prefer transformational leaders over transactional leaders.

Gretchen L. Schaub, Virginia Tech  
Mary L. Connerley, University of Northern Iowa  
Sarah F. Allgood, Virginia Tech  
Submitter: Gretchen Schaub, gschaupp@vt.edu

### 93-21 Race-Related Beliefs Shape Perceptions of White Disadvantage and Policy Unfairness

We examine how Whites' modern racism (MR) and collective relative deprivation (CRD) beliefs drive reactions to race-based affirmative action policies (AAPs). Across 2 studies, we find that race-based AAPs trigger perceptions of White disadvantage and policy unfairness among Whites with either high MR or high CRD beliefs.

Garriy Shteynberg, University of Maryland  
Lisa M. Leslie, University of Minnesota  
Andrew P. Knight, University of Pennsylvania  
David M. Mayer, University of Michigan  
Submitter: Garriy Shteynberg, gshteynberg@psyc.umd.edu

### 93-22 Investigation of Attitudinal Differences Among Individuals of Differing Employment Status

Using a social identity approach, this study examined attitude differences among individuals with diverse employment status. Results demonstrate that individuals who are direct members of the organization have greater organizational trust and group cohesion than individuals who work within, but are not directly employed by, the organization. Implications are discussed.

Chaunette M. Small, Defense Equal Opportunity Management Institute (DEOMI)  
Elizabeth Steinhauser, Defense Equal Opportunity Management Institute (DEOMI)  
Elizabeth Trame, DEOMI/Florida Institute of Technology  
Loring Crepeau, Defense Equal Opportunity Management Institute (DEOMI)  
Submitter: Chaunette Small, chauny27@yahoo.com

### 93-23 Implicit Measures of Attitudes Toward Persons With Disabilities: Current Status

The 3 available implicit association tests (IATs) measuring attitudes toward persons with disabilities were assessed. The measures (MDIAT, IATAD, DAAT) were related to each other and unrelated to 2 of 3 explicit measures. As expected, all implicit measures were not and all explicit measures were susceptible to socially desirable responding.

E. Daly Vaughn, Auburn University  
Robert Bubb, Auburn University  
Andrea L. Doyle, Auburn University  
Adrian Thomas, Auburn University  
Submitter: Adrian Thomas, thomaa6@auburn.edu

**93-24 The Selection of Leaders: The Influence of Social Dominance Orientation**

We examined how social dominance orientation (SDO) influences the selection of a member of a low status group for a leadership or a nonleadership position. Results show individuals who are high in SDO negatively evaluate individuals who belong to low status groups, and job position moderated this effect.

Aneika L. Simmons, Sam Houston State University  
Elizabeth Umphress, Texas A&M University

Submitter: Elizabeth Umphress, eumphress@mays.tamu.edu

**93-25 Sexual Orientation Discrimination in the Workplace: Examining the Victims' Perspectives**

We examine victims' responses to perceived sexual orientation discrimination (PSOD) by investigating how gay employees who perceive SOD engage in psychological and physical withdrawal at work. Mediated moderation analyses ( $N = 195$ ) indicate that coping moderates the mediated relationship between PSOD, psychological withdrawal (burnout), and physical withdrawal (lateness, absenteeism, intentions to quit).

Sabrina Volpone, University of Houston  
Derek R. Avery, University of Houston

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

**93-26 Racioethnic Similarity, Support, and Work-Family Enrichment**

This study investigated the effect of racioethnic similarity on work-family (WF) enrichment. Results from 1,900 participants indicated that for Black employees, supervisor support moderated the supervisor racioethnic similarity-WF enrichment relationship, whereas for Hispanic employees coworker support moderated the coworker racioethnic similarity-WF enrichment relationship in the opposite direction.

Eleanor Waite, University of Houston  
Cristina Rubino, University of Houston  
Derek R. Avery, University of Houston

Submitter: Eleanor Waite, lenniewaite@gmail.com

**93-27 Reading Between the Lines: Reactions to Gendered Managerial Communications**

Role congruity theory facilitated predictions regarding how masculine and feminine communications delivered by male and female managers impacted competence ratings. As predicted, ratings of sex-congruent managerial traits were higher when managers communicated in a sex-role consistent manner. For women, feminine communications resulted in the highest ratings of managerial effectiveness.

Melissa C. Waitsman, Clemson University  
Mary Anne Taylor, Clemson University

Submitter: Melissa Waitsman, mwaitsm@clemson.edu

**93-28 Differentiating Cognitive Subtests to Minimize Adverse Impact**

We use the Cattell-Horn-Carroll hierarchical model of cognitive abilities to make 3 propositions. First, cognitive ability is not strictly unidimensional (substantial second-stratum factors are prevalent in test data). Second, the magnitude of racial differences varies across second-stratum cognitive factors. Third, cognitive subtests can be differentially weighted to minimize adverse impact.

Serena Wee, University of Illinois at Urbana-Champaign  
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Serena Wee, swee2@illinois.edu

**93-29 Sex Differences in Job Consideration: Implications for the Wage Gap**

Do sex differences in attitudes affect sex differences in earnings? This study explores the degree to which men and women give varying weights in considering overall job compensation and physical/psychological job comforts. Results indicate differential attitudes among men and women, inferring implications for the gender wage gap.

Timothy J. Bauerle, University of Connecticut  
Vicki J. Magley, University of Connecticut

Submitter: Timothy Bauerle, tim.bauerle@uconn.edu

**93-30 How Diversity Statements Affect Perceived Discrimination Among Rejected Job Applicants**

This study was conducted to understand perceptions of discrimination by studying the influence of a weak diversity policy statement on perceptions of selection discrimination (PSD) and organizational attractiveness (OA) experienced by ethnic minority and majority rejected applicants as well as applicants' attribution style on PSD and OA.

Nesrien Abu Ghazaleh, University of Amsterdam  
Deanne N. Den Hartog, University of Amsterdam  
Edwin A. J. Van Hooft, University of Amsterdam

Submitter: Nesrien Abu Ghazaleh, n.abughazaleh@uva.nl

**93-31 Job Promotions, Rater Gender, and the Attractiveness Bias**

This study was conducted in order to determine whether rater gender and perceived scenario competitiveness influence promotion decisions. The hiring decisions made by male and female raters who rated attractive or unattractive female targets in either a competitive or noncompetitive scenario were examined.

Leah D. Sheppard, University of British Columbia  
Joan Finegan, University of Western Ontario

Submitter: Leah Sheppard, leah.sheppard@sauder.ubc.ca

**94. Roundtable Discussion/Conversation Hour:  
4:30 PM–5:20 PM  
Salon E**



**Theme Track Closing Roundtable**

The purpose of the roundtable is to serve as a mechanism for interested parties to engage in discussions whereby the ideas put forth throughout the day come together as well as to identify research gaps that may have not been addressed or where more depth is desired.

Eduardo Salas, University of Central Florida, *Host*  
Milton Hakel, Bowling Green State University, *Host*

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

**95. Posters: 6:00 PM–6:50 PM**

**Grand Ballroom A**

**Top-Rated Posters**

**95-1 Self-Monitoring, Personality Traits, and Counterproductive Work Behavior**

This study examines whether self-monitoring interacts with personality traits in predicting counterproductive work behaviors (CWBs) directed at individuals (CWB-I) and at the organization (CWB-O). Our results help explain the paradoxical findings in the literature that high self-monitoring is associated with both bright-side and dark-side outcomes in organizations.

In-Sue Oh, University of Alberta  
Steven D. Charlier, University of Iowa  
Michael K. Mount, University of Iowa

Submitter: Steven Charlier, steven-charlier@uiowa.edu

**95-2 The Relationship Between Explicitness of Display Rules and Sales**

This study demonstrated that the explicitness of display rules—that is, the strength with which the organization communicates expectations regarding appropriate emotional expression toward customers—had a significant effect on sales. The findings suggest that low or high strength of prescription is dysfunctional where performance depends on interactions with customers.

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

**95-3 The Role of Sex Composition in Team Training Performance**

The objective of this study is to investigate the role of team gender composition in team performance and team processes using a complex psychomotor, information-processing task. Specifically, gender differences in psychomotor skills and spatial abilities between men and women may have implications for team training.

Steven Jarrett, Texas A&M University  
Ryan M. Glaze, Texas A&M University  
Winfred Arthur, Texas A&M University  
Ira Schurig, Texas A&M University  
Anton J. Villado, Rice University  
Winston Bennett, Training Research Laboratory  
Submitter: Steven Jarrett, sjarrett@neo.tamu.edu

**95-4 Valuing Diversity Attitudinal Variables: A Structural Equation Modeling Study**

The study applied structural equation modeling techniques to validate the directional relationships of diversity attitudes and diversity climate perceptions on job satisfaction and turnover intentions. Evidences confirmed the importance of assessing diversity attitudes and diversity climate perceptions to influence job satisfaction and turnover intentions.

Yueh-Chun Kang, University of Memphis

Submitter: Yueh-Chun Kang, yckang@memphis.edu

**95-5 The Role of Diversity Climate Perceptions Among Employees With Disabilities**

This study investigated the influence of diversity climate on perceived job satisfaction. Findings revealed a disability status by diversity climate interaction on job satisfaction, with mediation by employee engagement. Although effects were stronger for employees with disabilities, all employees had higher job satisfaction when in a prodiversity climate.

Benjamin E. Liberman, Columbia University

Submitter: Benjamin Liberman, bel2104@columbia.edu

**95-6 Industry Membership and Outcomes Related to Trust in Management**

A Trust in Management Scale is provided that confirms the measurement of 4 dimensions of trust: ability, benevolence, consistency, and integrity (ABCI). The dimensions had unique relationships with industry membership (i.e., growing or contracting), intent to quit, and organizational citizenship behavior, suggesting the usefulness of the ABCI dimensions.

Michelle H. Brodke, Bowling Green State University  
Michael A. Gillespie, Bowling Green State University  
Scott A. Withrow, Bowling Green State University  
Michael T. Sliter, Bowling Green State University  
Purnima Gopalkrishnan, Bowling Green State University  
Jennifer Z. Gillespie, Bowling Green State University  
William K. Balzer, Bowling Green State University

Submitter: Michelle Brodke, mbrodke@bgsu.edu

**95-7 A Meta-Analytic Review of the Core Self-Evaluations Scale**

This study meta-analyzed the relationship between the core self-evaluations scale (CSES) and both job satisfaction and job performance. Moreover, the CSES validities were contrasted against 2 other meta-analyses examining previously employed measurement methodologies of core self-evaluations. Fisher Z-test comparisons revealed CSES having similar relationships with previous meta-analytic findings.

Matthew L. First, Central Michigan University  
Matthew Christensen, Central Michigan University  
Jeremy A. Henson, Central Michigan University

Submitter: Matthew First, first1ml@cmich.edu

**95-8 Moderators of Relationships With Perceived Organizational Support: A Meta-Analysis**

This review capitalizes on the 5-fold increase in perceived organizational support (POS) studies since the Rhoades and Eisenberger (2002) meta-analysis by examining moderators of relationships between POS and its antecedents and outcomes. This paper systematically assesses the current state of the literature, identifies new findings, and suggests future research.

James N. Kurtessis, American Institute for Research  
Kathy Stewart, Gallup

Michael T. Ford, University at Albany, SUNY  
Cory Adis, George Mason University  
Louis C. Buffardi, George Mason University

Submitter: James Kurtessis, jnk7711@gmail.com

**95-9 Personality and Participative Climate: Predictors of Distinct Voice Behaviors**

This study was conducted to expand the voice literature by examining antecedents of acquiescent, defensive, and prosocial voice in a multilevel non-American work context. Agreeableness, Extraversion, and group-level participative climate predicted voice behaviors. Further, group-level participative climate moderated the relationships between Agreeableness and voice behaviors.

Grace Leung, University of Akron  
James M. Diefendorff, University of Akron  
Tae-Yeol Kim, City University of Hong Kong  
Lin Bian, City University of Hong Kong

Submitter: Grace Leung, grace.a.leung@gmail.com

**95-10 An Examination Empirical Cutoffs for the NCDIF Index**

This study examined the ability of empirical cutoffs for the NCDIF index to detect differential item functioning (DIF) for polytomous items. DIF was introduced by manipulating discrimination and difficulty parameters. Results indicated acceptable power levels for detecting difficulty DIF but not discrimination DIF.

Patrick Clark, Wright State University  
David M. LaHuis, Wright State University

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

**95-11 Prevalence of and Correction for Common Method Effects**

We review multitrait-multimethod research to estimate the magnitude of method variance in organizational research. Results show that method variance accounts for less variance than has been suggested previously and that although common method variance does inflate observed relationships, this is almost completely offset by attenuating effects of measurement error.

Brian J. Hoffman, University of Georgia  
David B. Birkelbach, University of Georgia  
Bryan L. Dawson, University of Georgia  
Charles E. Lance, University of Georgia

Submitter: Charles Lance, clance@uga.edu

**95-12 Changes in Stressors and Affective-Oriented Criteria: A Longitudinal Assessment**

Occupational stressors (i.e., role ambiguity, role conflict, role overload, interpersonal conflict) and affective-oriented criteria (job satisfaction, organizational commitment, frustration) were assessed at 3 time points over 6 months and analyzed using latent growth modeling. In general, changes in occupational stressors were associated with changes in affective-oriented criteria.

Kevin J. Eschleman, Wright State University  
Nathan A. Bowling, Wright State University  
David M. LaHuis, Wright State University

Submitter: Kevin Eschleman, eschleman.2@wright.edu

**95-13 Linking the Justice Facets, Overall Justice, Strain, and Turnover Intent**

We examined how the traditional justice facets, coworker interpersonal justice, and overall justice perceptions relate to strain and turnover intentions. SEM analyses showed that overall justice mediated the relationships between most of the justice facets and strain, and strain mediated the relationship between overall justice and intentions to turnover.

Cindy Suurd, Canadian Forces  
Camilla M. Holmval, Saint Mary's University

Submitter: Camilla Holmval, camilla.holmval@smu.ca

**95-14 Participation in the Development of Performance Appraisal Systems: A Quasi-Experiment**

In a longitudinal field quasi-experiment, we investigated the effects of employee participation in the development stage of a new performance appraisal system on their attitudes and work behaviors. Participation increased favorable attitudes towards the system (satisfaction, knowledge, fairness) and organization (satisfaction, fairness), and employees' levels of organizational citizenship behaviors.

Dan Ispas, University of South Florida  
Alexandra Ilie, University of South Florida  
Russell E. Johnson, University of South Florida  
Dragos Iliescu, National School of Political and

Administrative Studies

Walter C. Borman, Personnel Decisions Research Institutes

Submitter: Dan Ispas, dispas@gmail.com

**95-15 Personality Antecedents of Self-Other Rating Discrepancy**

Analyses of 487 self-peer and 501 self-supervisor dyads revealed self-raters high on Extraversion, dominance, and cynicism tend to overrate their performance as compared to peer ratings; cynical raters tend to overrate their performance as compared with supervisor ratings. Detail orientation and cultural conformity interact to predict self/other rating discrepancies.

Nila Sinha, Assess Systems  
Jessica Mesmer-Magnus, University of North Carolina-Wilmington  
Chockalingam Viswesvaran, Florida International University

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

### 95-16 Trait and Method Effects in Personality Ratings: A Meta-Analytic Approach

A meta-analytic MTMM matrix showed strong discriminant validity of personality measures across raters with substantial trait factors and only moderate method factors. However, self-ratings were more contaminated by method effects than other ratings. Using multiple other raters will allow I-O researchers and practitioners to reduce the contamination of method factors.

Luye Chang, University of Connecticut  
Alexis A. Geeza, University of Connecticut  
Brian S. Connelly, University of Connecticut  
Submitter: Luye Chang, luye.chang@gmail.com

### 95-17 Personality Variability Across Situations Can Be Captured With Frequency-Based Measurement

Personality variability has been put forth as an important construct in addition to level. This study examines the convergence of 2 types of within-person personality variability: cross-situational and frequency-based personality measurement. Results demonstrated that the 2 types of personality variability shared common variance. Implications are discussed.

Matthew S. Fleisher, University of Tennessee  
David J. Woehr, University of Tennessee  
Bryan D. Edwards, Oklahoma State University  
Kristin L. Cullen, Auburn University  
Submitter: Matthew Fleisher, mfleishe@utk.edu

### 95-18 Self-Report Bias in the Observed Correlation: A Meta-Analysis

Self-report bias is a potential impediment to inferences drawn from survey research. To examine the extent of self-report bias, we meta-analyzed multitrait-multisource studies. The average self-report bias in the correlation was +.2. Across the magnitude range for correlations, multisource correlations were roughly half as large as single-source, self-report correlations.

Dana Joseph, University of Illinois  
Daniel A. Newman, University of Illinois at Urbana-Champaign  
Emily J. Grijalva, University of Illinois at Urbana-Champaign  
Jing Guo, University of Illinois  
Submitter: Emily Grijalva, emilygrijalva@gmail.com

### 95-19 Further Test of a New Faking-Mitigation Procedure: A Field Experiment

We recently proposed a faking-mitigation procedure for personality tests. This procedure identifies and warns suspected fakers early on during the testing process and then gives them a chance for recourse. We conducted a field experiment, in which the warning and nonwarning messages were randomly assigned to applicants.

Jinyan Fan, Hofstra University  
Dingguo Gao, Sun Yet-Sen University  
Sarah A. Carroll, Hofstra University  
Hui Meng, East China Normal University  
Qijia Lei, Sun Yet-Sen University  
Submitter: Jinyan Fan, fanjinyan@yahoo.com

### 95-20 Social Desirability: New Insights From a Novel Context

This study used 2 samples (1 from the United States and 1 from Singapore) to determine if previous research on social desirability translates to a culturally divergent region. This study also analyzed the relationship between cultural orientation and inflated personality scores, and cultural orientation's effect on social desirability correction.

Andrew Li, West Texas A&M  
Jessica Bagger, California State University, Sacramento  
Wesley Friske, West Texas A&M  
Submitter: Jessica Bagger, baggerj@csus.edu

### 95-21 Approaches to Empirical Keying of International Biodata Instruments

A biodata inventory was empirically keyed separately in 14 countries categorized into 4 different regions. The criterion-related validities of a single global empirical key, a global rational key, regional empirical keys, and country-specific empirical keys were compared. Only small differences in criterion-related validities were observed.

Pat M. Caputo, Aon Consulting  
Jeffrey M. Cucina, U.S. Customs and Border Protection  
Joshua M. Sacco, Aon Consulting  
Submitter: Pat Caputo, patcaputo@gmail.com

### 95-22 Interactive Multimedia Simulations: Criterion-Related and Incremental Validity

Interactive multimedia simulations are conceptually distinct from other simulations commonly used as selection tools, such as assessment centers and situational judgment tests. Data from call center employees from 2 organizations indicate that customized interactive multimedia simulations demonstrate substantial criterion-related validity and significant incremental validity over traditional selection methods.

Chris Fluckinger, University of Akron  
Nikki M. Dudley-Meislahn, Shaker Consulting Group  
Marisa Gianvito, Shaker Consulting Group  
Submitter: Chris Fluckinger, cdfluck@hotmail.com

### 95-23 A Comparison of Methods for Conducting Generalization of Validity Studies

We examined results produced by transportability of validity, synthetic validity, meta-analytic validity generalization, and criterion-related validity studies. Our research showed that synthetic validity produced results most similar to criterion-related validity.

Transportability of validity produced results that were least similar. We discuss implications of these findings and directions for future research.

Matthew R. Lemming, Hogan Assessment Systems  
Jeff Foster, Hogan Assessment Systems  
Submitter: Jeff Foster, jfoster@hoganassessments.com

**95-24 Moderating Effects of Tenure on the Predictive Validity of Personality**

We examine the moderating effects of tenure on the relationship between personality measures and job performance. Results across 8 studies ( $N = 3,386$ ) show that validity coefficients are nearly twice as high for incumbents with a tenure of 2 or more years compared to those with less than 2 years.

Jeff Foster, Hogan Assessment Systems  
Blaine H. Gaddis, Hogan Assessment Systems

Submitter: Jeff Foster, [jfoster@hoganassessments.com](mailto:jfoster@hoganassessments.com)

**95-25 A Comparison of MCAT Validity Across Standard and Accommodated Administrations**

This study examines the relations between Medical College Admission Test (MCAT) and United States Medical Licensing Examination Step 1 scores for examinees who took MCAT with standard and extra testing time. Results suggest that scores for examinees who took MCAT with extra time overpredict their performance on Step 1.

Scott H. Oppler, Association of American Medical Colleges  
Lorin M. Mueller, American Institutes for Research  
Eric M. Dunleavy, DCI Consulting Group  
Karen Mitchell, Association of American Medical Colleges  
Dana M. Glenn-Dunleavy, Association of American Medical Colleges

Submitter: Dana Glenn-Dunleavy, [ddunleavy@aamc.org](mailto:ddunleavy@aamc.org)

**95-26 Considering SES in the Use of Standardized Tests for Selection**

This paper empirically examines 3 arguments regarding SES's role in using SAT scores for college selection. The data refute these arguments, supporting SAT scores as valuable predictors of college performance. These results are relevant to understanding cognitive tests generally and thus are relevant to all selection settings, including employment.

Jana Rigdon, University of Minnesota  
Paul R. Sackett, University of Minnesota  
Nathan R. Kuncel, University of Minnesota  
Adam Beatty, University of Minnesota  
Winny Shen, University of Minnesota  
Thomas Kiger, University of Minnesota

Submitter: Jana Rigdon, [rigdo003@umn.edu](mailto:rigdo003@umn.edu)



Landy Litigation Support Group is pleased to announce that SIOP Fellow and former President, **Kevin R. Murphy** will be assuming Frank Landy's role at the firm and in all current litigation. Landy Litigation Support Group is committed to its work and will continue to vigorously pursue the goals Frank established - supplying the best scientific and professional support to organizations in matters related to employment discrimination and human behavior.





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Contact: **Heather Ishikawa** (925.837.2264)  
[Heather.Ishikawa@Pearson.com](mailto:Heather.Ishikawa@Pearson.com)

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### Kronos SIOP Conference participation highlights:

*The 4/5ths is Just a Fraction: Alternative Adverse Impact Methodologies*  
April 8, 3:30 p.m., Symposium, Salon A

*Work Schedules and I/O Psychology: Industry, Organizational, and Employee Perspectives*  
April 9, 10:30 a.m., Panel Discussion, Rooms 206-207

*Developing a Model of First-line Supervisor Performance*  
April 9, 11:30 a.m., Poster Session, Galleria

*Using Situational Judgment Tests to Measure Teamwork and Collaboration*  
April 10, 10:30 a.m., Symposium, Salon C

*Using Surface Response Graphs to Visualize Interactions in Multidimensional Data*  
April 10, 12:00 p.m., Master Tutorial, Room 204

*Internal-External Candidate Differences in Selection/Promotion: Insights from Research and Practice*  
April 10, 1:00 p.m., Symposium, Salon C

*Never the Twain Shall Meet? New Cognitive Ability-Personality Relationships*  
April 10, 1:30 p.m., Symposium, Room 212



TIME & ATTENDANCE   SCHEDULING   ABSENCE MANAGEMENT   HR & PAYROLL   HIRING   LABOR ANALYTICS



	201	202	203	204	205	206-207	208-209	210-211	212	213-214	Crystal Ballroom A/F
7:30 AM	Coffee Break										
8:00 AM			96 Validity Versus Adverse Impact	97 Cross-Cultural Strategic Perf Mgmt Research Incubator	108 COI: New Ideas in Team Development	109 Measuring Adaptability & Its Development: New Findings	98 Town Hall		99 The Power of Sex: Gendered Nature of Workplace Maltreatment	100 IP: Comp Train/Mentor: Wii Wii	111 Essential Competencies for Early-Career Success as I-O
8:30 AM		107 When Begging Is Not Enough: Detecting and Dealing W/ Nonresponse Bias to Org. Surveys	118 Practice Meet Science, Sci Meet Prac					110 Developing a Global Mindset in Future Leaders		120 IP: Have Your Family Live in Office	
9:00 AM	106 Proactivity at Work: Applying Positive Psychology to Organizations						119 LEC 2009 Reunion				
9:30 AM											
10:00 AM											
10:30 AM											
11:00 AM			124 Independence Day? New Dev. in Data	125 Understanding Humanitarian Work Psych	126 COI: Multigen Issues in Orgs	127 Work Schedules and I-O Psych: Industry	128 Rev. of Standards for Ed./Psych Test	129 Leadership Behaviors in Context: Org Culture	130 Collective Leadership: Disentangling	131 IP: Assessment Stereotypes	132 Interactive Approaches to Understanding CWB
11:30 AM							145 Educating I-Os for Consult/Busn			146 IP: Burnout: Burn Baby Burn	
12:00 PM	148 At Odds Over Adverse Impact: Perils and Pitfalls in Statistical Reasoning Involving Discrimination	149 Self-Regulation in Work: The Why, Where, and How of Motivation	150 Furthering LGBT Leadership and Employee Resource Group Development	151 Surface Response Graphs	152 COI: Technology in the Workplace	153 Earth and I-O: Implications for a Sustainable Workforce		154 Rethinking Role Breadth: Relationships to Antecedents and Outcomes	155 Transfer of Training: New Findings and New Directions		156 Applying 6 Sigma for Building World Class Selection
12:30 PM			171 Selection System Obstacles: What Do I Do Now?	168 Defining Quality Hires: Evaluating Talent	172 COI: Under-employment	182 Are Justice and Injustice Distinct?	169 Support Practitioners/Those Serve			170 IP: IRT/DIF: LOL	173 Upgrading Your Assessment Practice
1:00 PM							183 Global TF Humanitarian Work Psych	184 Measure Concerns I-O Pract (& Rsrch)	185 Pract/Method Considerations	186 IP: Hostile Work Environment	
1:30 PM											
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	188 3rd Parties' Reactions to Bad Behavior in Orgs	189 Sexual Harassment: Some New Perspectives on an Old Problem	190 Terminal Master's to PhD	191 The Making of a Book in SIOP's Prof Pract Series	192 COI: P-E/P-O/P-J Fit	193 The OFCCP Curtain Unveiled: Time to Click	194 The Birth of Int'l Affairs Committee	195 Multilevel Perspectives on POS	196 Master Collaboration: Leadership Dev. & Safety		197 Solutions for Adverse Impact-Validity Dilemma
4:00 PM			210 The SHRM HR Education Survey: 2010				211 Temporal Illusions Cross-Sect Rsrch				
4:30 PM											
5:00 PM											

## Friday Special Events:

### FRIDAY SEMINARS

CE credits available, preregistration required.

**AM Sessions:** Proactivity at Work: Applying Positive Psychology to Organizations (Session 106, Room 201)

When Begging Is Not Enough: Detecting and Dealing With Nonresponse Bias to Organizational Surveys (Session 107, Room 202)

**PM Sessions:** At Odds Over Adverse Impact: Perils and Pitfalls in Statistical Reasoning Involving Discrimination (Session 148, Room 201)  
Self-Regulation in Work: The Why, Where, and How of Motivation (Session 149, Room 202)

### INVITED SESSIONS

Five sessions provided by the SIOP Program Committee and eight sessions provided by the SIOP Executive Board

### LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES

4:00–5:00 PM Room 307

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

6:00–7:00 PM Crystal Ballroom A/F (2nd Floor)

	Crystal Ballroom B/E	Crystal Ballroom C/D	Galleria	Grand Ballroom A	Grand Ballroom B	Grand Ballroom C	Grand Ballroom D	Salon A	Salon B	Salon C	Salon D	Salon E
7:30 AM	Coffee Break											
8:00 AM		101 Leading the Way: Establish Right Path for Leadership Research		102 SIOP's Next 25 Years: What Lies Ahead?	113 Career Development in Today's Orgs	103 SIOP 2035—The Next 25 Years: Visions for the Future	104 Navigating the Recession	114 Global Mindset as a Key Competency	105 Coach & Client Characteristics			
8:30 AM	112 Using Assessments to Build Leadership in MBA Progs		121 Job Attitudes/ Engagement				122 Impact of Internal Cust. Service on Orgs		123 Restructuring Organizations	115 "Let's Talk": Bridging the Gap Btwn Diversity Rsrch & Pract	116 Talent Management in the Turbulent Economy	117 Advances in Training Evaluation Techniques
9:00 AM												
9:30 AM												
10:00 AM	Coffee Break											
10:30 AM	133 Weathering the Storm— Developing Thriving Leaders	134 Why Do We Put Things Off? Self-Regulation	135 Innovation/ Creativity	136 Staffing High-Stakes Jobs: Implications of the Ricci Case	137 The Missing Link in Strategic Talent Management	138 Building Successful OD Programs	139 Going Global: Ensuring Successful Preemployment Assessment	140 Designing Quality Training Games: Rsrch to Practice	141 Advances in the Science/ Practice of Team Composition	142 Org./Group Differences in Environmentally Responsible	143 New Haven Discrimination Case	144 Inv. Speak: A. Bakker, EAWOP Pres.
11:00 AM			147 Job Analysis/Job Design									
11:30 AM												
12:00 PM	157 Workplace Incivility & Support: Broadening Our Perspective	158 Forms of Social Support Implications Emp. Well-Being	166 Staffing		159 Cognitive Ability Testing: Exploring New Models	160 Interdisciplinary Research: Challenges	167 Evolution & the Problem With Modern Leadership	161 Implementing HR Solutions: How Improve?	162 Forging the Way Forward for Team Mental- Model Research	163 Identified Employee Surveys: Pros, Cons	164 Seeing Around Corners: Practices in Exec. Coaching	165 Directions for Studying Individual Differences in Affect
12:30 PM												
1:00 PM												
1:30 PM		174 Reading Btwn Lines: Analyzing/ Visualizing Org.	175 Counter- productive Behavior		176 Situational Moderators of Gender-Based Backlash	177 Advancing Workforce Planning: Opportunities		178 Business- Driven Career Dev. Programs	179 Getting Ready for the Economic Recovery	180 High- Potential Talent: Defining, Identifying	181 Current Perspectives on Leadership in Collective Work	187 Beyond Engagement! What's Next
2:00 PM												
2:30 PM												
3:00 PM	Coffee Break											
3:30 PM	198 Understanding Emotion Regulation in Context	199 Beyond Trad. Work- Family Rsrch	200 Personality	201 Reactions to/ Percep. of Computer Assess Tools	202 Adapting Performance Management Systems	203 Character: What Is It Good for?	204 Automated T&E Questionnaires	205 Current Research on Multiteam Systems	206 Science- Practice Gap: Fishbowl Exercise	207 Age in the Workplace: Positive Implications of an Older	208 Leadership and Diversity: Science Meets Practice	209 Navigating the Beltway: Early Career Path
4:00 PM												
4:30 PM		212 Do You Tweet? Social Media & I-O	213 Judgment/ Decision Making									
5:00 PM												

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Invited Session

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## FRIDAY SESSIONS BY CONTENT AREA

### Careers/Mentoring/Socialization/Onboarding/Retirement

- 100 Interactive Poster 1, 213-214, 8:00 AM
- 111 Essential Competencies for Early-Career Success as an Applied Industrial-Organizational Psychologist, Crystal Ballroom A/F, 8:30 AM
- 113 Career Development in "Today's" Organizations: Research Perspectives on Contemporary Practice, Grand Ballroom B, 8:30 AM
- 172 Underemployment, 205, 1:30 PM
- 178 Business-Driven Career Development Programs, Salon A, 1:30 PM
- 206 The Science-Practice Gap: A Fishbowl Exercise Focused on Changing the Future, Salon B, 3:30 PM

### Coaching/Leadership Development

- 105 Coach and Client Characteristics: The Individual Impact on Leadership Coaching, Salon B, 8:00 AM
- 112 Using Assessments to Build Leadership Competence in MBA Programs, Crystal Ballroom B/E, 8:30 AM
- 133 Weathering the Storm—Developing Thriving Leaders in a Down Economy, Crystal Ballroom B/E, 10:30 AM
- 137 The Missing Link in Strategic Talent Management: Managing Executive Transitions, Grand Ballroom B, 10:30 AM
- 164 Seeing Around Corners: Best Practices in Executive Coaching, Salon D, 12:00 PM
- 196 Master Collaboration: Leadership Development and Safety—Two Case Studies in Collaboration, 212, 3:30 PM

### Consulting Practices/Ethical Issues

- 142 Organizational and Group Differences in Environmentally Responsible Employee Behaviors, Salon C, 10:30 AM
- 156 Applying Six Sigma for Building World-Class Selection Programs, Crystal Ballroom A/F, 12:00 PM

### Counterproductive Behavior/Workplace Deviance

- 99 The Power of Sex: The Gendered Nature of Workplace Maltreatment, 212, 8:00 AM
- 132 Novel Interactive Approaches to Understanding Counterproductive Work Behavior, Crystal Ballroom A/F, 10:30 AM
- 157 Workplace Incivility and Support: Broadening Our Perspective on Targets, Crystal Ballroom B/E, 12:00 PM
- 175 Posters 1–13, Galleria, 1:30 PM
- 186 Interactive Posters 1–4, 213-214, 2:00 PM
- 189 Sexual Harassment: Some New Perspectives on an Old Problem, 202, 3:30 PM

### Emotions/Emotional Labor

- 165 New Directions for Studying Individual Differences in Affect, Salon E, 12:00 PM
- 198 Understanding Emotion Regulation in Context, Crystal Ballroom B/E, 3:30 PM

### Employee Withdrawal (e.g., absence, turnover)/Retention

- 192 P-E/P-O/P-J Fit, 205, 3:30 PM

### Global/International/Cross-Cultural Issues

- 110 Developing a Global Mindset in Future Leaders, 210-211, 8:30 AM
- 114 Global Mindset as a Key Competency for Global Leadership Effectiveness, Salon A, 8:30 AM
- 125 Understanding Humanitarian Work Psychology Through Case Studies and Student Opportunities, 204, 10:30 AM
- 139 Going Global: Ensuring Successful Adaptation and Implementation of Preemployment Assessments, Grand Ballroom D, 10:30 AM
- 183 The Global Task Force for Humanitarian Work Psychology, 208-209, 2:00 PM
- 194 The Birth of the International Affairs Committee: Goals and Actions, 208-209, 3:30 PM

### Groups/Teams

- 108 New Ideas in Team Development, 205, 8:30 AM
- 141 Advances in the Science and Practice of Team Composition, Salon B, 10:30 AM
- 162 Forging the Way Forward for Team Mental-Model Research, Salon B, 12:00 PM

- 166 Poster 1, Galleria, 12:30 PM
- 181 Current Perspectives on Leadership in Collective Work Arrangements, Salon D, 1:30 PM
- 205 A Discussion of Current Research on Multiteam Systems, Salon A, 3:30 PM

### Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 115 "Let's Talk": Bridging the Gap Between Diversity Researchers and Practitioners, Salon C, 8:30 AM
- 126 Multigenerational Issues in Organizations, 205, 10:30 AM
- 150 Furthering LGBT Leadership and Employee Resource Group Development, 203, 12:00 PM
- 175 Poster 14, Galleria, 1:30 PM
- 176 Situational Moderators of Gender-Based Backlash, Grand Ballroom B, 1:30 PM
- 208 Leadership & Diversity: Science Meets Practice, Salon D, 3:30 PM

### Innovation/Creativity

- 135 Posters 1–10, Galleria, 10:30 AM
- 152 Technology in the Workplace, 205, 12:00 PM
- 212 Do You Tweet? Social Media and the Implications for I-O Psychology, Crystal Ballroom C/D, 4:30 PM

### Job Analysis/Job Design/Competency Modeling

- 147 Posters 1–8, Galleria, 11:30 AM

### Job Attitudes/Engagement

- 104 Navigating the Recession: Managing Human Capital During the Economic Downturn, Grand Ballroom D, 8:00 AM
- 121 Posters 1–15, Galleria, 9:00 AM
- 144 Invited Speaker: Arnold Bakker, EAWOP President: Engaged Employees Create Their Own Great Place to Work, Salon E, 10:30 AM
- 147 Poster 9, Galleria, 11:30 AM
- 163 Identified Employee Surveys: Pros, Cons, What We Know/Don't Know, Salon C, 12:00 PM
- 187 Beyond Engagement! What's Next in the New Economic Climate?, Salon E, 2:00 PM
- 195 Multilevel Perspectives on Perceived Organizational Support, 210-211, 3:30 PM

### Job Performance/Citizenship Behavior

- 106 Proactivity at Work: Applying Positive Psychology to Organizations, 201, 8:30 AM
- 121 Posters 16–32, Galleria, 9:00 AM
- 147 Posters 10–16, Galleria, 11:30 AM
- 154 Rethinking Role Breadth: Relationships to Antecedents and Outcomes, 210-211, 12:00 PM

### Judgment/Decision Making

- 213 Posters 1–11, Galleria, 4:30 PM

### Leadership

- 101 Leading the Way: Establishing the Right Path for Leadership Research, Crystal Ballroom C/D, 8:00 AM
- 102 SIOP's Next 25 Years: What Lies Ahead?, Grand Ballroom A, 8:00 AM
- 109 Measuring Adaptability and Its Development: New Findings and Innovations, 206-207, 8:30 AM
- 129 Leadership Behaviors in Context: Considering Organizational Culture and Individual Differences, 210-211, 10:30 AM
- 130 Collective Leadership: Disentangling Collective Leadership From Collective Performance, 212, 10:30 AM
- 167 Evolution and the Problem With Modern Leadership, Grand Ballroom D, 12:30 PM
- 180 High-Potential Talent: Defining, Identifying, Assessing and Developing Future Talent., Salon C, 1:30 PM
- 203 Character: What Is It Good for?, Grand Ballroom C, 3:30 PM

### Legal Issues/Employment Law

- 96 Validity Versus Adverse Impact: Has Anything Changed?, 203, 8:00 AM
- 143 New Haven Discrimination Case: What Does It Mean for Us?, Salon D, 10:30 AM

- 148 At Odds Over Adverse Impact: Perils and Pitfalls in Statistical Reasoning Involving Discrimination, 201, 12:00 PM  
 166 Poster 2, Galleria, 12:30 PM  
 193 The OFCCP Curtain Unveiled: Time to Click Your I-O Heels, 206-207, 3:30 PM

#### **Measurement/Statistical Techniques**

- 124 Independence Day? New Developments in Dealing With Nested Data, 203, 10:30 AM  
 151 Using Surface Response Graphs to Visualize Interactions in Multidimensional Data, 204, 12:00 PM  
 170 Interactive Poster 1-4, 213-214, 1:00 PM  
 175 Poster 15, Galleria, 1:30 PM  
 184 More Measurement Concerns for the I-O Practitioner (and Researcher), 210-211, 2:00 PM  
 200 Posters 1-2, Galleria, 3:30 PM

#### **Motivation/Rewards/Compensation**

- 134 Why Do We Put Things Off? Self-Regulation, Task Characteristics, and Procrastination, Crystal Ballroom C/D, 10:30 AM  
 149 Self-Regulation in Work: The Why, Where, and How of Motivation, 202, 12:00 PM  
 213 Poster 12, Galleria, 4:30 PM

#### **Occupational Health/Safety/Stress & Strain/Aging**

- 127 Work Schedules and I-O Psychology: Industry, Organizational, and Employee Perspectives, 206-207, 10:30 AM  
 146 Interactive Posters 1-4, 213-214, 11:30 AM  
 158 Beneficial Forms of Social Support and Implications for Employee Well-Being, Crystal Ballroom C/D, 12:00 PM  
 207 Age in the Workplace: Positive Implications of an Older Workforce, Salon C, 3:30 PM

#### **Organizational Culture/Climate**

- 122 The Impact of Internal Customer Service on Organizations, Grand Ballroom D, 9:00 AM  
 135 Posters 11-27, Galleria, 10:30 AM  
 153 Earth and I-O: Implications for a Sustainable Workforce, 206-207, 12:00 PM

#### **Organizational Justice**

- 182 Are Justice and Injustice Qualitatively Distinct Concepts?, 206-207, 2:00 PM  
 188 Third Parties' Reactions to Bad Behavior in Organizations, 201, 3:30 PM

#### **Organizational Performance/Change/Downsizing/OD**

- 138 Building Successful OD Programs. Lessons Not Learned in School, Grand Ballroom C, 10:30 AM  
 175 Posters 16-20, Galleria, 1:30 PM

#### **Performance Appraisal/Feedback/Performance Management**

- 97 A Cross-Cultural Strategic Performance Management Research Incubator, 204, 8:00 AM  
 147 Posters 17-31, Galleria, 11:30 AM  
 202 Adapting Performance Management Systems to Changing Times, Grand Ballroom B, 3:30 PM

#### **Personality**

- 200 Posters 3-29, Galleria, 3:30 PM

#### **Research Methodology (e.g., surveys)**

- 107 When Begging Is Not Enough: Detecting and Dealing with Nonresponse Bias to Organizational Surveys, 202, 8:30 AM  
 160 Interdisciplinary Research: Challenges and Solutions, Grand Ballroom C, 12:00 PM  
 174 Reading Between Lines: Analyzing and Visualizing Organizational Text/Qualitative Data, Crystal Ballroom C/D, 1:30 PM  
 175 Posters 21-28, Galleria, 1:30 PM  
 211 Temporal Illusions in Cross-Sectional Research, 208-209, 4:30 PM

#### **Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)**

- 119 Leading Edge Consortium 2009 Reunion: Global Selection and Assessment, 208-209, 9:00 AM

- 123 Restructuring Organizations: Multiple and Multidisciplinary Perspectives, Salon B, 9:00 AM  
 136 Staffing High-Stakes Jobs: Implications of the *Ricci* Case, Grand Ballroom A, 10:30 AM  
 147 Poster 32, Galleria, 11:30 AM  
 166 Posters 3-22, Galleria, 12:30 PM  
 168 Defining Quality Hires: Evaluating Talent to Maximize Business Results, 204, 1:00 PM  
 177 Advancing Workforce Planning: Opportunities and Challenges, Grand Ballroom C, 1:30 PM  
 197 Solutions for Solving the Adverse Impact-Validity Dilemma, Crystal Ballroom A/F, 3:30 PM  
 201 User Reactions to and Perceptions of Computer-Mediated Assessment Tools, Grand Ballroom A, 3:30 PM

#### **Strategic HR/Utility/Changing Role of HR**

- 103 SIOP 2035—The Next 25 Years: Visions for the Future, Grand Ballroom C, 8:00 AM  
 116 Talent Management in the Turbulent Economy: Trends, Observations, and Prospects, Salon D, 8:30 AM  
 161 Implementing HR Solutions—How Can We Improve?, Salon A, 12:00 PM  
 166 Poster 23, Galleria, 12:30 PM  
 179 Getting Ready for the Economic Recovery: Opportunities and Insights, Salon B, 1:30 PM  
 210 The SHRM HR Education Survey: 2010 Update and Roundtable, 203, 4:30 PM

#### **Teaching I-O Psychology/Student Affiliate Issues/Professional Development**

- 98 Town Hall, 208-209, 8:00 AM  
 145 Educating I-O Psychologists for Consulting and Business: A Skills-Based Perspective, 208-209, 11:30 AM  
 169 Supporting Practitioners and Those They Serve, 208-209, 1:00 PM  
 191 The Making of a Book in SIOP's Professional Practice Series, 204, 3:30 PM  
 209 Navigating the Beltway: Early Career Path Perspectives From Washington Insiders, Salon E, 3:30 PM

#### **Testing/Assessment (e.g., selection methods, validation, predictors)**

- 118 Practice Meet Science, Science Meet Practice: Assessment Center Research Collaboration, 203, 9:00 AM  
 128 Revision of the *Standards for Educational and Psychological Testing*, 208-209, 10:30 AM  
 131 Interactive Posters 1-4, 213-214, 10:30 AM  
 159 Cognitive Ability Testing: Exploring New Models, Methods, and Statistical Techniques, Grand Ballroom B, 12:00 PM  
 171 Selection System Obstacles: What Do I Do Now?, 203, 1:30 PM  
 173 Upgrading Your Assessment Practice, Crystal Ballroom A/F, 1:30 PM  
 185 Practical and Methodological Considerations for Medium-of-Administration Research, 212, 2:00 PM  
 204 Automated T&E Questionnaires: Practical Outcomes and Development Considerations, Grand Ballroom D, 3:30 PM

#### **Training**

- 100 Interactive Posters 2-4, 213-214, 8:00 AM  
 117 Advances in Training Evaluation Techniques, Salon E, 8:30 AM  
 140 Designing Quality Training Games: Moving From Research to Practice, Salon A, 10:30 AM  
 155 Transfer of Training: New Findings and New Directions, 212, 12:00 PM  
 190 From Terminal Master's to PhD: Answering the Basic Questions, 203, 3:30 PM  
 213 Posters 13-25, Galleria, 4:30 PM

#### **Work and Family/Nonwork Life/Leisure**

- 120 Interactive Posters 1-4, 213-214, 9:00 AM  
 199 Going Beyond Traditional Conceptualizations Within Work-Family Research, Crystal Ballroom C/D, 3:30 PM

**96. Roundtable Discussion/Conversation Hour:**  
**8:00 AM–8:50 AM**  
**203**

**Validity Versus Adverse Impact: Has Anything Changed?**

Organizations that use preemployment tests often face the dilemma of balancing validity-diversity tradeoffs to avoid fair employment law challenges. This session will provide an opportunity to discuss a recent Supreme Court decision and other case law in examining current validation and adverse impact requirements and implications for I-O practice.

Keith M. Pyburn, Fisher & Phillips, LLP, *Host*

John A. Weiner, PSI, *Host*

James C. Sharf, Employment Risk Advisors, Inc., *Host*

Submitter: John Weiner, jweiner@psionline.com

**97. Roundtable Discussion/Conversation Hour:**  
**8:00 AM–9:50 AM**  
**204**

**A Cross-Cultural Strategic Performance Management Research Incubator**

The goal of this session is to build relationships among practitioners and researchers interested in performance management and to advance the cross-cultural research involving HR strategy. Issues will be explored with the intent of building research collaborations that have the potential to produce publications in top-flight I-O and management journals.

Deborah DiazGranados, University of Central Florida, *Host*

Scott L. Martin, Zayed University, *Host*

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

Robert D. Pritchard, University of Central Florida, *Host*

Walter Reichman, Columbia University, *Host*

Submitter: Deborah DiazGranados, debdiaz@gmail.com

**98. Special Events: 8:00 AM–8:50 AM**  
**208-209**

**Town Hall**

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 SIOP marketing efforts, federal advocacy initiatives, new practitioner services, and progress on the Alliance for Organizational Psychology.

Kurt Kraiger, Colorado State University, *Presenter*

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

Eduardo Salas, University of Central Florida, *Presenter*

Submitter: Kurt Kraiger, Kurt.Kraiger@colostate.edu

**99. Symposium/Forum: 8:00 AM–9:50 AM**  
**212**

**The Power of Sex: The Gendered Nature of Workplace Maltreatment**

The purpose of this symposium is to investigate the role of social power and status in employees' experiences and per-

ceptions of negative workplace interactions. In so doing, we examine the role of power in many different forms of maltreatment including social undermining, stereotyping, interactional injustice, and sexual harassment.

Kathi N. Miner-Rubino, Texas A&M University, *Co-Chair*

Lilia M. Cortina, University of Michigan, *Co-Chair*

Jennifer L. Berdahl, University of Toronto, Ji-A Min, University of Toronto, H. Colleen Stuart, University of Toronto, *Social*

*Undermining by Men and Women at Work*

Suzette Caleo, New York University, Madeline E. Heilman,

New York University, *Reactions to Men and Women's Justice Violations*

Dana B. Kabat, University of Michigan, Lilia M. Cortina,

University of Michigan, *The Gender Context of Sex-Based Harassment: When Does It Matter?*

Bryan L. Dawson, University of Georgia, Kecia M. Thomas,

University of Georgia, *Racial Bias in Mock Juror Perceptions*

Margaret S. Stockdale, Southern Illinois University-Carbondale,

*A Tool for Triaging Complaints of Sexual Harassment*

Submitter: Kathi Miner-Rubino, kminer-rubino@tamu.edu

**100. Interactive Posters: 8:00 AM–8:50 AM**  
**213-214**

**Computer Training/Mentoring: Wii Wii**

Karin Orvis, Old Dominion University, *Facilitator*

**100-1 E-Mentoring in the Classroom: Enhancing Career Planning and Developmental Initiation**

We explore e-mentoring as a tool for encouraging students to build developmental relationships early in their careers. Support received is related to career planning, mentor satisfaction, and intentions to continue the relationship, and these relationships are moderated by mentor-protégé similarity and communication patterns. Participation increased students' levels of developmental initiation.

Wendy M. Murphy, Northern Illinois University

Sara Johnson, Northern Illinois University

Submitter: Wendy Murphy, wcmurphy@niu.edu

**100-2 Design Control and Intelligent Agents: Effects on Training Outcomes**

In this study, e-learners completed Microsoft Excel training after either designing or being assigned a pre-designed intelligent agent tutor. Designing the agent's appearance increased self-efficacy and the number of training modules completed. Designing both its appearance and interaction style increased declarative knowledge. No effects on reactions were observed.

Tara S. Behrend, George Washington University

Lori Foster Thompson, North Carolina State University

Submitter: Tara Behrend, behrend@gwu.edu

**100-3 Trainee-Trainer Similarity in E-learning: Effects With Computerized Trainers**

E-learners worked with computerized trainers that were either similar to them or different with regard to appearance and feedback-giving style. Appearance similarity

led to higher engagement. In addition, learners preferred to work with, and learned more from, a trainer agent that was similar to them in feedback style.

Tara S. Behrend, George Washington University  
Lori Foster Thompson, North Carolina State University

Submitter: Tara Behrend, behrend@gwu.edu

### 100-4 Game On: The Impact of Game Features in Computer-Based Training

In an employment law training program, we manipulated 2 game features: multimedia-based fantasy and reward. A traditional PowerPoint-like version led to better declarative knowledge outcomes than the most game-like version; no differences were found for motivation or skill-based learning, suggesting that adding game features won't necessarily improve training outcomes.

Renee E. DeRouin-Jessen, Marriott Vacation Club  
Barbara A. Fritzsche, University of Central Florida

Submitter: Barbara Fritzsche, bfritzsc@mail.ucf.edu

### 101. Panel Discussion: 8:00 AM–9:50 AM Crystal Ballroom C/D

#### Leading the Way: Establishing the Right Path for Leadership Research

Although leadership research continues to grow, there is often an academic–practitioner gap between leadership theory development and the practical needs in the field. The goal of this panel is to bring together knowledgeable experts from both realms to discuss the future of leadership and critical “next steps” for the field.

Arnold L. Leonard, ICF International, *Chair*  
Marissa L. Shuffler, ICF International/University of Central Florida, *Co-Chair*

Ray Morath, ICF International, *Co-Chair*  
Michael D. Mumford, University of Oklahoma, *Panelist*  
Jeffrey J. McHenry, Microsoft Corporation, *Panelist*  
C. Shawn Burke, University of Central Florida, *Panelist*  
Jennifer W. Martineau, Center for Creative Leadership, *Panelist*  
Jonathan C. Ziegert, Drexel University, *Panelist*  
Stanley Halpin, U.S. Army Research Institute, *Panelist*

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

### 102. Symposium/Forum: 8:00 AM–9:50 AM Grand Ballroom A

#### SIOP's Next 25 Years: What Lies Ahead?

Experts on 6 different areas of I-O psychology predict what we will see in the next 25 years in their areas of expertise. Topics covered are research methods, staffing, work values, motivation, diversity, and leadership. A discussant will integrate common themes and offer thoughts about the overall future.

Jerald Greenberg, RAND Corp., *Chair*  
Jeffrey R. Edwards, University of North Carolina-Chapel Hill,  
Wayne F. Cascio, University of Colorado, *SIOP's Next 25 Years: What Lies Ahead in Staffing?*

Bruce M. Meglino, University of South Carolina, *Work Values and Related Constructs: The Next 25 Years*

Ruth Kanfer, Georgia Institute of Technology, *Work Motivation in the 21st Century: Challenges and Synergies*

Belle Rose Ragins, University of Wisconsin-Milwaukee, *Looking to the Future: SIOP and Workplace Diversity*

Gary A. Yukl, University at Albany-SUNY, *Perspectives on Leadership Theory and Research in Coming Years*

Denise M. Rousseau, Carnegie Mellon University, *Discussant*

Submitter: Jerald Greenberg, orgjust@aol.com

### 103. Symposium/Forum: 8:00 AM–9:50 AM Grand Ballroom C

#### SIOP 2035—The Next 25 Years: Visions for the Future

SIOP must anticipate changes to remain current and vital. Emerging HR trends, skills needed, and the SIOP brand itself all impact future success. Revised competencies and interventions must align to support effective practice and build influence. SIOP members and officers will be polled to address demands and viability.

Scott Eggebeen, New York University, *Chair*  
Christopher T. Rotolo, PepsiCo, Russell E. Lobsenz, Capital H Group, *Leadership Expectations, Demands, and Capabilities for SIOP Members and Clients*

Christina G. Banks, Lamorinda Consulting LLC, *APA Choices and Challenges in Relation to the SIOP Destiny*

Suzanne Tsacoumis, HumRRO, *Creating Compelling Competencies and Intellectual Capital Within I-O Psychology*

Scott Eggebeen, New York University, *The Potentially Widening Gap in the Scientist–Practitioner Model*

Joan P. Brannick, Brannick HR Connections, *Driving Organizations Through I-O Intervention From the Outside Looking in*

Lise M. Saari, New York University, *Driving Change in Organizations Through Workforce Involvement and Engagement*

Submitter: Scott Eggebeen, se17@nyu.edu

### 104. Symposium/Forum: 8:00 AM–8:50 AM Grand Ballroom D

#### Navigating the Recession: Managing Human Capital During the Economic Downturn

Survey practitioners from 3 organizations describe efforts to apply insights from employee surveys to drive human capital strategies during the economic downturn. The concrete steps described include improved communication and career progression, and enhanced customer focus. Survey findings are discussed in light of research on opinion trends during the recession.

Nathan A. Schneeberger, Towers Perrin-ISR, *Chair*  
Kira L. Barden, AXA Equitable, Blair Pollard, Canadian Tire Corporation Ltd., *Stability in Uncertain Times: Employee Perceptions at Canadian Tire*

Per Scott, RBC, *Leading in Uncertain Times: Connecting With Employees to Enhance Performance*

Patrick Kulesa, Towers Perrin-ISR, *Discussant*

Submitter: Nathan Schneeberger,  
nathan.schneeberger@towersperrin.com



## 105. Symposium/Forum: 8:00 AM–8:50 AM Salon B

### Coach and Client Characteristics: The Individual Impact on Leadership Coaching

The coach and client are the basis of any leadership coaching experience. Exploring the impact of these individuals is critical to successful coaching programs. Practitioner/researchers share insights to aid understanding, build best practices, and identify research needs for screening, preparing, and matching coaches and clients to promote evidence-based coaching.

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

Gina R. Hernez-Broome, University of the Rockies, *Co-Chair*

Gina R. Hernez-Broome, University of the Rockies, Lisa A. Boyce, U.S. Air Force, Johnathan Nelson, PDRI, *Key Coaching Ingredients: Coach and Client Characteristics*

Hilary J. Gettman, Stonehill College, Karen Wouters, University of Maryland, Suzanne K. Edinger, University of Maryland, Paul E. Tesluk, University of Maryland, Joyce E. A. Russell, University of Maryland, Jeffrey D. Kudisch, University of Maryland, Cynthia Kay Stevens, University of Maryland, *Factors That Influence Executive Engagement in Coaching*

William A. Gentry, Center for Creative Leadership, Gina R. Hernez-Broome, University of the Rockies, Leigh Allen, Center for Creative Leadership, Lisa Prochnow, Gonzaga University, Ali O'Dea, Center for Creative Leadership, *Coach and Client Characteristics of Coaching Engagements: An Asian Perspective*

Lisa A. Boyce, U.S. Air Force, Gina R. Hernez-Broome, University of the Rockies, Katherine Ely, George Mason University, *Influence of Coach and Client Characteristics: Archival Data Analysis Results*

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

Submitter: Lisa Boyce, Boycela@msn.com

## 106. Friday Seminars: 8:30 AM–11:30 AM 201

### Proactivity at Work: Applying Positive Psychology to Organizations

*Earn 3 CE credits for attending. Preregistration required.*

This seminar will focus on the diagnosis individual proactivity and how to design work contexts to promote proactivity. We identify job design, leadership practices, and team climate as factors that affect individuals' proactivity. We also describe the proactivity paradox that can occur when managers expect people to be proactive.

Sharon Parker, University of Sheffield, *Presenter*

Deanne N. Den Hartog, University of Amsterdam, *Presenter*

Lance Ferris, Singapore Management University, *Coordinator*

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

## 107. Friday Seminars: 8:30 AM–11:30 AM 202

### When Begging Is Not Enough: Detecting and Dealing With Nonresponse Bias to Organizational Surveys

*Earn 3 CE credits for attending. Preregistration required.*

In this seminar, we will discuss typical survey response rates, nonresponse, and nonresponse bias. Then, we will share the nonresponse bias impact assessment strategy (N-BIAS). The N-BIAS approach is a series of techniques that when used in combination provide evidence about a study's susceptibility to bias and its external validity.

Steven G. Rogelberg, University of North Carolina Charlotte,

*Presenter*

Jeffrey M. Stanton, Syracuse University, *Presenter*

Liu-Qin Yang, Portland State University, *Coordinator*

Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

## 108. Community of Interest: 8:30 AM–9:50 AM 205

### New Ideas in Team Development

Adam C. Bandelli, RHR International, *Host*

David Astorino, RHR International, *Host*

## 109. Symposium/Forum: 8:30 AM–9:50 AM 206-207

### Measuring Adaptability and Its Development: New Findings and Innovations

The concept of adaptability has been widely recognized as an important competency for military leaders.

However, a clearer definition of the term and better measures are much needed. This session examines the measurement of leader adaptability from a holistic perspective, including adaptability predictors, performance measures, and program evaluation.

Jennifer S. Tucker, U.S. Army Research Institute, *Co-Chair*

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

Paul Bartone, National Defense University, Dennis Kelly, U.S. Military Academy, *Psychological Hardiness Predicts Adaptive Performance in West Point Graduates*

Jon Fallesen, Center for Army Leadership, John P. Steele, Center for Army Leadership, Allison K. Dyrland, Center for Army Leadership, *Leader Adaptability: Conceptualization, Measurement, Preliminary Multilevel Data*

Jennifer S. Tucker, U.S. Army Research Institute, Amanda N. Gesselman, Columbus State University, *Measuring Adaptability for Army Leaders*

Johnathan Nelson, Personnel Decisions Research Institutes, Erin Swartout, Personnel Decisions Research Institutes, Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, *Measuring Adaptability Programs Using the Adaptability Training Analysis Tool (A-TAT)*

José M. Cortina, George Mason University, *Discussant*

Submitter: Rose Mueller-Hanson, rose.hanson@pdri.com

## 110. Panel Discussion: 8:30 AM–9:50 AM 210-211

### Developing a Global Mindset in Future Leaders

Globalization has increased the need for leaders to operate with a global mindset. Organizations are exploring different means of developing future global leaders with this mindset. The proposed panel discussion will provide some thoughts and ideas on the different strategies and approaches being pursued in organizations today.



Amy Buhl Conn, Johnson & Johnson, *Chair*  
 Michael J. Benson, Johnson & Johnson, *Panelist*  
 Michael N. Bazigos, IBM Corporation, *Panelist*  
 Seymour Adler, Aon Consulting, *Panelist*  
 Brandy Orebaugh Agnew, Dell Inc., *Panelist*  
 Rodney Warrenfeltz, Hogan Assessment Systems, *Panelist*  
 Submitter: Amy Conn, amybconn@aol.com

### 111. Panel Discussion: 8:30 AM–9:50 AM

#### Crystal Ballroom A/F

#### Essential Competencies for Early-Career Success as an Applied Industrial-Organizational Psychologist

New graduates entering applied settings encounter environments very different from what they learned to traverse in graduate school. In this session, panelists with extensive experience managing and mentoring early-career I-O psychologists in a variety of professional settings will offer perspectives on how I-Os can position themselves to achieve early-career success.

Jay Janovics, PreVisor, *Chair*  
 Douglas H. Reynolds, Development Dimensions International, *Panelist*  
 Kenneth R. Pederson, ThinkWise, Inc., *Panelist*  
 Caroline Paxman, PreVisor, *Panelist*  
 Matthew Redmond, Fannie Mae, *Panelist*  
 Submitter: Jay Janovics, jjjanovics@previsor.com

### 112. Symposium/Forum: 8:30 AM–9:50 AM

#### Crystal Ballroom B/E

#### Using Assessments to Build Leadership Competence in MBA Programs

MBA programs continue to be criticized for their focus on teaching analytical and technical skills at the expense of leadership and team competencies. This forum describes how 3 different MBA programs use assessments to build leader and team competencies. We discuss directions for future practice and research.

Lee J. Konczak, Washington University, *Chair*  
 Ashley E. Johnson, Hogan Assessment Systems, Lauren N. Robertson, University of Tulsa, Matthew R. Lemming, Hogan Assessment Systems, *Assessment Trends From a Test Publisher Perspective*  
 Lee J. Konczak, Washington University, *Developing Managers Who Can Lead: Using Assessments With EMBA Students*  
 Jeffrey D. Kudisch, University of Maryland, *Using Assessment Center Methodology to Accelerate EMBA Leadership Development*  
 Neta Moye, Vanderbilt University, Melinda M. Allen, Vanderbilt University, *Enabling Personal Development of MBA Students With Assessments*  
 Submitter: Lee Konczak, konczak@wustl.edu

### 113. Symposium/Forum: 8:30 AM–9:50 AM

#### Grand Ballroom B

#### Career Development in “Today’s” Organizations: Research Perspectives on Contemporary Practice

Career development is important in order to promote employee commitment and retention, but given the changing face of both the organizational environment

and careers themselves, how can organizations be sure to develop employees’ careers effectively? This symposium examines career development needs at both an organizational and individual level.

Julie Unite, Northern Illinois University, *Co-Chair*  
 Emma Parry, Cranfield School of Management, *Co-Chair*  
 Aleksandra Luksyte, University of Houston, Cristina Rubino, University of Houston, Christiane Spitzmueller, University of Frankfurt/University of Houston, *How Can Organizations Retain Overqualified Employees?*  
 Jesse Segers, University of Antwerp, Daniel Vloeberghs, University of Antwerp, Ilke Inceoglu, SHL Group, London, *Business Strategy, Career Systems, and Coaching*  
 Julie Unite, Northern Illinois University, Emma Parry, Cranfield School of Management, Katharina Chudzikowski, Wirtschaftsuniversitaet Wien, Barbara Demel, Wirtschaftsuniversitaet Wien, Mireia Las Heras, University of Navarra, Yan Shen, Boston University, *International Conceptualizations of Career Success in Early and Late Career*  
 Jon P. Briscoe, Northern Illinois University, Kevin Andrew Byle, Northern Illinois University, *Self-Directed and Values-Driven Career Orientations in Practice*  
 Douglas T. Hall, Boston University, *Discussant*  
 Submitter: Julie Unite, julieunite@hotmail.com

### 114. Master Tutorial: 8:30 AM–9:50 AM

#### Salon A

#### Global Mindset as a Key Competency for Global Leadership Effectiveness

*Earn 1.5 CE credits for attending.*

Global mindset is “the capability to influence individuals, groups, organizations, and systems that are unlike you and your own”—a key competency for global leadership effectiveness. This tutorial highlights the definition, measurement, and development of a global mindset as outcomes of an ongoing research program.

David E. Bowen, Thunderbird School of Global Management, *Presenter*  
 Mansour Javidan, Thunderbird School of Global Management, *Presenter*  
 Mary Teagarden, Thunderbird School of Global Management, *Presenter*  
 Rachel Clapp-Smith, Purdue University-Calumet, *Presenter*  
 Submitter: David Bowen, bowend@t-bird.edu

### 115. Panel Discussion: 8:30 AM–9:50 AM

#### Salon C

#### “Let’s Talk”: Bridging the Gap Between Diversity Researchers and Practitioners

Diversity is quickly becoming one of the hottest topics in academia and practice, and I-O psychologists have an important role to play in this area. This session will provide perspectives from diversity practitioners and researchers in an effort to minimize the gap between research and practice.

Bernardo M. Ferdman, Alliant International University, *Chair*  
 Ny Mia Tran, University of Georgia, *Co-Chair*  
 Matthew J. Dreyer, Verizon, *Co-Chair*

C. Douglas Johnson, Georgia Gwinnett College, *Panelist*  
 Kecia M. Thomas, University of Georgia, *Panelist*  
 Matthew S. Harrison, Manheim Corporate Services, Inc., *Panelist*  
 Wendy R. Reynolds-Dobbs, University of Georgia, *Panelist*  
 Melanie Harrington, American Institute for Managing  
 Diversity, *Panelist*

Submitter: Ny Mia Tran, sonymia@gmail.com

### 116. Panel Discussion: 8:30 AM–9:50 AM

#### Salon D

#### **Talent Management in the Turbulent Economy: Trends, Observations, and Prospects**

Human capital expenditures often are the first to be cut during recessions. However, they also can be a formidable force in reestablishing the vitality of the organization during the upswing. In this session, talent management thought leaders will discuss several aspects of managing talent during and after an economic downturn.

Kenneth P. De Meuse, Korn/Ferry International, *Chair*  
 Kim Ruyle, Korn/Ferry International, *Panelist*  
 John C. Scott, APT, Inc., *Panelist*  
 David Everhart, Lore International, *Panelist*  
 Paul M. Muchinsky, University of North Carolina-Greensboro,  
*Panelist*

Submitter: Guangrong Dai, daigr@yahoo.com

### 117. Symposium/Forum: 8:30 AM–9:50 AM

#### Salon E

#### **Advances in Training Evaluation Techniques**

This session is designed for training practitioner–scientists who are frustrated with less than satisfactory impact. Four separate challenges are addressed and solutions proposed. These include wasted learning, role of culture on training transfer, using Rasch measurement for high-stakes evaluation, and developing a company specific training evaluation framework.

Shreya T. Sarkar-Barney, Human Capital Growth, *Chair*  
 Joshua Kuehler, KnowledgeAdvisors, Alan M. Kully, Roosevelt  
 University, Shreya T. Sarkar-Barney, Human Capital Growth,  
*Scrap Learning: A Case of Low Transfer of Training*  
 Matt Barney, Infosys Technologies, *Leveraging the Multifacet*  
*Rasch Model to Improve Training Effectiveness*  
 Cristina Rubino, University of Houston, Aleksandra Luksyte,  
 University of Houston, Christiane Spitzmueller, University of  
 Frankfurt/University of Houston, *Relation Between Learning*  
*Outcomes and Culture on Training Transfer Intentions*  
 Vijayakumar Hariraj, Cognizant, Shreya T. Sarkar-Barney,  
 Human Capital Growth, *Designing a Training Evaluation*  
*Strategy to Inform Organizational Decision Making*  
 Kenneth G. Brown, University of Iowa, *Discussant*

Submitter: Shreya Sarkar-Barney,  
 shreya@humancapitalgrowth.com

### 118. Roundtable Discussion/Conversation Hour: 9:00 AM–9:50 AM

#### 203

#### **Practice Meet Science, Science Meet Practice: Assessment Center Research Collaboration**

The objective of the roundtable is to provide a forum for exchange of information related to the science and prac-

tice of assessment centers. The forum invites researchers to share findings and practitioners to share recent practices to stimulate collaborations around topics and directions for future assessment center research and use.

Lynn Collins, Sandra Hartog & Associates/Fenestra, *Host*  
 Mark C. Frame, University of Texas at Arlington, *Host*

Submitter: Lynn Collins, lynn.collins@fenestrainc.net

### 119. Special Events: 9:00 AM–9:50 AM

#### 208-209

#### **Leading Edge Consortium 2009 Reunion: Global Selection and Assessment**

LEC 2009 focused on global selection and assessment. Join us for a continued dialogue on global selection and assessment as a follow-up to the LEC 2009. Discussion will include lessons learned, new challenges, and opportunities for research. All SIOP attendees are welcome.

Lois E. Tetrack, George Mason University, *Presenter*  
 Tanya C. Delany, IBM, *Presenter*  
 Ann Marie Ryan, Michigan State University, *Presenter*

Submitter: Lois Tetrack, ltetrack@gmu.edu

### 120. Interactive Posters: 9:00 AM–9:50 AM

#### 213-214

#### **Have Your Family Live in the Office—No More Conflict**

Jacqueline Mitchelson, Auburn University, *Facilitator*

#### **120-1 Key Mediators of the Work–Family Conflict and Job Performance Relationship**

Although few studies have examined the work–family conflict–job performance relationship, we found no studies that assessed why this relationship exists. In this study, concentration, task avoidance, and fatigue were examined as mediators. Results showed that in some cases, concentration and fatigue mediate the work–family conflict–job performance relationship.

Julia Berry, Northern Arizona University  
 Ann H. Huffman, Northern Arizona University  
 Grace E. Ragsdale, Northern Arizona University  
 Kellie Hascall, Northern Arizona University

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

#### **120-2 Work–Family Conflict and Social Emotions**

This study investigates the role of internalizing and externalizing emotions in work–family conflict and the impact on job and life satisfaction. Work–family conflict related externalizing emotions are related to decreased job satisfaction, whereas internalizing emotions are related to decreased life satisfaction.

Megan L. Huth, Michigan State University  
 Ann Marie Ryan, Michigan State University

Submitter: Megan Huth, huthmeg1@msu.edu

### 120-3 Autonomy and the Relationship Between OCB and Work–Family Conflict

This study sought to determine whether the positive association between helping behaviors and work–family conflict is moderated by autonomy. The results indicated that organizational citizenship behavior was not associated with work–family conflict, while individual initiative was positively associated with time-based work–family conflict. These relationships were not moderated by autonomy.

April Jones Tate, Federal Management Partners

Submitter: April Jones, [ajonestate@fmpconsulting.com](mailto:ajonestate@fmpconsulting.com)

### 120-4 The Behavioral Antecedents of Different Forms of Work–Family Conflict

Work–family conflict (WFC) and emotional labor theories are integrated to examine a new form of WFC, emotion-based conflict. In addition, a comprehensive model is proposed that includes 2 other forms of WFC identified previously, behavior- and strain-based conflict. The results provide support for the emotion-based WFC portion of the model.

Kelly Schwind Wilson, Purdue University

Submitter: Kelly Schwind Wilson, [kellysw@purdue.edu](mailto:kellysw@purdue.edu)

### 121. Posters: 9:00 AM–9:50 AM

#### Galleria

#### Job Attitudes/Engagement & Job Performance/Citizenship Behavior

##### 121-1 Age and Psychological Contract Fulfillment in Relation to Work Outcomes

This longitudinal study investigated the influence of age on the relations between psychological contract fulfillment and 3 work-related outcomes among 240 employees. Moderated structural equation modeling showed stronger reactions for younger workers for 3 types of contract fulfillment, indicating a stronger emotional responsiveness of younger workers towards the psychological contract.

Matthijs Bal, Erasmus University Rotterdam

Annet de Lange, University of Groningen

Paul Jansen, VU University Amsterdam

Mandy Van der Velde, Utrecht University

Submitter: Matthijs Bal, [pbal@feweb.vu.nl](mailto:pbal@feweb.vu.nl)

##### 121-2 Second-Class Citizens? Contractor Employee Perceptions of Status and Commitment

Outsourcing of jobs to contractor employees who work alongside standard employees has changed the human resource landscape of many organizations. Using a sample of 623 contractor employees, we examine how contractor employee perceptions of status influence affective commitment (to both the client and the employer) and turnover intentions.

Wendy R. Boswell, Texas A&M University

Marla Baskerville Watkins, Northeastern University

Mary C. Triana, The University of Wisconsin - Madison

Asghar Zardkoobi, Texas A&M University

Lily Run Ren, Texas A&M University

Elizabeth Umphress, Texas A&M University

Submitter: Marla Baskerville Watkins, [m.baskerville@neu.edu](mailto:m.baskerville@neu.edu)

##### 121-3 Final Four Fever and Traditional Work Attitudes: A Longitudinal Investigation

Three models were evaluated involving the relationship between employees' reaction to their university's basketball team participating in the NCAA tournament (Final 4 Fever: FFF) and work attitudes. Greatest support was found for a reciprocal relationship between FFF and organizational commitment. FFF continued to be associated with commitment 3 years later.

Louis C. Buffardi, George Mason University

Richard Hermida, George Mason University

Submitter: Louis Buffardi, [buffardi@gmu.edu](mailto:buffardi@gmu.edu)

##### 121-4 Personality, Negative Social Behaviors, and Satisfaction: A Moderated-Mediation Model

This study investigated the processes through which negative affectivity (NA) influences job satisfaction. Using data from 189 employees in a variety of industries, the authors found support for a mediated moderation model wherein negative social behaviors mediated the NA–job satisfaction link but only for employees low in social skill.

Emily David, University of Houston

Ari A. Malka, University of Houston

Robert W. Stewart, University of Houston

David F. Dubin, University of Houston

Submitter: Emily David, [emily.m.david@gmail.com](mailto:emily.m.david@gmail.com)

##### 121-5 Multifoci Commitment, Organizational Citizenship Behavior, and Performance in Teams

Drawing on attraction-selection-attribution theory and social exchange theory, the study theorized and revealed that at the team level supervisory commitment (but not organizational commitment) was positively related to team-level organizational citizenship behavior and subsequent team performance.

Jia Hu, University of Illinois-Chicago

Kaifeng Jiang, Rutgers-The State University of New Jersey

Submitter: Jia Hu, [jhu9@uic.edu](mailto:jhu9@uic.edu)

##### 121-6 Perceived Overqualification: An Exploration of Outcomes

The purpose of this study is to investigate the relationship between perceived overqualification (POQ) and relevant work behaviors and perceptions. Results indicate that POQ is related to lower job satisfaction and organizational commitment, and higher turnover intentions. Further research is needed to address POQ's relationship to absenteeism and truancy.

Eleni Lobene, North Carolina State University

Adam W. Meade, North Carolina State University

Submitter: Eleni Lobene, [eleni.lobene@gmail.com](mailto:eleni.lobene@gmail.com)



### 121-7 Private Eyes Are Watching You: Reactions to Location-Sensing Technologies

This study explored reactions to technologies that enable organizations to track the location/movements of employees, even off site. Using a sample of  $n = 208$  college students, we found that ability to control the locating device related positively to monitoring fairness and collective felt trust via privacy invasion, but purpose did not.

Laurel A. McNall, SUNY Brockport  
Jeffrey M. Stanton, Syracuse University

Submitter: Laurel McNall, lmcnall@brockport.edu

### 121-8 Controlling Polychronicity: Implications for Person–Job Fit

This study examined the effect control over job polychronicity has on employee well-being. Using structural equation modeling, the results demonstrated that individuals report significant variability in the amount of perceived control of polychronicity and that perceived control over polychronicity is positively related to intrinsic motivation, affective commitment, and perceived competence.

Eugene Trombini, University at Albany, SUNY  
Jessica M. Nicklin, University of Hartford

Submitter: Jessica Nicklin, jn0702@gmail.com

### 121-9 Manipulating Polychronicity: Implications for Person–Job Fit

This study examined whether polychronicity can be manipulated by targeting an individual's belief and if this can aid in establishing person–job fit. Results of a laboratory experiment revealed that beliefs regarding polychronicity can be manipulated and that belief polychronicity influenced attitudinal polychronicity and behavioral polychronicity. Implications are discussed.

Eugene Trombini, University at Albany, SUNY  
Jessica M. Nicklin, University of Hartford

Submitter: Jessica Nicklin, jn0702@gmail.com

### 121-10 Mediating Role of Engagement on the Relationship Between POS–OCB

Although research over the past 2 decades supported the notion that OCBs are an outcome of POS, no study prior has examined the mediating influence of engagement on this relationship. Results from regression analyses and the Sobel test indicate POS can influence OCB through positive, work-related psychological states.

Prema Ratnasingam, University of Houston  
William R. King, University of Houston  
Zhuxi Wang, University of Houston

Submitter: Prema Ratnasingam, prema\_2911@hotmail.com

### 121-11 Deep Structured Organizational Identification in Army OCS Candidates

Deep structured organizational identity represents the extent to which individuals' organizational affiliations are embedded or integrated into an individuals' self-concept (Rousseau, 1998). In this paper we developed a

measure of this construct and validated it against traditional measures of organizational identity.

Jordan M. Robbins, George Mason University  
Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences  
Trueman Tremble, U.S. Army Research Institute for the Behavioral and Social Sciences

Submitter: Jordan Robbins, jrobbin1@gmu.edu

### 121-12 The Effects of Office Gossip on Workplace Cognitions and Behaviors

Gossip is a common occurrence in workplaces and usually assumed to be detrimental to organizational productivity. This research argues office gossip can have important affiliation and informational purposes. We find empirically that office gossip has positive relationships with worker cognitions affective organizational commitment) and behaviors beneficial to the organization (OCB).

Gordon B. Schmidt, Michigan State University  
Submitter: Gordon Schmidt, schmi306@msu.edu

### 121-13 Generalizing Meyer and Allen's Three-Component Model to Foci

This study tested the extent to which theory on the bases of commitment to the organization can be generalized to the interpersonal organizational foci of supervisors and coworkers. We generally found a similar pattern of relationships between bases, antecedents, and outcomes when commitments to foci were concerned.

Meng Uoy Taing, University of South Florida  
Russell E. Johnson, University of South Florida  
Hansel Gonzalez, University of South Florida

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

### 121-14 Job Attitudes, Employee Effectiveness, and the Mediating Role of Proactivity

This study hypothesizes that the relationship between job attitudes (i.e., job satisfaction and organizational commitment) and employee effectiveness (i.e., social networking and job performance) is mediated by employee proactivity. Meta-analytic regression analyses are used to test focal propositions. Resultant evidence of partial mediation supports the proposed hypotheses. Implications are discussed.

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

Submitter: Jeffrey Thomas, jthom016@fiu.edu

### 121-15 Can Learning Goal Orientation Decrease Student Withdrawal?

This research explores how optimism, stress, and work engagement can mediate the relationship between learning goal orientation (LGO) and student withdrawal. Structural equation modeling was used to test the conceptual model on undergraduate college students. LGO was found to ultimately decrease student withdrawal levels. Significant relationships between variables are discussed.

Holli Thometz, Florida International University  
 Victoria L. Pace, Florida International University  
 Submitter: Holli Thometz, thometz@gmail.com

### **121-16 Perceived Organizational Support, Affective Commitment, and Performance: A Meta-Analytic Mediation**

This meta-analysis examined the relationships between perceived organizational support and 11 types of performance. Correlations were higher for self-rated (vs. supervisor rated) performance, particularly for organizational citizenship behaviors (OCBs). Combining these meta-analytic results with a previous organizational commitment meta-analysis indicated stronger mediation effects of commitment for OCBs.

Louis C. Buffardi, George Mason University  
 James N. Kurtessis, American Institute for Research  
 Michael T. Ford, University at Albany, SUNY  
 Kathy Stewart, Gallup  
 Cory Adis, George Mason University

Submitter: Louis Buffardi, buffardi@gmu.edu

### **121-17 Social Interaction Motivations and Employees' Discretionary Behaviors**

This study investigated the prediction of employees' proactive discretionary work behaviors from their social motivational orientations. Results indicated that status striving had a positive and communion striving had a negative relationship with employees' personal initiative and taking charge behaviors, beyond the effect of their accomplishment striving.

Dan S. Chiaburu, Texas A&M University  
 Nichelle C. Carpenter, Texas A&M University

Submitter: Nichelle Carpenter, carpenter\_nichelle@yahoo.com

### **121-18 Gender and Organizational Citizenship Behavior: An Implicit Association Approach**

We investigated gender-based stereotypes for organizational citizenship behavior (OCB) using the Implicit Association Test (IAT). Although we found some results consistent with hypotheses across 7 OCB dimensions, there was also evidence of in-group favoritism for both genders that has not been as evident in past research using more explicit measurement.

Stephen Vong, San Diego State University  
 Mark G. Ehrhart, San Diego State University  
 Karen Holcombe Ehrhart, San Diego State University  
 Thierry Devos, San Diego State University

Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

### **121-19 Proactivity and Promotability: The Mediating Effects of Interpersonal Leadership Skills**

Prior research suggests that proactive employees benefit both themselves and their organizations. Yet, relatively little work has examined the underlying mediating mechanisms driving this relationship. Data from 1,993 practicing managers suggest that supervisors' ratings of managers' promotability are strongly influenced by ratings of

proactive behavior and interpersonal leadership skills.

John J. Sumanth, University of North Carolina  
 William A. Gentry, Center for Creative Leadership

Submitter: William Gentry, gentryb@ccl.org

### **121-20 Situational Constraints and Organizational Outcomes: A Meta-Analysis**

Meta-analytic methods were used to clarify the relationship between situational constraints and various organizationally and individually relevant work-related outcomes. Results replicated and extended previous meta-analytic findings. In addition, new meta-analyses mostly supported expected relationships, and various moderators were explored. Findings and limitations are discussed.

Margaret T. Horner, Texas A&M University  
 Allison Cook, Texas A&M University  
 Jennifer Rodriguez, Texas A&M University  
 Rebecca J. Thompson, Texas A&M University

Submitter: Margaret Horner, meg\_horner@yahoo.com

### **121-21 The Effects of Subliminal Stimuli on Task Satisfaction and Performance**

An experimental study revealed that subliminal affective stimuli impacted the likeability of work tasks as well as task performance. Results suggested that subliminal and conscious stimuli may influence task liking and performance in qualitatively different ways due to the different kinds of affect they elicit.

Xiaoxiao Hu, George Mason University  
 Seth A. Kaplan, George Mason University

Submitter: Xiaoxiao Hu, xiaoxiaohu.pku@gmail.com

### **121-22 Collective Citizenship Behavior: Theoretical Explication and a Cross-Level Examination**

Cross-level conceptual differences between OCB and collective citizenship behavior are explored. A cross-level examination of CCB, OCB, and cultural orientation suggests that CCB has a top-down influence on OCB; CCB does not moderate the relationship between cultural orientation and OCB; and that, in Lebanon, idiocentrism is positively related to OCB.

Charlotte M. Karam, American University of Beirut  
 Catherine T. Kwantes, University of Windsor

Submitter: Charlotte Karam, ck16@aub.edu.lb

### **121-23 Perceptions of Politics, Proactive Personality, and Performance**

This study assessed whether the individual difference variable of proactive personality helped explain the discordant relationship between perceptions of politics and job performance observed in past research. Results revealed that proactive personality operated as a moderator and buffered the negative impact that perceptions of politics have on job performance.

Aimee King, University of Akron  
 Joelle D. Elicker, University of Akron

Submitter: Aimee King, aek25@uakron.edu

### 121-24 Uncovering the Upward Ingratiation Process: Roles of Political Skill

This study investigated the moderating roles of both subordinate and supervisor political skill in the relationship between subordinate self-rated ingratiation and supervisor-rated ingratiation, and the consequences of supervisor-rated ingratiation including supervisor ratings of subordinate job performance and promotability.

Longzeng Wu, Hong Kong Baptist University  
Li-Qun Wei, Hong Kong Baptist University  
Ho Kwong Kwan, Drexel University  
Jun Liu, Renmin University of China

Submitter: Ho Kwong Kwan, weicheong2317@hotmail.com

### 121-25 Citizenship Performance: Development of a Culturally Universal Measure

Cross-cultural research suggested that the citizenship performance (CP) domain is deficient (e.g., Farh et al., 2004), so we broaden the construct. SMEs analyzed the 762 behaviors and the resulting 80 items were administered to Indian students. Factor analysis suggested 6 factors: Conscientiousness, Discourtesy, Initiative, Interpersonal Harmony, Self-Development, and Altruism.

Martin Lanik, Global Assessor Pool, Ltd  
Kurt Kraiger, Colorado State University  
R. K. Premarajan, XLRI

Submitter: Martin Lanik, martin.lanik@GlobalAssessorPool.com

### 121-26 Impression Management Motives, Positive Affective Tone of a Team, and Organizational Citizenship Behaviors

This study examines the effects of impression management motives (IMM) and positive affective tone (PAT) of a team on organizational citizenship behaviors (OCBs). The results indicate that IMM and PAT have positive effects on OCBs. Moreover, the relationship between IMM and OCB is moderated by PAT.

Sung Won Min, Seoul National University  
Seokhwa Yun, Seoul National University  
Haeseen Park, Seoul National University  
Dongkyu Kim, Seoul National University  
Eunho Lee, Seoul National University

Submitter: Sungwon Min, swminmin@naver.com

### 121-27 Effects of Organizational Citizenship Behaviors on Interviewer Evaluations

This study examines the effects of OCB-related responses to interview questions on selection decisions. Using videotaped interviews, the results indicate that responses indicating a propensity to exhibit helping, voice, and loyalty behaviors were positively related to perceptions of competence, and hiring and salary recommendations, even after controlling for task-related responses.

Nathan P. Podsakoff, University of Arizona  
Steven W. Whiting, Indiana University  
Philip M. Podsakoff, Indiana University  
Paresh Mishra, Indiana University

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

### 121-28 Antecedents and Outcomes of Proactive Customer Service: A Cross-Level Model

We tested a cross-level model of proactive customer service performance (PCSP) with data from 900 service employees in 74 establishments of a multinational hotel chain. Results suggest that initiative climate predicts PCSP and that this relationship is moderated by self-efficacy. At the establishment level, collective PCSP predicts customer service satisfaction.

Steffen P. Raub, EHL  
Hui Liao, University of Maryland

Submitter: Steffen Raub, steffen.raub@ehl.ch

### 121-29 Managerial Social Power Differentially Influences Organizational Citizenship Behaviors

This study investigates social power as a moderator of affective variables and organizational citizenship behaviors (OCBs). A survey assessing OCBs, perceived supervisor social power, job satisfaction, and supervisor satisfaction was completed by 174 college students. Results indicate that social power interacts with job satisfaction and supervisor satisfaction to predict OCBs.

Sean D. Robinson, Ohio University  
Michelle Foust, Baldwin-Wallace College

Submitter: Sean Robinson, sr204008@ohio.edu

### 121-30 Do Good Soldiers Equal Good Intentions? Measuring OCB Motives

Two studies provided support for construct and criterion validity of a new OCB motives scale. The Good Soldier Motives Scale (GSMS) covers motives directed at the organization (MOCB-O) and at the individuals within the organization (MOCB-I). The scale and its dimensions predicted OCB above and beyond personality and attitudinal variables.

Anna L. Tolentino, Booz Allen Hamilton  
Russell E. Johnson, University of South Florida  
Ozgun B. Rodopman, Bogazici University

Submitter: Ozgun Rodopman, orodopma@mail.usf.edu

### 121-31 Voluntary Work Behavior: Relationship With Stressors, Job Satisfaction, and Affective Commitment

Using self-report data from 148 employees in India, this study examined stressors, affective commitment, and job satisfaction as antecedents of voluntary workplace behavior (VWB). In addition, the moderating effect of affective commitment and job satisfaction on the relationship between organizational stressors and VWB was examined. Result provide mixed support.

Mahima Saxena, Purdue University  
Submitter: Mahima Saxena, saxenam@purdue.edu

### 121-32 Determinants of Interpersonal Trust and OCB—A Social Network Perspective

Using social network theory, current research discusses antecedents and consequences of interpersonal trust



among co-located and cross-border employees of MNE. The study reveals that social networks contribute towards establishment of interpersonal trust, and further, interpersonal trust influences organizational citizenship behaviors. Implications for research and practice are also discussed.

Christine T. C. Lai, Pearson Education Asia Limited  
Barjinder Singh, University of Wisconsin Milwaukee  
Abdullah Alshwer, University of Wisconsin Milwaukee  
Margaret Shaffer, University of Wisconsin Milwaukee  
Submitter: Barjinder Singh, singh9@uwm.edu

## 122. Symposium/Forum: 9:00 AM–9:50 AM Grand Ballroom D

### The Impact of Internal Customer Service on Organizations

Internal customer service, the service relationships between groups within an organization, can have direct and indirect effects on organizational performance. This symposium presents papers exploring internal service as a predictor of business outcomes, as a moderator of the service climate-customer service relationship, and as a correlate of engagement.

Jerry Seibert, Metrus Group, Inc., *Chair*  
Jerry Seibert, Metrus Group, Inc., John Lingle, Metrus Group, Inc., William A. Schiemann, Metrus Group, Inc., *Internal Customer Service, Employee Attitudes, and Business Outcomes*

Karen Holcombe Ehrhart, San Diego State University, L. A. Witt, University of Houston, Benjamin Schneider, University of Maryland/Valtera, Sara J. Perry, University of Houston, *Internal Service as a Moderator of the Service Climate-Outcomes Link*

Douglas A. Klein, Sirota Survey Intelligence, Patrick K. Hyland, Sirota Survey Intelligence, *Impact of Internal Customer-Supplier Relationships on Employee Engagement*

Submitter: Jerry Seibert, jseibert@metrus.com

## 123. Symposium/Forum: 9:00 AM–9:50 AM Salon B

### Restructuring Organizations: Multiple and Multidisciplinary Perspectives

The current state of the economy has brought with it an unfortunate resurgence in organizational restructuring and related activity (e.g., layoffs). The presentations here offer multiple perspectives for consideration to ensure a fair and effective process. Methodology, assessment guidelines, and legal considerations are offered.

Randall H. Lucius, Turknett Associates, *Chair*  
Randall H. Lucius, Turknett Associates, Rob Bailey, OPP Ltd., Jenny Kidby, OPP Ltd, *The Role of Psychologists and Psychometric Instruments in Redundancy Situations*  
Brian Harris, Morris, Manning & Martin, LLP, *A Riff on RIFs: What Every Employer Should Know*  
Barbara Reilly, Georgia State University, *Discussant*  
Submitter: Randall Lucius, rlucius@turknett.com

## 124. Symposium/Forum: 10:30 AM–11:50 AM 203

### Independence Day? New Developments in Dealing With Nested Data

Nested designs and the analysis of their data have become increasingly popular. The complexity of such designs creates unique data analysis challenges. The papers in this symposium address some of these design challenges both at the primary and meta-analytic levels.

José M. Cortina, George Mason University, *Chair*  
Steven Culpepper, University of Colorado-Denver, John E. Mathieu, University of Connecticut, Herman Aguinis, Indiana University, Gilad Chen, University of Maryland, *Determining Power of Tests for Cross-Level Interactions in RCM*  
Michael T. Braun, Michigan State University, Goran Kuljanin, Michigan State University, Richard P. DeShon, Michigan State University, *Spurious Predictors in Random Coefficient Modeling*  
Tine Koehler, University of Melbourne, James N. Kurtessis, American Institute for Research, José M. Cortina, George Mason University, Katherine Elder, George Mason University, *Independence of Artifact Corrections in Meta-Analysis: Are We Overestimating Rho?*  
Frederick L. Oswald, Rice University, Robert E. Ployhart, University of South Carolina, *Meta-Analysis Is a Multilevel Model*

Lawrence R. James, Georgia Institute of Technology, *Discussant*  
Submitter: José Cortina, jcortina@gmu.edu

## 125. Symposium/Forum: 10:30 AM–11:50 AM 204

### Understanding Humanitarian Work Psychology Through Case Studies and Student Opportunities

This session introduces the development, practice, and promotion of humanitarian work psychology (HWP) as an emerging branch of I-O psychology. Using an interactive approach presenters discuss the role I-O psychologists can play in prosocial issues through their personal experiences, social networks, and future opportunities, focusing particularly on student opportunities.

Lori Foster Thompson, North Carolina State University, *Chair*  
Ishbel McWha, Massey University, Sarah Glavey, Trinity College Dublin, *Humanitarian Work Psychology—Addressing a Need*  
Karen Cheng, Charles Drew University of Medicine and Science, *Development Aid in Sub-Saharan Africa: An I-O Psychology Perspective*  
Jeffrey Godbout, University of Baltimore, *Opportunities and Networks for Students Interested in Humanitarian Work Psychology*

Submitter: Jeffrey Godbout, jgodbout06@yahoo.com

## 126. Community of Interest: 10:30 AM–11:50 AM 205

### Multigenerational Issues in Organizations

Debra Steele-Johnson, Wright State University, *Host*  
Lisa Finkelstein, Northern Illinois University, *Host*  
Mark V. Palumbo, Indiana University of Pennsylvania, *Coordinator*



**127. Panel Discussion: 10:30 AM–11:50 AM  
206-207****Work Schedules and I-O Psychology: Industry, Organizational and Employee Perspectives**

Many employees in the U.S. and throughout the world work nonstandard schedules, a topic often overlooked by I-O psychology. This panel brings together researchers and practitioners with experience addressing work schedule issues from a variety of different perspectives including different industries, global issues, unionized environments, and scheduling technology.

Kristin Charles, Kronos Talent Management, *Chair*  
Janet L. Barnes-Farrell, University of Connecticut, *Panelist*  
Leslie B. Hammer, Portland State University, *Panelist*  
James E. Martin, Wayne State University, *Panelist*  
Robert R. Sinclair, Clemson University, *Panelist*

Submitter: Kristin Charles, kristin.charles@kronos.com

**128. Special Events: 10:30 AM–11:20 AM  
208-209****Revision of the *Standards for Educational and Psychological Testing***

The *Standards for Educational and Psychological Testing* is an important resource for psychologists who use tests and assessments. The 1999 *Standards* is currently being revised by a joint committee of ACME, APA, and NCME. This panel will provide a brief overview of the revisions and then address the audience's questions.

Lauress Wise, HumRRO, *Host*  
Fritz Drasgow, University of Illinois at Urbana-Champaign, *Host*  
Jo-Ida C. Hansen, University of Minnesota, *Host*  
Paul R. Sackett, University of Minnesota, *Host*  
Nancy T. Tippins, Valtera, *Host*

Submitter: Nancy Tippins, ntippins@valtera.com

**129. Roundtable Discussion/Conversation Hour:  
10:30 AM–11:50 AM  
210-211****Leadership Behaviors in Context: Considering Organizational Culture and Individual Differences**

The objective of this proposed roundtable/conversation hour is to engage in a discussion about moderating processes generated by organizational culture and individual difference constructs in reference to broad types of leadership behaviors, with the objective of identifying key psychological processes and specific constructs that deserve further consideration.

Aharon Tziner, Netanya Academic College, *Host*  
Erich C. Fein, University of South Australia, *Host*

Submitter: Erich Fein, erich.fein@unisa.edu.au

**130. Panel Discussion: 10:30 AM–11:50 AM  
212****Collective Leadership: Disentangling Collective Leadership From Collective Performance**

Leadership researchers have developed various conceptions related to shifting organizational practices, includ-

ing shared, relational, team, and collective leadership. This panel brings together researchers who have worked on these interrelated topics to discuss overlaps and distinctions among them, toward the objective of greater conceptual precision in the study of collective leadership.

Anson Seers, Virginia Commonwealth University, *Chair*  
Cynthia D. McCauley, Center for Creative Leadership,

*Panelist*

Craig L. Pearce, Claremont Graduate University, *Panelist*  
Eduardo Salas, University of Central Florida, *Panelist*  
Mary Uhl-Bien, University of Nebraska-Lincoln, *Panelist*  
Michelle Zbylut, U.S. Army Research Institute, *Panelist*

Submitter: Anson Seers, aseers@vcu.edu

**131. Interactive Posters: 10:30 AM–11:20 AM  
213-214****Assessment Stereotypes Seem Unfair**

Corey Miller, Wright State University, *Facilitator*

**131-1 Evidence for Stereotype Threat in a Simulated Selection Setting**

Two studies (total  $N = 339$ ) investigated gender-related stereotype threat effects in a simulated employment task. In contrast to previous research related to employment testing, our results were in line with predictions from stereotype threat theory. This suggests that stereotype threat might contribute to subgroup differences in employment testing.

Bertolt Meyer, University of Zurich  
Klaus G. Melchers, University of Zurich

Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

**131-2 Stereotype Threat in the Real World: Evidence From Employment Testing**

This study ( $N = 1,047$ ) investigated gender-related stereotype threat effects in real-world employment selection. In contrast to previous research related to employment testing, our results were in line with predictions from stereotype threat theory. This suggests that stereotype threat might contribute to subgroup differences in employment testing.

Klaus G. Melchers, University of Zurich  
Bertolt Meyer, University of Zurich

Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

**131-3 Black–White–Hispanic Differences in the Impact of Skill Transparency**

This study investigated the notion that the effects of making targeted dimensions transparent differ for Whites and for minorities. Results indicated that making the targeted dimension transparent had negative effects on Blacks, no effect for Whites, and positive effects on Hispanics.

Elizabeth J. Sanz, University of Central Florida  
Carla B. Rivera-Cruz, Rollins College  
Kimberly A. Smith-Jentsch, University of Central Florida

Submitter: Elizabeth Sanz, elizabeth.sanz@gmail.com

### 131-4 Modified Multiple-Choice Test Format: An Attempt to Reduce Male–Female Differences

Three different standard multiple-choice job knowledge tests were modified to allow use of reference materials in an attempt to mitigate male–female mean score differences. Results showed general support for this alternative method as a means to reduce the male–female gap in test scores. Results for ethnic groups are also reported.

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: Carlos Valle, cvalle@lasd.org

### 132. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom A/F

#### Novel Interactive Approaches to Understanding Counterproductive Work Behavior

The symposium focuses on novel interactive approaches to counterproductive work behavior (CWB). The papers include constructs and theories not previously studied in relation to CWB and explore the boundary conditions under which individuals engage in such behavior. These approaches should aid in broadening researchers' and practitioners' knowledge about CWB.

Jaclyn M. Jensen, George Washington University, *Chair*  
Reeshad S. Dalal, George Mason University, *Chair*  
Rebecca L. Fraser, George Washington University, Jaclyn M. Jensen, George Washington University, Dana M. Glenn-Dunleavy, Association of American Medical Colleges, *Impact of CWB Role Perceptions and Structural Interdependence on CWB*

Neha Singla, University of South Florida, Stacey R. Kessler, Montclair State University, Bella L. Galperin, University of Tampa, Paul E. Spector, University of South Florida, *Can POS Negate Bad Supervision? A Look at CWB/Productivity*

Reeshad S. Dalal, George Mason University, Richard Hermida, George Mason University, Irwin J. Jose, George Mason University, Jennifer M. Demarais, Office of Personnel Management, Laleh Patel, George Mason University, Damian J. Liska, ICF International, Torrey E. Coriden, Defense Manpower Data Center, William Pate, George Mason University, Hana Lee, George Mason University, *Gender Differences in Counterproductive Work Behavior: A Meta-Analysis*

Maria Rotundo, University of Toronto, Ashleigh S. Rosette, Duke University, *Organizational Citizenship, Counterproductive Work Behaviors, and Gender Role Expectations*

Suzy Fox, Loyola University-Chicago, *Discussant*

Submitter: Jaclyn Jensen, jmn1@gwu.edu

### 133. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom B/E

#### Weathering the Storm—Developing Thriving Leaders in a Down Economy

Talent development is critical to the success of organizations; however, during tough economic times where money

is tight and resources are scarce, it is sometimes given less priority. Four companies will discuss how they successfully implemented leadership development initiatives and the steps taken to ensure sustainability and bottom-line results.

Carol Jenkins, Bigby Havis & Associates, *Chair*  
Alejandro Morales-Jimenez, American Airlines, Alberto J.

Galue, Baylor Health Care Systems, *Executive Development: Integrating Multiple Development Strategies Into a Unified Core*

Tanya L. Andrews, Baptist Health South Florida, Marie Williams-Barnes, Baptist Health South Florida, *Growing Our Own: Developing Future Leaders*

Anna S. Safran, TriNet, *Project Armstrong: Driving Business Results Through Leadership 360s*

Submitter: Carol Jenkins, cjenkins@bigby.com

### 134. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom C/D

#### Why Do We Put Things Off? Self-Regulation, Task Characteristics, and Procrastination

Although procrastination has many negative consequences, it is very prevalent among students, adults, and employees. This symposium combines 4 studies, investigating why people procrastinate. The studies specifically focus on the role of self-regulation skills, approach and avoidance goals, job/occupational characteristics, task characteristics, and task motivation/goal orientation in predicting procrastination.

Edwin A. J. Van Hooft, University of Amsterdam, *Chair*  
Piers Steel, University of Calgary, Timothy A. Pychyl, Carleton University, Matthew Dann, Carleton University, *Approach/Avoidance Goals: A Project-Analytic Approach to Task Characteristics and Procrastination*

Brenda Nguyen, University of Calgary, Piers Steel, University of Calgary, *The Profile of a Procrastinator*

Edwin A. J. Van Hooft, University of Amsterdam, *The Role of Task-Related Factors in Predicting Procrastinatory Behavior*

Joseph R. Ferrari, DePaul University, *Discussant*

Submitter: Edwin Van Hooft, vanhooft@fsw.eur.nl

### 135. Posters: 10:30 AM–11:20 AM Galleria

#### Innovation/Creativity & Organization Culture/Climate

#### 135-1 How Creativity Relevant Attitudes Trigger Behaviors, Skills, and Performance

Creativity is a critical organizational success factor requiring skilled creative behaviors. Specific measurable creative attitudes trigger such behaviors and contribute directly to creative performance. Organizations truly desiring to incorporate creativity permanently into their culture can follow empirically supported mechanisms by which these attitudes can be deliberately developed.

Marino Sidney Basadur, McMaster University  
Timothy Basadur, University of Illinois at Chicago

Submitter: Marino (Min) Basadur, min@basadur.com

### 135-2 Daily Creativity: The Interplay Between Affect, Stressors, and Job Control

This diary study investigated daily positive and negative affect in the morning as well as daily job stressors (time pressure, situational constraints) as predictors of daily creativity. Job control was examined as a cross-level moderator. Hierarchical linear models ( $N = 90$  interior architects, 326 days) largely confirmed our hypotheses.

Carmen Binnewies, University of Mainz  
Sarah C. Wörnlein, University of Konstanz

Submitter: Carmen Binnewies, carmen.binnewies@uni-mainz.de

### 135-3 Development of a Dimensionalized Measure of Innovative Performance

This study was conducted to improve the measurement of innovative performance at work. Exploratory factor analysis results supported the hypothesized dimensions of innovative performance, which include problem identification, idea generation, idea solicitation, idea evaluation, experimentation, idea promotion, innovation promotion, innovation adoption, and resource acquisition.

Luke Brooks-Shesler, George Mason University  
Lois E. Tetrick, George Mason University

Submitter: Luke Brooks-Shesler, lbrookss@gmu.edu

### 135-4 Creative Climate in Virtual Environments

This study examined responses to feedback on a creative task, using online chat and confederates to create a virtual work environment. Results indicate that climate has little impact on those with high creative potential. In contrast, those low in creative potential outperform high creative potentials in a positive creative climate.

Lily Cushenbery, Pennsylvania State University  
Joshua Fairchild, Pennsylvania State University  
Sam T. Hunter, Pennsylvania State University

Submitter: Lily Cushenbery, liliyapesin@gmail.com

### 135-5 Creative Identity, Creativity, and Fairness for Others in the Workplace

Using a creativity self-concept framework in a sample of human service nonprofit employees, creative role identity predicted creativity behavior and an employee's role innovation. This link, however, was only present when others—particularly the vulnerable and dependent clients of the organization—were treated justly, fairly, and with dignity.

Steven M. Farmer, Wichita State University

Submitter: Steven Farmer, steven.farmer@wichita.edu

### 135-6 Creative Performance and the Conscientiousness Components of Achievement and Dependability

A study was conducted to determine whether the components of Conscientiousness, achievement and dependability, predict creativity better than the full factor. Results showed a cooperative suppression effect such that achievement was positively related and dependability neg-

atively related to creativity when analyzed together. Overall Conscientiousness was not related to creativity.

Jody J. Illies, Saint Cloud State University  
Roni Reiter-Palmon, University of Nebraska-Omaha  
Lisa Kobe Cross, Taleo

Submitter: Jody Illies, jjillies@stcloudstate.edu

### 135-7 Ties With Potential: Linking Social Network Structure and Innovation Orientation

This study examined the effect of teams' social network structure on organizations' innovative capacity. Findings indicated that social network structure affects organizational openness to innovation through increased employee involvement. It is through these ties with potential that the generation of new knowledge holds the promise of building organizational capacities.

Nienke M. Moolenaar, University of Twente  
Alan J. Daly, University of California, San Diego  
Peter J. C. Sleegers, University Twente

Submitter: Nienke Moolenaar, n.m.moolenaar@gw.utwente.nl

### 135-8 Is Self-Evaluation of Creativity a Useful Criterion?

Four measures utilizing self-evaluations of creativity were assessed for usefulness as criterion measures of creativity. Analyses provided evidence of domain specificity of self-evaluations. The scales correlated with self-report measures of creativity but not with objective measures. Self-evaluations were related to personality and creative self-efficacy.

Erika Robinson, University of Nebraska  
Roni Reiter-Palmon, University of Nebraska-Omaha  
James C. Kaufman, California State University at San Bernardino  
Greg C. Ashley, University of Nebraska-Omaha  
Ben G. Wigert, University of Nebraska-Omaha

Submitter: Erika Robinson, ejrobinson@unomaha.edu

### 135-9 The Paradox of Innovation Championing: Deviating From the Social Context

This study investigates innovation championing as behavioral strategies in 39 research and development teams using a multilevel approach. Three different championing strategies are defined: vertical, horizontal, and autonomous championing. Results reveal that using a championing strategy that deviates from an innovation-adverse social context promotes creative performance.

Kathrin Rosing, Justus-Liebig University of Giessen  
Ronald Bledow, University of Giessen  
Mona Wolf, Justus-Liebig-University of Giessen  
Katrin Freund, Justus-Liebig University of Giessen

Submitter: Kathrin Rosing, kathrin.rosing@psychol.uni-giessen.de

### 135-10 Relationship Among Cognitive Style, Person–Organization Fit, and Innovative Behavior

We examined relationship among cognitive style, 3 types of person–organization fit, and innovative behavior. Results indicated that innovative cognitive style was positively related to idea implementation. Job demands–



employee abilities fit and idea generalization respectively moderated and mediated this relationship, and idea generalization mediated the contribution of cognitive style-demands-abilities fit interactions to implementation.

Zhen Wang, Renmin University of China  
Jian Min Sun, Renmin University of China  
Submitter: Jian Min Sun, jms@ruc.edu.cn

### **135-11 Gender Biases and Evaluations: The Moderating Effect of Performance Level**

With the undeniable prevalence of workplace stereotyping, we examine the effect of gender biases on the evaluations between mediocre and above-average performing individuals. We argue and find evidence demonstrating favor for men over equally qualified women as a function of perceived, though absent, differences in performance and qualifications.

Miranda L. Abild, University of British Columbia  
Jane O'Reilly, University of British Columbia  
Submitter: Miranda Abild, miranda.abild@gmail.com

### **135-12 Safety Climate Perceptions Across the Organizational Hierarchy**

This study demonstrated theoretical and empirical support for perceptual (configural and metric) invariance in safety climate perceptions between front-line employees, supervisors, and managers of the same organization. It also revealed that safety climate perceptions tended to be more favorable at higher levels within the organization.

Jeremy M. Beus, Texas A&M University  
Steven Jarrett, Texas A&M University  
Stephanie C. Payne, Texas A&M University  
Mindy E. Bergman, Texas A&M University  
Submitter: Jeremy Beus, jeremybeus@gmail.com

### **135-13 Embedding the Organizational Culture Profile Into a Universal Value Theory**

P-O fit can be measured by assessing value congruence using the Organizational Culture Profile. We show, using confirmatory MDS, that the 54 OCP items, and 7 of its 8 factors, can be embedded into a 2-dimensional version of Schwartz's theory of universals in values.

Ingwer Borg, ZUMA  
Patrick J. F. Groenen, Erasmus Universiteit (Netherlands)  
Wolfgang Bilsky, University of Muenster (Germany)  
Karen A. Jehn, Universiteit Leiden (Netherlands)  
Shalom Schwartz, Hebrew University of Jerusalem (Israel)  
Submitter: Ingwer Borg, borg@gesis.org

### **135-14 Do Incentive Rewards Increase Incentive? A Cross-Cultural Examination**

This cross-cultural study compares salespeople and other social networking professionals who prefer incentive rewards to facilitate goal attainment (exogenous expectancies) to those preferring a more self-managed goal-focused strategy (endogenous expectancies). Results show a significant association between the pref-

erence for external reinforcement and inhibited goal supportive activities.

Trelitha R. Bryant, Behavioral Sciences Research Press  
George W. Dudley, Behavioral Sciences Research Press  
Shannon L. Goodson, Behavioral Sciences Research Press  
Submitter: Shannon Goodson, shannon.goodson@bsrpinc.com

### **135-15 Proximal and Longitudinal Outcomes of Fit: A Positive Psychological Approach**

This study proposed a model taking a positive psychological approach to the person-environment fit domain. Within a longitudinal investigation, indices of fit were examined in relationship to outcomes through direct and indirect paths. Through the process of sequential mediation, needs-supply fit was found to predict organizational and individual longitudinal outcomes.

Tiffany M. Greene-Shortridge, Kenexa  
Heather N. Odle-Dusseau, Gettysburg College  
Thomas W. Britt, Clemson University  
Submitter: Tiffany Greene-Shortridge, tiffany.greene@kenexa.com

### **135-16 Interpreting Organizational Survey Results: An Application of Self-Serving Bias**

Although organizational surveys are ubiquitous, there may be self-presentational biases influencing organizational survey results. This paper assesses the impact of self-serving biases on the pattern of employee survey responses. Results suggest that employees respond more positively to questions that are self-focused and less positively to questions that are other focused.

Peter Hausdorf, University of Guelph  
Stephen D. Risavy, University of Guelph  
David J Stanley, University of Guelph  
Submitter: Peter Hausdorf, phausdor@uoguelph.ca

### **135-17 A Meta-Analysis of the Narrow Dimensions of Psychological Climate**

Meta-analytic methods were used to clarify the relationship between narrow dimensions of psychological climate and organizational outcomes. Results generally supported previous findings by Carr et al. (2003) but with greater variability in correlations. Results support the importance of determining effect sizes for narrow climate measures for advancing climate theory.

Justin K. Benzer, VA Healthcare System  
Margaret T. Horner, Texas A&M University  
Submitter: Margaret Horner, meg\_horner@yahoo.com

### **135-18 Adaptability: Does a Manager's Competency Matter After Culture Is Controlled?**

This study tested whether manager competencies predict an organization's performance after the organization's culture of adaptability is controlled. Data from 4,255 employees across one organization's 115 stores indicate that for financial outcomes, only manager competencies matter, but for shrink, culture and manager competencies help predict performance.

Andrew J. Smith, Marriott International, Inc  
 Timothy J. Huelsman, Appalachian State University  
 Jacqueline Z. Bergman, Appalachian State University  
 Timothy D. Ludwig, Appalachian State University

Submitter: Timothy Huelsman, huelsmantj@appstate.edu

### **135-19 The Business of Ideology: Organizational Structure Determinants of Performance**

This study analyzed whether organizational variables that differentiate violent and nonviolent ideological operations functioned differently according to an organization's structure. In addition, this study examined the relationship between organizational structure and innovative performance outcomes. Multivariate analyses of covariance (MANCOVAs) were conducted to describe the overall patterns found.

Ginamarie Ligon, Villanova University  
 Zandra Leahy, Villanova University  
 Mark Versella, Villanova University  
 Christopher Troyan, Villanova University  
 Philip Gibson, Grove City College  
 Sam T. Hunter, Pennsylvania State University  
 Jazmine E. Boatman, Developmental Dimensions Incorporated

Submitter: Ginamarie Ligon, ginamarie.ligon@villanova.edu

### **135-20 Social Undermining, Employee Involvement, and the Influences on Customer Service**

The purpose of this paper is to examine how employee involvement climate and supervisor undermining influences customer perceptions of service in service organizations. In addition, this paper explores how the interaction of employee involvement climate and supervisor undermining creates the greatest perceptions of customer service.

Kimberly Mathe, Oklahoma State University  
 Submitter: Kimberly Mathe, kim.mathe.soulek@gmail.com

### **135-21 Factor Structure and Time Invariance of a Civility Survey Instrument**

This study evaluated the factor structure and time invariance of the civility subscale of the Veterans Health Administration All Employee Survey. Using confirmatory factor analysis to fit 3 years of survey data individually and then multigroup analysis with nested models, factor loadings were shown to be invariant across time.

Katerine Osatuke, VHA NCOD  
 Sue R. Dyrenforth, VHA NCOD

Submitter: Scott Moore, scottymoore14@hotmail.com

### **135-22 Delta and Northwest Airlines: Managing Culture Change**

The merger of Delta and Northwest Airlines will create the largest commercial air carrier. Many lessons learned from failed mergers could benefit Delta and other airlines with a roadmap for navigating the merger challenges related to organizational culture.

Stephen M. Powell, Healthcare Team Training

Submitter: Stephen Powell, spowell@healthcareteamtraining.com

### **135-23 Seven Higher Order Factors of Climate: Generalizable or Culture Specific?**

This study tests the generalizability of the Voice Climate Survey's 7 higher order factors of organizational climate representing 5 work systems and 2 work outcomes. Results from 757 participants show that the 7 higher order factors developed in an individualistic culture of Australia were replicated in the collectivistic culture of the Philippines.

Alfred A. Presbitero, Macquarie University  
 Peter H. Langford, Macquarie University

Submitter: Alfred Presbitero, alfredpresbitero@gmail.com

### **135-24 Organizational Structure's Relationship to Job Satisfaction: Moderating Effects of Personality**

Much research has been done concerning person-environment congruence. However, due to the intricacies, complexities, and breadth of both person and environment, much research is still needed. This study examined the relationship between organizational structure and job satisfaction as well as investigated the moderating effects of Conscientiousness and Agreeableness on them.

Christopher M. Rosett, Iona College  
 Ryan Ewers, Iona College  
 Carrie P. Newman, Iona College

Submitter: Christopher Rosett, rosettc2@gmail.com

### **135-25 The Role of Diversity Climate in Preventing Sexual Harassment**

Using a sample of 7,960 armed forces personnel, this study assessed whether diversity climate moderated the sex similarity-sexual harassment relationship. Findings indicated that individuals perceiving hospitable diversity climates were less likely to experience sexual harassment irrespective of sex similarity, whereas sex similarity decreased harassment in inhospitable diversity climates.

Cristina Rubino, University of Houston  
 Derek R. Avery, University of Houston  
 Patrick F. McKay, Rutgers University  
 David C. Wilson, University of Delaware

Submitter: Cristina Rubino, rubino003@hotmail.com

### **135-26 Learning From Mistakes: Learning Orientation Key to Patient Safety**

A recent estimate suggests that 200,000 Americans die annually due to medical errors. Often healthcare workers believe error reporting results in blame and punishment of those involved. Results indicate leader promoted learning orientation predicts documenting errors, whereas organizationally promoted learning orientation predicts documenting and reporting to risk management.

Dana E. Sims, Navair  
 Eduardo Salas, University of Central Florida

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

### 135-27 Individual Differences in Electronic Performance Monitoring

Individuals were monitored while performing 2 tasks, a moderately complex and complex task to determine impairment and facilitation and the effect of Extraversion. In both tasks, individuals in the EPM and physical presence conditions showed impairment.

Lyra Stein, Rutgers University  
John R. Aiello, Rutgers University

Submitter: Lyra Stein, lyra@eden.rutgers.edu

### 136. Symposium/Forum: 10:30 AM–12:20 PM Grand Ballroom A

#### Staffing High-Stakes Jobs: Implications of the Ricci Case

Following the Supreme Court's June 29, 2009 ruling in *Ricci v. DeStefano*, all sides of the political spectrum offered opinions about its impact. In this session a diverse group of panelists offers alternative perspectives on the implications of the case for test development and use in high-stakes testing situations.

Wayne F. Cascio, University of Colorado, *Chair*  
Herman Aguinis, Indiana University, Winfred Arthur, Texas A&M University, *Should Criterion Deficiency Be a Relevant Consideration?*

Gerald V. Barrett, Barrett & Associates, Inc., *Ricci in the Lower Courts and in the Supreme Court*

Irwin L. Goldstein, University System of Maryland, *Ricci's Impact on Content Validity Strategies*

Kevin R. Murphy, Pennsylvania State University, *Trade-Offs Between Validity and Adverse Impact*

James L. Outtz, Outtz and Associates, *Ricci v. DeStefano: An Assessment of the Decision*

Susan Sturm, Columbia Law School, *Implications of the Ricci Decision for Selection Systems*

Wayne F. Cascio, University of Colorado, *Staffing High-Stakes Jobs: Implications of the Ricci Case*

Submitter: Wayne Cascio, wayne.cascio@ucdenver.edu

### 137. Symposium/Forum: 10:30 AM–11:50 AM Grand Ballroom B

#### The Missing Link in Strategic Talent Management: Managing Executive Transitions

Even with the most sophisticated talent management systems in place, leaders sometimes fail to succeed in their new roles. The challenges in transitioning roles are unique, and this session will present data to better understand successful executive transitions and provide evidence-based recommendations for helping leaders meet these challenges.

Eric Gerber, RHR International, *Chair*

Rebecca Schalm, RHR International, Eric Gerber, RHR International, *Internal Leadership Transitions: Deconstructing the Process*

Christine Dolan, Pepsi Bottling Group, *Understanding Executive Transitions at Pepsi Bottling Group*

Lorrina J. Eastman, Bank of America, Matthew R. Walter, Bank of America, *Research and Best Practices in Executive Transitions*

Morgan W. McCall, University of Southern California, *Discussant*

Submitter: Eric Gerber, egerber@rhrinternational.com

### 138. Panel Discussion: 10:30 AM–11:50 AM Grand Ballroom C

#### Building Successful OD Programs. Lessons Not Learned in School

This panel will discuss best practices associated with building and maintaining OD programs at different life cycle stages (Greenfield, project-based, and established) and from different perspectives (consulting, government, and business). Audience members should leave with best practice ideas for building OD programs and evolving the OD field in general.

Jared D. Lock, Carr & Associates, *Chair*

Amy Dawgert Grubb, Federal Bureau of Investigation, *Panelist*  
Liana Knudsen, Dell Computer, *Panelist*

Jared D. Lock, Carr & Associates, *Panelist*

Submitter: Jared Lock, Jared.Lock@CarrAssessment.com

### 139. Symposium/Forum: 10:30 AM–12:20 PM Grand Ballroom D

#### Going Global: Ensuring Successful Adaptation and Implementation of Preemployment Assessments

Practitioners who have developed successful global pre-employment selection programs will present case studies and recommendations for implementing assessments abroad. Issues addressed include conducting cross-cultural job analysis, ensuring content cultural equivalence, translation procedures, validation, and managing global projects. Types of assessment content considered include situational judgments, simulations, and personality measures.

Eric C. Popp, PreVisor, *Chair*

Valentina Bruk Lee, Florida International University, *Co-Chair*  
Lizzette Lima, Development Dimensions International, Tammy

Emmons, PreVisor, Anish Thomas, PreVisor, *Job Analysis and Selection Assessment Design in Multiple Countries*

Kevin D. Meyer, Hogan Assessment Systems, Stephen Nichols, Hogan Assessment Systems, *Translations and Cultural Adaptations: Challenges, Experiences, and Lessons Learned*

Kathleen A. Tuzinski, PreVisor, Emma Lee, PreVisor, *Localizing High-Fidelity Simulations*

Lisa Malley, Development Dimensions International, *Building the Right Foundation to Manage Complex Global Selection Solutions*

Todd Carlisle, Google, *Discussant*

Submitter: Eric Popp, epopp@previsor.com

### 140. Symposium/Forum: 10:30 AM–11:50 AM Salon A

#### Designing Quality Training Games: Moving From Research to Practice

This symposium addresses the development and implementation of both lab-based experimental and field-based practical game-based training programs. Drawing upon the rapid implementation of serious games as a training mechanism in both military and civilian environments, we present 5 papers that report best practices acquired from research and practice.



Wendy Bedwell, University of Central Florida, *Co-Chair*  
Kara L. Orvis, Aptima, *Co-Chair*

Traci Sitzmann, Advanced Distributed Learning Co-Laboratory, Katherine Ely, George Mason University, *A Meta-Analysis of the Instructional Effectiveness of Computer-Based Simulation Games*

Robbie C. Brusso, Old Dominion University, Karin A. Orvis, Old Dominion University, Kristina N. Bauer, Old Dominion University, Amanuel G. Tekleab, Wayne State University, *The Impact of Unrealistic Goal Setting on Subsequent Game-Based Training Performance*

Davin Pavlas, University of Central Florida, Wendy Bedwell, University of Central Florida, Eduardo Salas, University of Central Florida, *Studying Learning Game Attributes via an Immune System Game*

Krista L. Langkamer, Aptima, Inc., Kara L. Orvis, Aptima, Katie L. Engel, Aptima, Inc., Jamie L. Estock, Aptima, Inc., Curtis Conkey, NAWC-Training Systems Division, *Investigating Learning Game Attributes: A Field Study*  
Debbe Thompson, Baylor College of Medicine, *Creating an Effective Serious Video Game Design Team*

Submitter: Wendy Bedwell, wbedwell@ist.ucf.edu

#### 141. Symposium/Forum: 10:30 AM–11:50 AM Salon B

##### Advances in the Science and Practice of Team Composition

Organizations have increasingly relied on teams for effectiveness of vital functions. One approach to improving team effectiveness, team staffing, and composition has lacked sufficient attention until recently. This symposium presents 3 scientifically grounded approaches to addressing practical issues in team staffing and composition in real-world contexts.

Gerald F. Goodwin, U.S. Army Research Institute, *Chair*  
Gia Dirosa, George Mason University, Stephen J. Zaccaro, George Mason University, Kara L. Orvis, Aptima, Elizabeth A. Conjar, George Mason University, *TeamBuilder: A System for Staffing High-Performing Teams*

Gershon Weltman, Perceptronics Solutions, Inc., Marvin Cohen, Perceptronics Solutions, Inc., Amos Freedy, Perceptronics Solutions, Inc., Eduardo Salas, University of Central Florida, Milind Tambe, Perceptronics Solutions, Inc., *Automated Team Composition System (ATCS)*

Jamie S. Donsbach, Group for Organizational Effectiveness, Scott I. Tannenbaum, Group for Organizational Effectiveness, John E. Mathieu, University of Connecticut, George M. Alliger, Group for Organizational Effectiveness, Kimberly Metcalf, U.S. Army Research Institute, *Team Optimization Profile System: A Practical Application of Team Composition*

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

Submitter: Gerald Goodwin, jay.goodwin@us.army.mil

#### 142. Symposium/Forum: 10:30 AM–11:50 AM Salon C

##### Organizational and Group Differences in Environmentally Responsible Employee Behaviors

Employee behaviors that contribute or detract from sustainability in organizations are the focus of this symposium. Much needed organizational-level taxonomic

work, a large-scale study on the relations of sustainability with ethical climate perceptions, and work on group differences, specifically focusing on managerial level, age, and gender, will be presented.

Stephan Dilchert, Baruch College, *Chair*

Susan D'Mello, University of Minnesota, Rachael Klein, University of Minnesota, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Brenton Wiernik, University of Minnesota, Lauren Hill, University of Minnesota, *Organizations Go Green: A Behaviorally Informed Taxonomy of Organizational Sustainability*

Andrew Biga, Procter & Gamble, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Robert E. Gibby, Procter & Gamble, *Ethical Climate Perceptions and Sustainability: An Individual-Level Analysis*

Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, *Managerial-Level Differences in Ecofriendly Employee Behaviors*

Brenton Wiernik, University of Minnesota, Lauren Hill, University of Minnesota, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Susan D'Mello, University of Minnesota, Rachael Klein, University of Minnesota, *Youthful Waste Versus Older Inflexibility? Age Differences in Green Behavior*

Rachael Klein, University of Minnesota, Susan D'Mello, University of Minnesota, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Brenton Wiernik, University of Minnesota, Lauren Hill, University of Minnesota, *Gender Differences in Motivations Behind Environmental Behaviors*

Chockalingam Viswesvaran, Florida International University, *Discussant*

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

#### 143. Panel Discussion: 10:30 AM–11:50 AM Salon D

##### New Haven Discrimination Case: What Does It Mean for Us?

The city of New Haven's reverse discrimination case was especially unique. This panel will provide a multifaceted review of key aspects and consequences of the case. Topics include consideration of expert testimony, the future of affirmative action, equal protection versus disparate impact, and other implications for assessment and litigation.

Pamela J. Levine, PreVisor, *Chair*

Donald L. Zink, Personnel Management Decisions, *Panelist*

George C. Thornton, Colorado State University, *Panelist*

Ryan A. Ross, Hogan Assessment Systems, *Panelist*

Erika Hutt, PreVisor, *Panelist*

Submitter: Pamela Levine, plevine@previsor.com

#### 144. Special Events: 10:30 AM–11:20 AM Salon E

##### Invited Speaker: Arnold Bakker, EAWOP President: Engaged Employees Create Their Own Great Place to Work

Employee engagement is a positive work-related state that is characterized by vigor, dedication, and absorption. The presentation integrates 10 years of research on



engagement in an overall model of its causes and consequences. I will illustrate how engaged employees mobilize their own resources so that they stay engaged.

Arnold B. Bakker, Erasmus University, Rotterdam, *Presenter*  
 Submitter: Sara Weiner, Sara.Weiner@Kenexa.com

### **145. Special Events: 11:30 AM–12:20 PM 208-209**

#### **Educating I-O Psychologists for Consulting and Business: A Skills-Based Perspective**

SIOP's mission includes supporting the education of I-O psychologists. In 2009, 419 SIOP members (faculty, students, practitioners, recent graduates) completed a survey regarding consulting and business skills as part of graduate training in I-O psychology. Findings and implications will be discussed.

Alexis A. Fink, Microsoft Corporation, *Chair*  
 Richard A. Guzzo, Mercer, *Presenter*  
 Seymour Adler, Aon Consulting, *Presenter*  
 Jennifer Z. Gillespie, Bowling Green State University, *Presenter*  
 Lee J. Konczak, Washington University, *Presenter*  
 Tatana M. Olson, United States Navy, *Presenter*  
 Margaret E. Beier, Rice University, *Presenter*  
 Marcus W. Dickson, Wayne State University, *Presenter*  
 Submitter: Alexis Fink, alexis.fink@microsoft.com

### **146. Interactive Posters: 11:30 AM–12:20 PM 213-214**

#### **Burnout: Burn Baby Burn**

Linda Shanock, University of North Carolina at Charlotte,  
*Facilitator*

#### **146-1 Conservation of Resource Theory and Burnout: A Meta-Analysis**

This study explored the conservation of resources theory (COR) and burnout using meta-analyses. Job demands, resources, and organization attitudes were significantly associated with burnout. In addition, emotional labor was found to moderate most relationships.

Gene Alarcon, Wright State University  
 Submitter: Gene Alarcon, alarcon.2@wright.edu

#### **146-2 Exploring the Relationship Between Burnout and Affective Personality**

Positive and negative trait affectivity were both found to be significant correlates of emotional exhaustion. Positive affect was examined as a moderator of the relationship between negative affect and each of the 3 dimensions of burnout. The hypothesized moderation effect of positive affect fell short of statistical significance.

Shahnaz Aziz, East Carolina University  
 Kristin R. Sanderson, Florida International University  
 Submitter: Shahnaz Aziz, azizs@ecu.edu

#### **146-3 An Examination of Burnout Over Time: Antecedents and Moderators**

Job stressors and workplace social support variables were examined in relation to burnout over a 10-week employee-wellness walking group program. Results

indicate that job control, overload, and individual perceptions of departmental climate were predictive of burnout over time. Age and gender were significant moderators of the social support-burnout relationship.

Jared A. LeDoux, Louisiana State University  
 Suzanne M. Booth, Louisiana State University  
 Russell A. Matthews, Louisiana State University  
 Submitter: Suzanne Booth, suzannembooth@gmail.com

#### **146-4 Coping With Workplace Burnout: The Role of Political Skill**

The moderating role of political skill in the relationship between coworker support and depersonalization among men and women was examined. As predicted, results indicate that men with higher political skill report experiencing less depersonalization when coworker support is low. Political skill did not moderate the coworker support-depersonalization relationship for women.

Taylor E. Sparks, University of Georgia  
 Hannah G. Burk, University of Georgia  
 Lillian T. Eby, University of Georgia  
 Submitter: Taylor Sparks, tsparks@uga.edu

### **147. Posters: 11:30 AM–12:20 PM**

#### **Galleria**

#### **Job Analysis/Job Design/Competency Modeling & Job Performance/Citizenship Behavior & Performance Appraisal/Feedback/Performance Management**

#### **147-1 Discriminant Validity Concerns With the O\*NET Holistic Rating Scales**

We factor analyzed 4 O\*NET surveys. Because each scale is meant to measure a distinct construct, evidence of discriminant validity would be seen in high-dimensionality solutions and low communalities. Results revealed the opposite. Although O\*NET constructs may be conceptually distinct, raters are unable to make empirically distinct ratings of them.

Robert J. Harvey, Virginia Tech  
 Mark A. Wilson, NC State University  
 Submitter: Robert Harvey, rj@pstc.com

#### **147-2 Work Design and Performance: Learning and Development as a Mediator**

Past research has focused on motivational mechanisms linking work characteristics to outcomes. Yet, recent theory has suggested the importance of nonmotivational mechanisms. In a field study, we explore how learning and development mediates the relationship between task and social work characteristics and task performance and interpersonally oriented organizational citizenship behaviors.

Jillian L. Hmurovic, Michigan State University  
 Frederick P. Morgeson, Michigan State University  
 Jennifer D. Nahrgang, Arizona State University  
 Submitter: Jillian Hmurovic, hmurovic@msu.edu

### 147-3 Creative Job Analysis Techniques of Astronaut Using Archival Data

Job analysis techniques are well validated and widely used in organizations. This study aims to identify creative strategies to utilize archival datasets in order to analyze the job of an astronaut. Results will help identify gaps for future research to determine needs for other relevant competencies when considering long duration missions.

Kathryn Keeton, University of Houston  
Holly Patterson, NASA  
Lacey L. Schmidt, EASI/ Wyle Labs-NASA JSC  
Kelley J. Slack, Wyle Life Sciences/LZ Technology, Inc.  
Camille Shea, NASA/USRA

Submitter: Kathryn Keeton, KathrynEKeeton@gmail.com

### 147-4 An Empirical Test of Situational Strength's Functional Mechanisms

This study tests the mechanisms through which situational strength is predicted to operate. Namely, it examines whether strong situations (a) restrict performance variability, (b) increase mean levels of performance and, ultimately, (c) attenuate relevant trait-outcome correlations. Results support this general mechanism and suggest areas for future theoretical development.

Irwin J. Jose, George Mason University  
Rustin D. Meyer, Georgia Institute of Technology  
Richard Hermida, George Mason University  
Vivek Khare, George Mason University  
Reeshad S. Dalal, George Mason University

Submitter: Rustin Meyer, rustin.meyer@psych.gatech.edu

### 147-5 Identification of Effective Behaviors of Reemployment Counselors: A Critical Incident Study

Using Flanagan's critical incident technique (1954), we aimed to identify effective reemployment-counselor behaviors. Thirty-one interviews yielded 487 incidents, divided into 5 main categories and 33 subcategories. After establishing interrater reliability and content validity, these incidents were translated into a 156-item questionnaire.

Gera Noordzij, Erasmus University. Rotterdam  
Edwin A. J. Van Hooft, University of Amsterdam  
Heleen van Mierlo, Erasmus University Rotterdam  
Marise Ph. Born, Erasmus University Rotterdam  
Arjan Van Dam, Fidare

Submitter: Gera Noordzij, noordzij@fsw.eur.nl

### 147-6 Competency Modeling and Gender Perceptions in Managerial Positions

This study examined the occurrence of gender perceptions (masculinity/femininity, agency/communion) of managerial competencies and explored the potential affects of these perceptions on competency ratings and subsequent organizational decisions. Support was found for a subtle gender bias. All findings and their implications are discussed.

Lauren N. Robertson, University of Tulsa  
Bradley J Brummel, University of Tulsa

Amy Nicole Salvaggio, University of New Haven  
Submitter: Lauren Robertson, Inicolero@gmail.com

### 147-7 A Combinatorial Method for Judging the Similarity of Jobs

At present, there are no professional standards or universally accepted guidelines for empirically determining when or how organizations should add, combine, delete, or split jobs. In this paper, we describe the development of a combinatorial method for human resource professionals to use in making these decisions.

Steven S. Russell, Personnel Decisions Research Institutes, Inc.  
Michael T. Ford, University at Albany, SUNY  
Gary W. Carter, Personnel Decisions Research Institutes, Inc.  
Christelle C. LaPolice, U.S. Securities and Exchange Commission  
Kara R. Jeanson, Personnel Decisions Research Institutes, Inc.

Submitter: Steven Russell, steven.russell@pdri.com

### 147-8 The Changing Nature of Job Characteristics: A Cross-Temporal Meta-Analysis

Cross-temporal meta-analysis was used to examine changes in job characteristics over the past 33 years. The results suggest that skill variety, feedback, and autonomy are significantly increasing, while task identity and significance have not increased significantly. Results controlling for objective sample characteristics and interactions with sample gender are also reported.

Lauren A. Wood, University of Georgia  
Brian J. Hoffman, University of Georgia

Submitter: Lauren Wood, wood.lauren8@gmail.com

### 147-9 Interplay Among Core Self-Evaluation, Motivation Orientations, and Job Performance

This study was conducted to investigate core self-evaluations (CSE) and its relation to approach-avoidance motivation orientations. We also investigated whether these orientations mediate the relation between CSE and job satisfaction. Results indicate partial support for the mediating role of approach-avoidance mechanisms with respect to CSE.

James A. Tan, St. Cloud State University  
Russell E. Johnson, University of South Florida  
Lance Ferris, Singapore Management University  
Christopher C. Rosen, University of Arkansas

Submitter: James Tan, jatan@stcloudstate.edu

### 147-10 A Multilevel Investigation of Overall Job Performance Ratings

Multilevel modeling was used to understand how supervisors assign overall job performance ratings. Results indicated a uniform relationship between task and overall performance ratings across supervisors but significant variability in the relationship between contextual and overall performance ratings. Employee and supervisor attributes were examined to explain this variability.

Emily C. Johnson, North Carolina State University  
Adam W. Meade, North Carolina State University  
Mark A. Wilson, North Carolina State University

Submitter: Adam Meade, awmeade@ncsu.edu

### 147-11 Interactive Effects of Regulatory Fit and Challenge-Hindrance Stressors on Performance

This study examined the moderating effect of work stressors on the relationship between employees' regulatory focus and objective job performance. Using regulatory fit theory, we found that achieving a fit between employees' regulatory focus and the existence of difference stressors positively impacts the relationship between regulatory focus and performance.

Suzanne J. Peterson, Arizona State University  
Kristin Byron, Syracuse University  
Zhen Zhang, Arizona State University

Submitter: Suzanne Peterson, [suzanne.peterson@asu.edu](mailto:suzanne.peterson@asu.edu)

### 147-12 Proposing an Integrative Model of Task-Specific Performance

Although there have been some models and theories in the organizational sciences literature designed to predict performance more generally, there is a dearth of models designed to predict performance regarding a specific task. This paper will propose an integrative model of task-specific performance along with empirically testable research propositions.

Stephen D. Risavy, University of Guelph  
Peter Hausdorf, University of Guelph

Submitter: Stephen Risavy, [srisavy@uoguelph.ca](mailto:srisavy@uoguelph.ca)

### 147-13 Developing a Model of First-Line Supervisor Performance

Although the multidimensional aspects of higher level managerial performance have received attention in the literature, little research has focused on lower level managers. Using published taxonomies and competency models from applied settings, a model of first-line supervisor performance was created; preliminary empirical evidence points to the potential utility of this model.

Ryan P. Robinson, Kronos Inc.  
Aarti Shyamsunder, Infosys Leadership Institute

Submitter: Ryan Robinson, [robinsr22@yahoo.com](mailto:robinsr22@yahoo.com)

### 147-14 Impact of HR Practices and Psychological Contracts on Perceived Performance

The moderational function of psychological contract fulfilment on the relationship between human resource practices—performance-related pay and training—and perceived performance was studied in 34 organizations across 3 sectors in 6 countries. Hierarchical linear modeling showed specific results with regard to the 510 permanent and 359 temporary employees.

Tabea E Scheel, University of Leipzig  
Thomas Rigotti, University of Leipzig  
Gisela Mohr, University of Leipzig

Submitter: Tabea Scheel, [tscheel@uni-leipzig.de](mailto:tscheel@uni-leipzig.de)

### 147-15 Multiplex Ties and Job Performance: Beyond Instrumental and Friendship Networks

We examined the effect of multiplexity, the coexistence of functionally different social networks in the same

relationship, on job performance. Results indicate that multiplexity explained variance in job performance beyond the effects of instrumental and friendship networks, and worked differentially through positive affect and exhaustion to affect this outcome.

Jessica Rae Methot, University of Florida  
Jeffery A. LePine, University of Florida  
Nathan P. Podsakoff, University of Arizona  
Jessica L. Siegel, University of Arizona

Submitter: Jessica Siegel, [jsiegel1@email.arizona.edu](mailto:jsiegel1@email.arizona.edu)

### 147-16 Model of Dynamic Job Performance: Theoretical and Methodological Suggestions

This paper provides a holistic conceptual understanding of performance as a dynamic criterion. It presents an integrated model that facilitates the understanding of why and how performance changes over time. The paper also outlines some theoretical and practical issues that need to be addressed in future studies.

Ruchi Sinha, Michigan State University

Submitter: Ruchi Sinha, [sinharuc@msu.edu](mailto:sinharuc@msu.edu)

### 147-17 A Meta-Analytic Review of 25 Years of Feedback-Seeking Research

We conducted a meta-analysis of 57 empirical studies concerning feedback-seeking behavior. Our results identified the most meaningful predictors (e.g., transformational leadership) and outcomes (e.g., job satisfaction) of feedback seeking. Although inquiry and monitoring were strongly related, results showed that situational antecedents affected inquiry somewhat more strongly than monitoring.

Frederik Anseel, Ghent University  
Adam Beatty, University of Minnesota  
Winny Shen, University of Minnesota  
Filip Lievens, Ghent University  
Paul R. Sackett, University of Minnesota

Submitter: Frederik Anseel, [Frederik.Anseel@ugent.be](mailto:Frederik.Anseel@ugent.be)

### 147-18 Electronic Performance Monitoring and Performance: A Longitudinal Study

Using a unique longitudinal dataset of performance assessments obtained through electronic performance monitoring, this study observed that the shorter time lags between 2 performance assessments were related to better performance. Assessments of present performance evaluations were also biased in the direction of previous performance assessments indicating an assimilation effect.

Devasheesh Bhawe, Concordia University  
Miriam T. Nelson, Aon Consulting  
Clifford R. Jay, Aon Consulting

Submitter: Devasheesh Bhawe, [dbhave@jmsb.concordia.ca](mailto:dbhave@jmsb.concordia.ca)

### 147-19 Antecedents and Outcomes of the Feedback Environment

This study examines antecedents and outcomes of the feedback environment. The results indicate that the learning culture of an organization and its support of performance management systems are contextual antecedents to the feedback environment. In addition,



employee engagement and job satisfaction were positive outcomes of a favorable feedback environment.

Julie A. Schilligo, Express Scripts  
Charlene Alayne Bogle, Florida Institute of Technology  
Patrice Reid, Florida Institute of Technology  
Iris Rivera, Consortium Research Fellows Program  
Lisa A. Steelman, Florida Institute of Technology  
Jaclyn P. Pittman, PreVisor

Submitter: Charlene Bogle, [Jacab99@aol.com](mailto:Jacab99@aol.com)

#### **147-20 The Complex Role of Rater Perceptual Self-Monitoring in Evaluating Performance**

This study examined the moderating effects of rater self-monitoring on the relationships among task performance, contextual performance, and overall performance ratings. A statistically significant 3-way interaction was hypothesized and found between task performance, contextual performance, and rater perceptual self-monitoring that affected overall performance evaluations.

Jeffrey S. Conway, University of South Florida  
John T. Hazer, IUPUI  
Brittany N. Brown, IUPUI

Submitter: Jeffrey Conway, [jconway@mail.usf.edu](mailto:jconway@mail.usf.edu)

#### **147-21 Antecedents and Consequences of Feedback Orientation in Organizations**

This paper reports the first empirical examination of an individual difference called feedback orientation. Results show that emotional intelligence and the organization's feedback environment are antecedents of feedback orientation and that feedback orientation is indirectly related to performance and LMX ratings through increased feedback-seeking behavior.

Jason Dahling, The College of New Jersey  
Samantha Le Chau, Novo Nordisk Inc.  
Alison L. O'Malley, Butler University  
Allison Reiter, The College of New Jersey  
Katelyn Mazur, The College of New Jersey

Submitter: Jason Dahling, [dahling@tcnj.edu](mailto:dahling@tcnj.edu)

#### **147-22 Judicial References to Performance Appraisal Evidence in Racial Discrimination Cases**

Previous research supports that judicial ideology influences the concern for performance appraisal validity or fairness in age and gender discrimination cases. This study shows that ideology does not influence references to validity and fairness in race discrimination cases, and courts primarily rely on fairness criteria for race discrimination cases.

Kerrin E. George, University of Georgia  
Priya Patel, University of Georgia  
Brian J. Hoffman, University of Georgia

Submitter: Kerrin George, [keg0813@uga.edu](mailto:keg0813@uga.edu)

#### **147-23 A Multidimensional Measure of Feedback Acceptance**

Previous research has established the importance of feedback acceptance, but the definition and measurement of the construct varies widely. We present and test a multidimensional measure of feedback acceptance containing 8

subscales. Confirmatory factor analysis supports the idea of feedback acceptance as a multidimensional construct.

Umamaheswari Kedharnath, Colorado State University  
Lauren Duarte, Colorado State University  
Alyssa M. Gibbons, Colorado State University

Submitter: Alyssa Gibbons, [alyssa.gibbons@colostate.edu](mailto:alyssa.gibbons@colostate.edu)

#### **147-24 An Equity-Based Approach to Rating Discrepancy**

This study examined rating discrepancy from an equity-based perspective. After proposing rating discrepancy as an inequitable event occurring during performance appraisal, we tested whether there is an asymmetrical curvilinear relationship between rating discrepancy and employees' appraisal reactions.

Won Jun Kwak, Purdue University  
Christine Jackson, Purdue University  
Stephen G. Green, Purdue University

Submitter: Won Jun Kwak, [wkwak@purdue.edu](mailto:wkwak@purdue.edu)

#### **147-25 The Effect of Dynamic Performance Characteristics on Evaluative Judgments**

Studies assessing the effect of dynamic performance characteristics (e.g., within-person variability and trends over time) on performance judgments and related attributions were reviewed. Results generally indicated that performance judgments are sensitive to the manner in which performance unfolds over time. Finally, several avenues for future research are described.

Levi R. Nieminen, Wayne State University

Submitter: Levi Nieminen, [levi.nieminen@gmail.com](mailto:levi.nieminen@gmail.com)

#### **147-26 The Social Context of Performance Appraisals and Employee Reactions**

This paper develops a process model linking the social context of appraisal to employee reactions to appraisals using organizational justice theory. Key propositions of the model are tested using meta-analysis and meta-analytic structural equation modeling.

Shaun Pichler, California State University, Fullerton  
Matt Piszczek, Michigan State University  
Arup Varma, Loyola University Chicago

Submitter: Shaun Pichler, [spichler@fullerton.edu](mailto:spichler@fullerton.edu)

#### **147-27 Frame of Reference Training: An Updated Meta-Analysis**

This meta-analysis updates Woehr and Huffcutt's (1994) frame of reference (FOR) training meta-analysis and demonstrates that FOR training is an effective method of improving rating accuracy. However, not all measures of rating accuracy are equally improved by FOR training. The Theoretical and practical implications of this finding are discussed.

Sylvia G. Roch, University at Albany, SUNY  
Vipanchi Mishra, University at Albany, SUNY  
Urszula Kieszczyńska, University at Albany, SUNY  
David J. Woehr, University of Tennessee

Submitter: Sylvia Roch, [roch@albany.edu](mailto:roch@albany.edu)

### 147-28 Enhancing Performance in Sports Teams With ProMES

Motivation is important to the success of organizations. ProMES was applied to a collegiate women's basketball team. Results suggest that ProMES can successfully be implemented within a sports setting, and qualitative data suggest support for the system within the team. Theoretical contributions and future research ideas are discussed.

Colin Roth, University of Erlangen-Nuremberg  
Daniel A. Schmerling, University of Central Florida  
Nick C. Koenig, University of Central Florida  
Brandon L. Young, University of Central Florida  
Robert D. Pritchard, University of Central Florida

Submitter: Daniel Schmerling, dschmerl@gmail.com

### 147-29 Evaluating Dynamic Performance: A Field Replication and Extension

We found that mean-level past performance predicts performance ratings more strongly than past linear performance trends. Moreover, the effects of mean performance on current performance ratings are enhanced under 2 conditions: (a) when past performance variability is small and (b) when the linear trend of past performance is more positive.

Hock-Peng Sin, Michigan State University  
Ted B. Kinney, Select International  
Mei-Chuan Kung, Select International, Inc.  
J. Adam Shoemaker, Verizon Wireless  
Ashley G. Walvoord, Verizon Wireless

Submitter: Hock-Peng Sin, hpsin@bus.msu.edu

### 147-30 Meta-Analysis of the Influence of Rater Affect on Performance Ratings

This meta-analysis reviewed the relationship between rater affect (trait affect, state affect, and liking) and performance ratings. Results reveal (a) substantial overlap between liking and ratings, (b) objective performance accounts for part of this relationship, and (c) rater source and job complexity moderates the relationship between liking and performance ratings.

Ashley W. Sutton, University of Georgia  
Sean Baldwin, University of Georgia  
Lauren A. Wood, University of Georgia  
Brian J. Hoffman, University of Georgia

Submitter: Ashley Sutton, awilliams384@gmail.com

### 147-31 Maximizing Controllability in Performance Measures

Performance measures that tap behaviors that are controllable by individuals being measured are important for an effective measurement system. We suggest ways of improving the controllability of measures and argue that it is generally quite feasible to improve the controllability of measures with these techniques.

Natalie Wright, University of Central Florida  
Robert D. Pritchard, University of Central Florida  
Harrie van Tuijl, Eindhoven University of Technology  
Wendy Bedwell, University of Central Florida  
Sallie J. Weaver, University of Central Florida/MedAxiom  
Julia M. Fullick, University of Central Florida

Submitter: Natalie Wright, newright@gmail.com

### 147-32 Development of a Competency Model for Entry-Level Selection

We use personality to forecast performance in competencies critical for entry-level jobs. Using job analysis evidence and existing research, we identified competencies required for success in entry-level jobs and developed algorithms to predict performance. We present meta-analysis results validating the utility of these competency algorithms for selection into entry-level jobs.

Blaine H. Gaddis, Hogan Assessment Systems  
Jeff Foster, Hogan Assessment Systems

Submitter: Blaine Gaddis, bgaddis@hoganassessments.com



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Dennis Doverspike, University of Akron, *Presenter*  
Scott B. Morris, Illinois Institute of Technology, *Presenter*  
David J. Snyder, APT, Inc., *Presenter*  
Christina Norris-Watts, APT, Inc, *Coordinator*

Submitter: Christina Norris-Watts, cwatts@appliedpsych.com

**149. Friday Seminars: 12:00 PM–3:00 PM  
202**
**Self-Regulation in Work: The Why, Where, and How of Motivation**

*Earn 3 CE credits for attending. Preregistration required.*

This seminar will review the field of self-regulation in work psychology and discuss implications for human resource management and worker well-being. Specifically, we will discuss: (a) what and why individuals self-regulate, (b) when and where individuals engage in self-regulation, and (c) the mechanisms by which individuals regulate their effort.

Ruth Kanfer, Georgia Institute of Technology, *Presenter*  
Gilad Chen, University of Maryland, *Presenter*  
Russell E. Johnson, University of South Florida, *Coordinator*

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

**150. Roundtable Discussion/Conversation Hour:  
12:00 PM–1:20 PM  
203**
**Furthering LGBT Leadership and Employee Resource Group Development**

This roundtable invites researchers and practitioners to discuss what organizations do, and could do, to support development and retention of LGBT leaders and employees, and employee resource groups. The discussion is informed by research based on interviews with LGBT executives, a survey developed with Out & Equal, and workshops.

Steve Salee, Wildfire Strategies, *Host*  
Lyne Desormeaux, Desormeaux Leadership Consulting, LLC, *Host*  
Patrick Vitale, AAA Northern California, Nevada, and Utah, *Host*  
Submitter: Lyne Desormeaux, lyne@desormeauxconsulting.com

**151. Master Tutorial: 12:00 PM–12:50 PM  
204**
**Using Surface Response Graphs to Visualize Interactions in Multidimensional Data**

*Earn 1 CE credit for attending*

Surface response graphs are used to visualize the density and curvature of 3 interacting variables. This tutorial describes a convention for structuring surface response graphs to facilitate interpretation of curvature and non-linear interactions between independent variables in relation to a dependent variable of interest.

David J. Scarborough, Kronos, Inc./Black Hills State University, *Presenter*  
Mark J. Somers, New Jersey Institute of Technology/Rutgers-Newark, *Presenter*

Submitter: David Scarborough, david.scarborough@kronos.com

**152. Community of Interest: 12:00 PM–1:20 PM  
205**
**Technology in the Workplace**

Jeffrey M. Stanton, Syracuse University, *Host*  
Daniel V. Lezotte, APT, Inc., *Host*  
Laurel A. McNall, SUNY Brockport, *Coordinator*

**153. Symposium/Forum: 12:00 PM–1:50 PM  
206-207**
**Earth and I-O: Implications for a Sustainable Workforce**

This symposium will address the need for interdisciplinary research and evidence of organization-level benefits for going green. Furthermore, positive and negative workplace behaviors are discussed as well as the methods to implement necessary change. Finally, implications of sustainable workplace behaviors are discussed within the context of work–family facilitation.

Adriane M. Sanders, University of Memphis, *Co-Chair*  
Ann H. Huffman, Northern Arizona University, *Co-Chair*  
Ron Chandler, University of South Florida, Scott A. Davies, Walden University, *I-O: Translating Sustainability Into the Language of the Workplace*  
Adriane M. Sanders, University of Memphis, Ronald S. Landis, University of Memphis, *Can “Going Green” Seal the Deal for Organizational Recruits?*  
Brenton Wiernik, University of Minnesota, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Lauren Hill, University of Minnesota, Susan D’Mello, University of Minnesota, Rachael Klein, University of Minnesota, *Understanding Environmentally Unfriendly Behaviors of Employees*  
Jacob W. Forsman, University of St. Thomas, Elise L. Amel, University of St. Thomas, Christie M. Manning, Macalester College, Britain A. Scott, University of St. Thomas, *Applying the Transtheoretical Model of Change to Sustainable Work Behaviors*  
Elise L. Amel, University of St. Thomas, Christie M. Manning, Macalester College, Jacob W. Forsman, University of St.

Thomas, Britain A. Scott, University of St. Thomas, *Goal Specificity and Acceptance in the Context of Environmental Sustainability*

Ann H. Huffman, Northern Arizona University, Jaime B.

Henning, Eastern Kentucky University, *Work-Family Facilitation: Work as a Pro-Environmental Agent*

Scott A. Davies, Walden University, *Discussant*

Submitter: Adriane Sanders, afertitt@memphis.edu

## 154. Symposium/Forum: 12:00 PM–1:50 PM 210-211

### Rethinking Role Breadth: Relationships to Antecedents and Outcomes

Research on role breadth, a relatively new construct in the literature, has been increasing in recent years. Past research has focused on antecedents to role breadth, as well as relationships to prosocial behavior. The purpose of this symposium is to present new empirical work and highlight directions for future research.

Diane M. Bergeron, Case Western Reserve University, *Chair*  
Garima Sharma, Case Western Reserve University, *Co-Chair*  
Matthias Spitzmuller, Michigan State University, Frederick P.

Morgeson, Michigan State University, Jennifer D. Nahrgang,  
Arizona State University, *Understanding the Antecedents and Consequences of Role Breadth Self-Efficacy*

Wan Yan, University of Missouri, Columbia, Daniel B.

Turban, University of Missouri, *Eudaimonic Orientation and Broad Role Definition: Pursuing the Best Self*

Olga L. Clark, University of Hartford, *Predictors of OCB-Specific Role Definition*

Erich C. Dierdorff, DePaul University, Robert S. Rubin,  
DePaul University, Daniel G. Bachrach, University of  
Alabama, *Expanding the Breadth of Role Breadth: Expectations and Citizenship Behavior*

Uta K. Bindl, Institute of Work Psychology, Heather Vough,  
McGill University, Sharon Parker, University of Sheffield,  
*Profiles of Proactivity: When Role Breadth Activates Action at Work*

Diane M. Bergeron, Case Western Reserve University, Garima  
Sharma, Case Western Reserve University, *Reconsidering Role Breadth: Conceptualization, Measurement, and Relationship to Outcomes*

Daniel J. McAllister, National University of Singapore,  
*Discussant*

Submitter: Diane Bergeron, diane.bergeron@case.edu

## 155. Symposium/Forum: 12:00 PM–1:50 PM 212

### Transfer of Training: New Findings and New Directions

This symposium examines what we currently know about the impact of various factors on transfer. In addition, empirical studies on the impact of posttraining interventions, the personalization process of trainees, and transfer measurement and validity issues provide new directions for transfer research.

J. Kevin Ford, Michigan State University, *Chair*

Brian D. Blume, University of Michigan, Flint, *Co-Chair*

Brian D. Blume, University of Michigan, Flint, Jason L. Huang,  
Michigan State University, J. Kevin Ford, Michigan State  
University, Timothy T. Baldwin, Indiana University,

*Transfer of Training: A Meta-Analytic Review*

Bruce Tracey, Cornell University, Michael J. Tews, Cornell  
University, *Individual Transfer Strategies and Training Climate on Posttraining Skill Performance*

Abigail Billington, Michigan State University, J. Kevin Ford,  
Michigan State University, Steve Yelon, Michigan State  
University, *The Decision to Transfer: Examining Trainee Perceptions, Intentions, and Transfer*

Dan S. Chiaburu, Texas A&M University, Katina Sawyer,  
Pennsylvania State University, Christian Thoroughgood,  
Pennsylvania State University, *Transferring More Than Learned in Training? Estimation of Untrained Content*

Kurt Kraiger, Colorado State University, *Discussant*

Submitter: J. Kevin Ford, FordJK@msu.edu

## 156. Symposium/Forum: 12:00 PM–1:20 PM Crystal Ballroom A/F

### Applying Six Sigma for Building World-Class Selection Programs

Six Sigma principles have been adopted by many HR departments in recent years. Given their scientific background and statistical training, I-O practitioners can easily learn these principles and incorporate them into their work. Discussion will focus on using 6 Sigma to design and deliver world-class selection programs.

Jennifer R. Burnett, Bank of America, *Chair*  
Daniel Fontaine, Bank of America, Rebecca H. Bryant, Bank  
of America, *Integrating Selection Projects Into Corporate Initiatives Through Six Sigma Methodologies*

Ben Yoder, Value Creation Institute, *Applying Six Sigma: A Match Made in Corporate Heaven*

Greg F. Schmidt, Bank of America, John H. Golden, Bank of  
America, *Technological Innovations in Employment Interview Design and Administration*

David Morris, Semptra, *Implementing Selection in an Existing Lean Environment*

Submitter: Greg Schmidt, gfschmid@mail.usf.edu

## 157. Symposium/Forum: 12:00 PM–1:50 PM Crystal Ballroom B/E

### Workplace Incivility and Support: Broadening Our Perspective on Targets

Interpersonal treatment at work, including incivility and support, is an increasingly important topic of research due to its significant effects on employee well-being. This symposium broadens theoretical models of both incivility and social support by elucidating factors that affect victims' positive and negative outcomes following these experiences.

Dana B. Kabat, University of Michigan, *Co-Chair*  
Lisa Marchiondo, University of Michigan, *Co-Chair*

Lilia M. Cortina, University of Michigan, *Co-Chair*  
Alex Milam, University of Houston, Coralia Sulea, West  
University of Timisoara, *Effects of Personality on Relations Between Well-Being and Interpersonal Treatment*

Lindsay E. Sears, Clemson University, David Cadiz, Portland State University, Robert R. Wright, Portland State University, Robert R. Sinclair, Clemson University, Cynthia D. Mohr, Portland State University, *Incivility Versus Support: What Matters Most?*

Timothy J. Bauerle, University of Connecticut, Vicki J. Magley, University of Connecticut, *Organizational Resources and Civility Norms as Predictors of Workplace Incivility*

Lisa Marchiondo, University of Michigan, Lilia M. Cortina, University of Michigan, *What Were They Thinking? Subjective Appraisal and Workplace Incivility*

Julian I. Barling, Queen's University, *Discussant*

Submitter: Dana Kabat, dkabat@umich.edu

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### 158. Symposium/Forum: 12:00 PM–1:20 PM Crystal Ballroom C/D

#### Beneficial Forms of Social Support and Implications for Employee Well-Being

This session reports on the results of cross-sectional, longitudinal, and meta-analytic studies linking types of workplace social support to multiple indicators of employee health and well-being. Results point to the influence of general and specifically targeted support on physical and psychological health, health behavior, and work–family issues.

Michael T. Ford, University at Albany, SUNY, *Co-Chair*

Liu-Qin Yang, Portland State University, *Co-Chair*

Liu-Qin Yang, Portland State University, Paul E. Spector, University of South Florida, Chu-Hsiang Chang, University of South Florida, *Positive and Negative Social Exchanges and Nurses' Well-Being*

Chu-Hsiang Chang, University of South Florida, Erin Eatough, University of South Florida, Danesh Jaiprakash, University of South Florida, *Employee Musculoskeletal Symptoms and Treatment Seeking: Workplace Support as Moderators*

Michael T. Ford, University at Albany, SUNY, *A Three-Wave Study of Social Support and Employee Well-Being*

Ellen E. Kossek, Michigan State University, Shaun Pichler, California State University, Fullerton, Todd Bodner, Portland State University, Leslie B. Hammer, Portland State University, *A Meta-Analytic Comparison of General and Family-Specific Support*

Robert R. Sinclair, Clemson University, *Discussant*

Submitter: Michael Ford, mford@albany.edu

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### 159. Symposium/Forum: 12:00 PM–1:20 PM Grand Ballroom B

#### Cognitive Ability Testing: Exploring New Models, Methods, and Statistical Techniques

Cognitive ability measures demonstrate predictive validity in personnel selection, but the typical finding of adverse impact has had a chilling effect on cognitive ability research conducted by I-O psychologists. To renew interest in this type of research, we present new models, methods, and statistical techniques for measuring cognitive ability.

Cheryl J. Paullin, HumRRO, *Chair*

Ken Yusko, Marymount University, Harold W. Goldstein, Baruch College, CUNY, Lorren O. Oliver, PBJC, Paul J.

Hanges, University of Maryland, *Cognitive Ability Testing With Reduced Adverse Impact: Controlling for Knowledge*

Cheryl J. Paullin, HumRRO, Dan J. Putka, HumRRO, Suzanne Tsacoumis, HumRRO, Magda Colberg, Logos Corp., *Using a Logic-Based Measurement Approach to Measure Cognitive Ability*

Jennifer Hurd, Federal Bureau of Investigation, Michelle Dennis, Federal Bureau of Investigation, *Cognitive Ability and Expanding the Criterion Domain*

Rachel G. Pascall-Gonzalez, Baruch College, CUNY, Charles A. Scherbaum, Baruch College, CUNY, Jennifer Ferreter, Baruch College, CUNY, Juliya Golubovich, Michigan State University, *Examining Subgroup Differences on Cognitive Tests Using Mixed-Measurement IRT Models*

Paul R. Sackett, University of Minnesota, *Discussant*

Submitter: Cheryl Paullin, cpaullin@humro.org

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### 160. Panel Discussion: 12:00 PM–1:20 PM Grand Ballroom C

#### Interdisciplinary Research: Challenges and Solutions

Interdisciplinary research provides inspirational perspectives to I-O psychologists, but it is also associated with challenges. This panel will provide an overview of these pitfalls and practical strategies for navigating them. Topics will include integrating research vernaculars and divergent goals, resolving conflict within teams, and challenging disciplines' standard values and methods.

Michele J. Gelfand, University of Maryland, *Co-Chair*

Elizabeth D. Salmon, University of Maryland, *Co-Chair*

Allison Abbe, U.S. Army Research Institute for the Behavioral and Social Sciences, *Panelist*

C. Shawn Burke, University of Central Florida, *Panelist*

Michael Frese, University of Singapore, *Panelist*

Ashley Fulmer, University of Maryland, *Panelist*

Gerald F. Goodwin, U.S. Army Research Institute, *Panelist*

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

Katherine J. Klein, University of Pennsylvania, *Panelist*

Laura Elizabeth Severance, University of Maryland, *Panelist*

Submitter: Elizabeth Salmon, esalmon@psyc.umd.edu

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### 161. Panel Discussion: 12:00 PM–1:20 PM Salon A

#### Implementing HR Solutions—How Can We Improve?

Implementing HR solutions can be challenging, and I-O psychologists receive limited training on how to implement. In this panel discussion, we will discuss the barriers to HR solution implementation and how to improve implementation practices. We will also offer questions and suggestions for future research in this area.

Van M. Latham, PathPoint Consulting, *Chair*

Scott L. Martin, Zayed University, *Panelist*

Belinda G. Hyde, Celanese, *Panelist*

Mark H. Ludwick, Wachovia Corporation, *Panelist*

Don C. Allen, AutoTrader.com, *Panelist*

Seth Kamen, CVS Caremark, *Panelist*

Submitter: Van Latham, Vlatham@pathpointconsulting.com

**162. Panel Discussion: 12:00 PM–1:20 PM  
Salon B****Forging the Way Forward for Team Mental-Model Research**

2010 marks the 20th anniversary of the SIOP conference presentation that introduced team mental models (TMMs) to the I-O field (Cannon-Bowers & Salas, 1990). This commemorative panel will assess the state of TMM research to date and discuss directions for future research. Construct validity and methodological issues will be addressed.

Leslie A. DeChurch, University of Central Florida, *Chair*  
Susan Mohammed, Pennsylvania State University, *Co-Chair*  
Eduardo Salas, University of Central Florida, *Panelist*  
Steve W. J. Kozlowski, Michigan State University, *Panelist*  
John E. Mathieu, University of Connecticut, *Panelist*  
Joan R. Rentsch, University of Tennessee, *Panelist*  
Kimberly A. Smith-Jentsch, University of Central Florida, *Panelist*

Submitter: Leslie DeChurch, lesliedechurch@gmail.com

**163. Debate: 12:00 PM–1:20 PM  
Salon C****Identified Employee Surveys: Pros, Cons, What We Know/Don't Know**

An emerging issue with employee opinion surveys is the use of identifying information about survey respondents. Identified surveys are useful (e.g., linkage research) but raise many questions (e.g., response behavior, confidentiality). The panelists will debate/discuss pros, cons, and current knowledge as researchers and practitioners about the use of identified surveys.

Lise M. Saari, New York University, *Moderator*  
Jeremy F. Dawson, Aston University, *Presenter*  
Shawn Del Duco, Microsoft Corp, *Presenter*  
Jerry Halamaj, Independent Consultant, *Presenter*  
Karen B. Paul, 3M, *Presenter*  
Charles A. Scherbaum, Baruch College, CUNY, *Presenter*

Submitter: Lise Saari, lise.saari@nyu.edu

**164. Panel Discussion: 12:00 PM–1:20 PM  
Salon D****Seeing Around Corners: Best Practices in Executive Coaching**

Executive coaching continues to gain in popularity as a service for organizations looking to develop leaders, yet much remains unknown about how coaching is practiced, what are appropriate credentials, and key components to ensure success. Four seasoned coaches will discuss these and other issues in an interactive panel discussion.

Barbara Reilly, Georgia State University, *Chair*  
Robert Turknett, Turknett Leadership Group, *Panelist*  
Karen Steadman, Leadership Futures, *Panelist*  
Michael H. Frisch, Self-employed, *Panelist*  
William H. Berman, Berman Leadership Development, *Panelist*

Submitter: Randall Lucius, rlucius@turknett.com

**165. Symposium/Forum: 12:00 PM–1:50 PM  
Salon E****New Directions for Studying Individual Differences in Affect**

This symposium presents a series of studies using novel ways of conceptualizing and measuring individual differences in affect. The studies in this session move beyond the assessment of average levels of affect to examining affective presence and affective variability as key individual differences.

James M. Diefendorff, University of Akron, *Co-Chair*  
Megan Chandler, University of Akron, *Co-Chair*  
Noah Eisenkraft, University of Pennsylvania, Hillary A. Elfenbein, Washington University in St. Louis, *Evidence for Individual Differences in Affective Presence*  
Megan Chandler, University of Akron, James M. Diefendorff, University of Akron, Jane Yang, City University of Hong Kong, *Relations of Core Affect Variability With Job Perceptions and Attitudes*

Louma Ghandour, Rice University, Daniel J. Beal, Rice University, *Affective Dynamics at Work*

Daniel J. Beal, Rice University, John P. Trougakos, University of Toronto, Reeshad S. Dalal, George Mason University, Howard M. Weiss, Purdue University, *Affect Spin Predicting Strength of Daily and Episodic Stressor-Strain Processes*

Theresa M. Glomb, University of Minnesota, *Discussant*

Submitter: Megan Chandler, mmc43@ziips.uakron.edu

**166. Posters: 12:30 PM–1:20 PM  
Galleria****Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)****166-1 Selection in Teams: Examining Knowledge, Personality, and Cognitive Ability**

Two studies were conducted to examine the inputs and processes that contribute to team performance. Team role knowledge, teamwork knowledge, Agreeableness, Conscientiousness, and cognitive ability were identified as key individual differences of successful team members. In addition, team effort, performance strategies, and team-member exchange were explored as key mediational mechanisms.

Elizabeth Karam, Michigan State University  
Frederick P. Morgeson, Michigan State University  
Matthew C. Reeder, Michigan State University

Submitter: Elizabeth Karam, lizkaram@msu.edu

**166-2 Legal Risk in Selection: An Analysis of Processes and Tools**

The diversity-validity dilemma highlights the challenge of creating psychometrically valid selection devices while avoiding adverse impact and subsequent legal challenges. This paper reviews 10 years of employment litigation to illuminate the most legally dangerous selection devices and employment practices.



Kate Williams, Clemson University

Submitter: Kate Williams, kwill@clemson.edu

### **166-3 Developing g-Loaded Selection Tests Without Adverse Impact**

Individual job knowledge items that were both valid and had little adverse impact were used to develop selection tests. The tests were nearly as valid as those chosen based on validity and had considerably reduced adverse impact—nonsignificant in 2 separate banks of questions.

Michael Biderman, University of Tennessee-Chattanooga  
Bart L. Weathington, University of Tennessee at Chattanooga

Submitter: Michael Biderman, Michael-Biderman@utc.edu

### **166-4 Development and Validation of a Selection Tool That Predicts Engagement**

This poster describes the development of a short selection test designed to measure a job applicant's potential to impact engagement of others in the work environment. It also presents initial findings regarding the validity and utility of test scores.

Yongwei Yang, Gallup  
Joe Streur, Gallup  
Sangeeta Badal, Gallup  
James K. Harter, Gallup  
Nikki Blacksmith, Gallup  
Paula Walker, Gallup

Submitter: Nikki Blacksmith, nikki\_blacksmith@gallup.com

### **166-5 Applicant Withdrawal: The Effect of Accessibility on Reason for Withdrawal**

This study investigated self-selection out prior to selection testing and the effect of facility accessibility on applicant withdrawal. A survey of withdrawn applicants indicated applicants who do withdraw from the selection process do so not because of a negative evaluation of organization but because they are obstructed by some problem.

Meagan E. Brock, University of Oklahoma  
Tom Zeni, University of Oklahoma  
Michael R. Buckley, University of Oklahoma

Submitter: Meagan Brock, mbrock@psychology.ou.edu

### **166-6 Development of a Classification Method for Advanced Aircraft Training**

To streamline training and reduce costs, the possibility of developing a classification system for assigning aviator trainees to advanced aircraft training was explored. A battery of diverse measures, including psychomotor skills, mechanical ability, and personality traits, successfully classified experienced pilots of different types of aircraft better than chance assignment.

Kenneth T. Bruskiewicz, Personnel Decisions Research Institutes  
Sarah A. Hezlett, Personnel Decisions Research Institutes  
Lawrence C. Katz, USARI RWARU  
Janis S. Houston, Personnel Decisions Research Institutes

Submitter: Kenneth Bruskiewicz, ken.bruskiewicz@pdri.com

### **166-7 Attracting Racioethnic Minorities: A Social Cognitive Perspective**

This study was designed to test a theory-based technique for enhancing racioethnic minority applicant's self-efficacy and organizational attraction and intentions to pursue an organization during the recruitment process. Results of an experiment supported the hypothesized effects of a manipulation involving 4 contributors to self-efficacy.

DeMarcus A. Pegues, University of Tennessee at Chattanooga  
Christopher J. L. Cunningham, University of Tennessee at Chattanooga

Submitter: Christopher Cunningham, cjl Cunningham@gmail.com

### **166-8 Hiring Discrimination Against Arabs: Skin Tone and Job Type Matter**

Highly identified Arab applicants (by name/skin tone) might experience most hiring discrimination when applying for front-office positions. A field experiment among 424 HR professionals showed moderating effects of job status: Applicants with a dark skin tone received the lowest ratings, except when screened for front-office/higher status job positions. This is explained by attribution theory.

Eva Derous, Ghent University  
Roland Pepermans, Vrije Universiteit Brussel  
Julie De Greef, Vrije Universiteit Brussel  
Liesbeth Van Den Mosselaer, Vrije Universiteit Brussel

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

### **166-9 Generation Y Hide Your Secrets? The E-Impression and Interview Ratings**

E-Impressions are formed based on online information (i.e., Facebook) and were examined here in a selection context. Candidates with negative e-impressions were evaluated less favorably before the interview and had less of a chance of being pursued for the job than those with positive or private e-impressions.

Katherine K. Hanley, Booz Allen Hamilton  
Angela M. Farabee, University of Missouri-St Louis  
Therese H. Macan, University of Missouri-St Louis

Submitter: Angela Farabee, AngelaFarabee@umsl.edu

### **166-10 Implicit Beliefs and the Research-Practice Gap in Employee Selection**

This survey of university faculty showed that intuitive selection procedures were used more and were generally seen as more valid than analytical procedures. The use of both procedures was predicted by their perceived validity, and there was some evidence that perceived validity was predicted by implicit beliefs about hiring.

Laura C. Foster, University of Northern Iowa  
Adam B. Butler, University of Northern Iowa

Submitter: Laura Foster, laurac Foster@gmail.com

### **166-11 Toward a New Model of Interviewer Decision Making**

This paper proposes a theoretical model of interviewer decision making that accounts for the potential influ-

ence of applicant self-presentation tactics. Applicant self-presentations influence the interviewer's perception of accurate information, which in turn impacts the interviewer's assessment of applicant fit.

Brad Harris, Texas A&M University  
Adam C. Stoverink, Texas A&M University  
Brian W. Swider, Texas A&M University  
Murray R. Barrick, Texas A&M University  
Submitter: Brad Harris, [tharris@may.s.tamu.edu](mailto:tharris@may.s.tamu.edu)

### **166-12 Examination of the Time-Lag Effect Between Organizational Commitment and Turnover**

This study examined how time moderated the relationship between organizational commitment (affective and continuance), intentions, and reenlistment behavior in a U.S. Navy sample. The results indicated that continuance commitment may play a stronger role in the prediction of reenlistment and retention than previously documented.

William Lancaster, University of Memphis  
David L. Alderton, Navy Personnel Research, Studies, and Technology  
Ronald S. Landis, University of Memphis  
Submitter: William Lancaster, [wlancaster@gmail.com](mailto:wlancaster@gmail.com)

### **166-13 Strategic Recruitment Using Marketing and Vocational Behavior Theory**

Reaching out to potential applicants for recruitment is of growing importance to organizational strategy. Borrowing a methodology from marketing, we illustrate how HR managers could identify and locate potential, high-quality applicants for recruitment. How marketing linked to vocational behavior theory can inform recruitment practice, along with its limitations, is discussed.

Joseph Luchman, Fors Marsh Group/George Mason University  
Jennifer L. Gibson, Fors Marsh Group  
Brian K. Griepentrog, Fors Marsh Group  
Sean Marsh, Fors Marsh Group  
Submitter: Joseph Luchman, [jluchman@gmu.edu](mailto:jluchman@gmu.edu)

### **166-14 Investigating Determinants of Fairness Reactions to Selection Criteria**

The perceived fairness of 6 graduate school selection criteria were related to perceived performance and, for some criteria, self-deception-enhancement, self-efficacy, and achievement striving. Changes in perceptions after a "job description" of a graduate student and validity information were investigated. Participants' performance on a hypothetical admission test also influenced fairness reactions.

Sarah Niehorster, SUNY Albany  
Marcus Crede, SUNY Albany  
Submitter: Sarah Niehorster, [sniehorster@gmail.com](mailto:sniehorster@gmail.com)

### **166-15 Résumé Screening: A Policy-Capturing Study of Recruiter Judgments**

We examine the extent to which recruiters have identifiable policies when evaluating the resúmes of actual job applicants. In addition, we examine whether recruiters

have self-insight into these judgments of applicant suitability. Our results indicate that these judgments are unreliable and idiosyncratic.

Melinda Seibert, Aptima, Inc.  
Kate Williams, Clemson University  
Patrick H. Raymark, Clemson University  
Submitter: Patrick Raymark, [praymar@clemson.edu](mailto:praymar@clemson.edu)

### **166-16 Does an Economic Recession Affect Personality and Cognitive Ability Scores?**

The purpose of this study was to examine the effects of an economic recession on personality and cognitive ability scores in 2 samples of U.S. bank employees. Results found slightly higher means, similar internal consistency reliabilities, and higher covariances (for the personality scales only) in the in-situ recessionary sample.

Chet Robie, Wilfrid Laurier University  
Tammy Emmons, PreVisor  
Kathleen A. Tuzinski, PreVisor  
Tracy Kantrowitz, PreVisor  
Submitter: Chet Robie, [crobie@wlu.ca](mailto:crobie@wlu.ca)

### **166-17 Appropriate Input Estimates in Personnel Selection Simulations**

Simulations based on meta-analytic matrices are fairly common in selection research. Yet the values chosen for the input matrices could be problematic. We investigate how common problems might underestimate both validity and adverse impact. We suggest practices to solve such problems and provide better information to managers.

Philip L. Roth, Clemson University  
Fred S. Switzer, Clemson University  
Kirsten L. Purvis, Cornell University  
Chad H. Van Iddekinge, Florida State University  
Submitter: Philip Roth, [rothp@clemson.edu](mailto:rothp@clemson.edu)

### **166-18 The Role of Anticipated Organizational Support in Applicant Reactions**

This field study extended applicant reaction theory by incorporating perceptions of anticipated organizational support (AOS) into the organizational justice-reaction relationship. Results suggest that AOS mediated 2 justice-applicant reaction relationships in a sample of 190 college-recruit first-round interviewees. Conclusions imply that applicants desire information signaling organizational support during selection processes.

Robert W. Stewart, University of Houston  
Cyrus Mirza, University of Houston  
James E. Campion, University of Houston  
Submitter: Robert Stewart, [rwstew@gmail.com](mailto:rwstew@gmail.com)

### **166-19 Establishing Minimum Qualifications Using Multiple Lines of Validation Evidence**

In this study, we established minimum education and experience requirements for deputies promoting to sergeant using multiple lines of evidence. We utilized a content validation method developed by Levine, May, Ulm, and Gordon (1997); modified by Buster, Roth, and

Bobko (2005); and incorporated refinements and simplifications of our own.

Calvin C. Hoffman, Los Angeles County Sheriff's Department  
C. Chy Tashima, Los Angeles County Sheriff's Department  
Gabriela Orozco-Atienza, Los Angeles County Sheriff's Department

Carlos Valle, Los Angeles County Sheriff's Department

Submitter: C. Chy Tashima, ctashim@lasd.org

### **166-20 Job Advertisements: Combined Influence of Central and Peripheral Processing**

Marketing students as qualified potential applicants were exposed to job ads for marketing entry positions. Results supported the elaboration-likelihood-model combined-influence hypothesis: Participants' job attitude and intention to apply were strongly influenced by centrally processed message arguments and additionally by pictures as peripheral cues.

Klaus J. Templer, Nanyang Technological University

Submitter: Klaus Templer, akjtempler@ntu.edu.sg

### **166-21 E-Screening: The Consequences of Using "Smileys" When E-Mailing Prospective Employers**

This study examines perceptions of applicants who use "smileys." Using smileys evokes feminine stereotypes (e.g., warmth), which comes at a cost. When applying for male-gender-typed jobs, applicants using smileys are perceived to be lower in competence and agentic behaviors (e.g., independence). This reduces starting pay rates for applicants using smileys.

Lori Foster Thompson, North Carolina State University  
Alexandra K. Mullins, North Carolina State University  
J. Brian Robinson, George Mason University  
Jamin Halberstadt, University of Otago

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

### **166-22 The Effects of Video and Paper Resumes on Candidate Evaluation**

The effect of resume format on candidate evaluation and resume outcomes was examined. Stimulus job candidates were rated less positively when evaluated from video compared to paper resumes. Social skills completely mediated the relationship between resume format and outcomes. Conscientiousness predicted outcomes, although resume format did not affect Conscientiousness.

Marie Waung, University of Michigan-Dearborn  
Robert Hymes, University of Michigan-Dearborn  
Joy Beatty, University of Michigan-Dearborn

Submitter: Marie Waung, mwaung@umd.umich.edu

### **166-23 Getting the "Brain" Firing: Cultures of Genius and Talent Management**

Talent management strategies are typically, or at least ideally, driven by business strategy. Extrapolating theory and research on implicit theories of intelligence to the group level, we argue that whether organizational

cultures most extol human genius or growth can shape recruitment, selection, development, appraisal, and retention talent management initiatives.

Peter A. Heslin, Southern Methodist University

Submitter: Peter Heslin, heslin@cox.smu.edu

### **167. Symposium/Forum: 12:30 PM–1:50 PM Grand Ballroom D**

#### **Evolution and the Problem With Modern Leadership**

Today's headlines, blogs, and newsfeeds are replete with examples of leadership gone wrong. We will analyze the current leadership crisis in terms of the evolutionary origins and functions of leadership. Getting back to basics can better define the problem and suggest solutions for dealing with all this monkey business.

Robert B. Kaiser, Kaplan DeVries Inc., *Chair*  
Nigel Nicholson, London Business School, Robert T. Hogan, Hogan Assessment Systems, *Putting Leadership in (Evolutionary) Context*

Dave Winsborough, Winsborough Ltd., *What Followers Want: Leadership Considered From Below and Long Ago*

Robert B. Kaiser, Kaplan DeVries Inc., *Right or Responsibility? The Costs of Real Leadership*

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

Submitter: Robert Kaiser, rkaiser@kaplandevries.com

### **168. Symposium/Forum: 1:00 PM–2:20 PM 204**

#### **Defining Quality Hires: Evaluating Talent to Maximize Business Results**

This practitioners' forum describes 4 different ongoing analyses of applicant or employee quality. Methods used to both define and evaluate quality will be discussed. In addition, the expanding role of I-O psychologists in guiding recruiters and staffers to high-quality candidates will be highlighted.

Amy C. Hirsch, Verizon, *Chair*

Jessica Osedach, Verizon, *Co-Chair*

Jessica Osedach, Verizon, Larisa Belau, DePaul University, David S. Gill, Verizon, *Evaluating and Influencing the Effectiveness of Recruiting and Staffing Practices*

Ashley G. Walvoord, Verizon Wireless, *The Quality of Hire Picasso: Designing Evaluations in Your Organization*

Ash K. Buonasera, Marriott International, Inc., Richard T. Cober, Marriott International, Inc., Adam B. Malamut, Marriott International, Inc., *Understanding the Impact of Talent Management Programs at Marriott*

Christine E. Corbet, Aon Consulting, *Quality Employees: Using Metrics to Motivate and Improve*

Submitter: Larisa Belau, larisabelau@gmail.com

### **169. Special Events: 1:00 PM–1:50 PM 208-209**

#### **Supporting Practitioners and Those They Serve**

The SIOP Practitioner Survey identified a variety of needs and interests among practitioners. This session describes

several initiatives that SIOP is supporting to address the needs of practitioners and those they serve. Details about a new SIOP practitioner mentoring program, the SIOP-SHRM "Science for HR" initiative, and other SIOP efforts related to the Practitioner Survey will be discussed.

Joan P. Brannick, Brannick HR Connections, *Moderator*  
 Richard T. Cober, Marriott International, *Presenter*  
 Mark L. Poteet, Organizational Research & Solutions, Inc.,  
*Presenter*

Nancy T. Tippins, Valtera, *Presenter*

Submitter: Joan Brannick, joan@brannickhr.com

## 170. Interactive Posters: 1:00 PM–1:50 PM 213-214

### IRT/DIF: LOL

Steve Stark, University of South Florida, *Facilitator*

#### 170-1 Differential Item Functioning: Effects of Group Membership and Bias Correspondence

This paper examined how categories of group membership and how multiple group membership influenced DIF results. We found less similarity among items that were biased by race than age. 18% of items were biased by both sex and age, and 14% by race and age.

Stephen M. Colarelli, Central Michigan University  
 Chulguen Yang, Central Michigan University  
 Kyunghye Han, Central Michigan University

Submitter: Geeta D'Souza, geeta\_dsouza@hotmail.com

#### 170-2 Can Mixed-Measurement IRT Improve the Prediction of Relevant Performance Outcomes?

Mixed-measurement IRT was applied to personality data. A 3-class model was identified for Extraversion, Conscientiousness, and Openness, but a 2-class model was identified for Agreeableness and Conscientiousness. Latent classes differed with respect to best spoken language. For specific classes, improvements in prediction were found across leadership motivation and performance.

Emily J. Grijalva, University of Illinois at Urbana-Champaign  
 Louis Tay, University of Illinois at Urbana-Champaign  
 Kim Yin Chan, Nanyang Business School

Submitter: Emily Grijalva, emilygrijalva@gmail.com

#### 170-3 An Examination of Item Response Theory in I-O Psychology

This project identified where item response theory (IRT) is being used, and for what purposes, in I-O psychology. To meet this goal, 47 articles were reviewed and subsequently categorized into the 4 groups: differential item functioning/measurement equivalence, survey development and psychometric evaluation, performance appraisal, and other topics.

Nicole Gullekson, Ohio University

Submitter: Nicole Gullekson, ng248604@ohio.edu

## 170-4 A Comparison of IRT Item Fit Statistics for Dichotomous Responses

This study was conducted to compare the different IRT fit statistics for dichotomous responses, including Orlando & Thissen (2000) S- $\chi^2$  and S-G2, Stone's (2000)  $\chi^2_*$  and G2\*, G2 from BILOG (Mislevy & Bock, 1990), and adjusted  $\chi^2$  (Drasgow et al., 1995). Regression models predicting item fit critical values were obtained.

Ying Guo, University of Illinois Urbana-Champaign  
 Louis Tay, University of Illinois at Urbana-Champaign  
 Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Ying Guo, gymaple@gmail.com

## 171. Roundtable Discussion/Conversation Hour: 1:30 PM–2:50 PM 203

### Selection System Obstacles: What Do I Do Now?

Industrial-organizational psychologists encounter unexpected situations when developing, validating, and implementing selection systems. Discussing these challenging situations with other professionals can result in insight regarding solutions. Participants will form groups to discuss how they might deal with various situations they could encounter and will hear panelists' insights.

Emily G. Solberg, Valtera Corporation, *Co-Chair*  
 Jan L. Boe, Valtera Corporation, *Co-Chair*  
 Monica A. Hemingway, Periscope Communications, *Panelist*  
 Kevin J. Nilan, 3M, *Panelist*  
 Michael J. Zickar, Bowling Green State University, *Panelist*

Submitter: Emily Solberg, esolberg@valtera.com

## 172. Community of Interest: 1:30 PM–2:50 PM 205

### Underemployment

Daniel Feldman, University of Georgia, *Host*  
 Linda R. Shanock, University of North Carolina at Charlotte,  
*Coordinator*

## 173. Panel Discussion: 1:30 PM–2:50 PM Crystal Ballroom A/F

### Upgrading Your Assessment Practice

Advances in technology can lead to innovative assessment practices. This panel will discuss the use of technology in assessments to create a more relevant and engaging experience for candidates and users across various industries as well as lessons learned from implementation of new technologies.

Charles A. Handler, Rocket-Hire, *Chair*  
 Michael S. Fetzter, PreVisor, *Panelist*  
 Ben Hawkes, Kenexa, *Panelist*  
 Renae Manning, Assess Systems, *Panelist*  
 Laura Mastrangelo Eigel, Frito-Lay North America, *Panelist*

Submitter: Laura Mastrangelo Eigel, laura.m.eigel@fritolay.com

**174. Symposium/Forum: 1:30 PM–2:50 PM****Crystal Ballroom C/D****Reading Between Lines: Analyzing and Visualizing Organizational Text/Qualitative Data**

The field of I-O psychology has only slowly started accepting qualitative research as a legitimate method for gaining reliable and valid insights into workplace behaviors. In this symposium, presenters from 4 organizations will discuss methods and examples of qualitative/text analysis methods that are scalable, rigorous, objective, replicable, and visually appealing.

Tina Malm, Google, *Chair*

Neal H. Patel, Google, *Co-Chair*

Palmer Morrel-Samuels, EMPA Inc., Daniel S. Friedland, Sun Microsystems, Stephen Green, Sun Microsystems, *Simplifying Survey Comments Analysis for Large Organizations*

Neal H. Patel, Google, Tina Malm, Google, *Visualizing Employee Text Data: Google's Journey*

Martha Cotton, Gravitytank, *Driving Decision Making Through Creative Visualization of Qualitative Data*

Submitter: Tina Malm, tmalm@google.com

**175. Posters: 1:30 PM–2:20 PM****Galleria****Counterproductive Behavior & Inclusion/Diversity & Organizational Change & Research Methodology****175-1 An Empirical Comparison of Different Cyberloafing Typologies**

This study helps clarify the typology of cyberloafing. Items from the better validated cyberloafing scales were administer to a single group of participants, making it possible to (a) empirically examine the relations among the different typologies and (b) examine the factor structure of cyberloafing when the domain is better represented.

Kevin L. Askew, University of South Florida

Submitter: Kevin Askew, wakeupmrfox@yahoo.com

**175-2 Action and Reaction: Employee Discipline in the National Basketball Association**

This study examines incident severity and context as predictors of employee discipline in the NBA from 2001–2008. Employees received longer suspensions and higher fines for more severe infractions. These effects, however, were interactive as severity had a more positive effect on suspensions (fines) committed outside (within) work role.

Derek R. Avery, University of Houston  
Anusheh Hashim, University of Houston  
Manisha Mayani, University of Houston

Submitter: Derek Avery, davery@uh.edu

**175-3 Feedback Environment and Counterproductive Behaviors: Does Feedback Orientation Matter?**

We investigated the roles of feedback orientation and feedback environment in predicting counterproductive work

behaviors (CWB). Both feedback environment and orientation were related with CWB. Also, feedback orientation and feedback environment interacted to predict CWB.

Jeremy Bauer, University of South Florida

Dan Ispas, University of South Florida

Ozgun Burcu Rodopman, Bogazici University

Submitter: Jeremy Bauer, jbauer3@mail.usf.edu

**175-4 Gendered Reactions to Counterproductive Work Behavior**

This study uses a policy-capturing approach to examine how gender stereotypic expectations affect reactions to men and women engaging in counterproductive behavior. Results suggest that despite efforts to broaden the criterion space by including measures of contextual performance, gender stereotypic expectations creep into socially constructed evaluations of behavior.

Johnathan Nelson, Personnel Decisions Research Institutes

Whitney E. Botsford, University of Houston Downtown

Eden B. King, George Mason University

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes

Submitter: Whitney Botsford, BotsfordW@uhd.edu

**175-5 Taking a Virtual Break: Cyberloafing as On-the-Job Recovery Mechanism**

We examined the relationship between cyberloafing, emotional burnout, and employees' work-life attitudes. Results indicated that cyberloafing moderates the negative effects of emotional burnout such that burnout employees who cyberloaf are more committed to their organizations and are more satisfied with their job and life. Implications of our findings are discussed.

Don J. Q. Chen, National University of Singapore

Vivien Kim Geok Lim, National University of Singapore

Submitter: Don Chen, g0800777@nus.edu.sg

**175-6 Clarifying the Justice–Deviance Relationship: The Moderating Role of Values**

This study was conducted to clarify boundary conditions for the relationship between interpersonal justice and workplace deviance. The results suggest employees who placed a high value on the "rules" of interpersonal justice refrained from deviant behavior regardless of their perceptions of interpersonal justice.

Brian C. Holtz, Rutgers University

Crystal M. Harold, Temple University

Submitter: Brian Holtz, bholtz@camden.rutgers.edu

**175-7 Negative Impression Management and Machiavellianism**

This study examined the moderating role of Machiavellianism on the relationships between honesty, humility, self-monitoring, and supplication, a negative impression management technique. Results show that Machiavellianism significantly moderated the relationships between honesty-humility and supplication and self-monitoring and supplication. Implications of our findings are discussed.

Hwee S. Khoo, National University of Singapore

Submitter: Hwee Khoo, hweeing@gmail.com

### 175-8 Why Do Overqualified Incumbents Deviate? Examining Multiple Mediators

We extended prior research on perceived overqualification by examining the long theorized link between overqualification and workplace deviance. We integrated person–job fit and frustration-aggression theories into demonstrating that overqualified incumbents transgress because they become cynical. We also ruled out alternative explanations (i.e., poor person–job fit, psychological contract).

Aleksandra Luksyte, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Aleksandra Luksyte, aluksyte@uh.edu

### 175-9 Trust as an Antecedent of CWB, as Moderated by Race

We examined the effects of trust on CWBs, as moderated by racioethnicity. Results indicated that Blacks and Asians are more influenced than Whites by trust with their supervisor. When trust is high, CWBs are similar across groups. When low, Blacks and Asians exhibit increased CWBs as compared with Whites.

Fred G. Macoukji, University of Houston  
Sabrina Volpone, University of Houston  
Derek R. Avery, University of Houston

Submitter: Fred Macoukji, fredmacoukji@yahoo.com

### 175-10 Blowing the Whistle: The Role of Ethical Leadership and Coworkers

This research examines the relationship between ethical leadership and employee whistleblowing and the moderating role of coworker ethical behavior across 3 studies. Study 1 and 2 demonstrate that ethical leadership increases employee whistleblowing in the lab and field, respectively. Study 3 finds ethical coworker behavior moderates the direct relationship.

David M. Mayer, University of Michigan  
Tomek A. Kosalka, University of Central Florida  
Debra L. Shapiro, University of Maryland  
Marshall Schminke, University of Central Florida  
Linda K. Trevino, Pennsylvania State University

Submitter: David Mayer, dmmayer@umich.edu

### 175-11 The Effect of Mentor Gender on Protégé Counterproductive Workplace Behaviors

Previous research has indicated that mentoring may play a role in protégé organizational behaviors, including counterproductive work behaviors (CWB). Hierarchical regressions from 168 protégé-supervisor pairs indicate that protégé personality is moderated by mentor gender, leading to CWB as reported by the protégés' supervisors.

Kevin Thomas Wynne, Wayne State University  
Nathalie Castano, Wayne State University  
Kimberly E. O'Brien, Wayne State University

Submitter: Kimberly O'Brien, keobrien@wayne.edu

### 175-12 Individual and Situational Characteristics Predicting Work Personal Web Usage

Cyberloafing and personal Web usage (PWU) are critical components of counterproductive work behaviors (CWB). However, researchers have not examined the individual and situational characteristics associated with these behaviors. We found that Conscientiousness predicted PWU, but no other variables frequently associated with CWB were related to any of the PWU dimensions.

Ruchi Patel, North Carolina State University  
Ashley J. Hoffman, North Carolina State University

Submitter: Ruchi Patel, tuls81@gmail.com

### 175-13 Job Stressors and Counterproductive Work Behavior: A Meta-Analysis

The relationship between CWB and stressors was examined in a series of meta-analyses. Stressors and CWB were dichotomized into interpersonal-based and organizational-based stressors and CWB. Pairwise comparisons and overall analyses were conducted. Stressors were positively correlated with CWB and interpersonal stressors were more strongly correlated with CWB-I.

Kevin Thomas Wynne, Wayne State University  
Christine M. Casper, Wayne State University  
Amy E. Sund, Wayne State University  
Boris B. Baltes, Wayne State University  
Kimberly E. O'Brien, Wayne State University

Submitter: Kevin Wynne, k.wynne@wayne.edu

### 175-14 Does Individuating Information Reduce Gender Bias? A Meta-Analysis

We conducted a meta-analysis examining the relationship between individuating information and gender effect sizes for workplace decisions. Both rater sex and gender stereotype of the job were examined as moderators. Results partially supported our hypothesis that more information will lead to decreased gender bias.

Amanda J. Koch, University of Minnesota  
Susan D'Mello, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Amanda Koch, koch0163@umn.edu

### 175-15 An Ideal Point Account of the JDI Work Satisfaction Scale

The Work scale is the only scale of the JDI with a significant number of items that show unfolding item locations at considerable levels. It is shown that both the unfolding- and dominance-type items show better fit to the unfolding IRT model than 2 popular dominance IRT models.

Nathan T. Carter, Bowling Green State University  
Dev K. Dalal, Bowling Green State University

Submitter: Nathan Carter, carternt@yahoo.com

### 175-16 Testing Alternative Predictions About the Performance Consequences of Managers' Discretion

Different organizational theories make competing predictions about the unit-level performance consequences



of increased discretion for middle managers. Structural equation modeling of multinational survey data from research and development units suggest that perceived managerial discretion can increase unit performance, though the relationship is moderated by managerial experience and unit size.

Arran Caza, Wake Forest University

Submitter: Arran Caza, caza@wfu.edu

### **175-17 Fairness Effect and Social Influence on Change Management Behavior**

We examined the relationships among change fairness, group norms toward change, change commitment, and change management behavior (CMB). As predicted, change fairness and group norms toward change were positively related to CMB. Normative change commitment partially mediated the influences of change fairness and group norms toward change on CMB.

Daejeong Choi, University of Iowa

Russell Guay, University of Iowa

Submitter: Daejeong Choi, daejeong.choi@gmail.com

### **175-18 Achieving Adaptive Performance: The Interactive Effects of Ability and Leadership**

Successful adapting to organizational change (adaptive performance) requires modifying one's knowledge, skills, abilities, and other characteristics. We investigated the joint role of general mental ability (GMA) and adaptive leadership on adaptive performance in the workplace. Multilevel analyses supported the hypothesized interaction between GMA and adaptive leadership in predicting adaptive performance.

Mindy M. Krischer, University of Houston

L. A. Witt, University of Houston

Submitter: Mindy Krischer, mmkrisch@gmail.com

### **175-19 Factors Contributing to Business Recovery Four Years After Hurricane Katrina**

Factors affecting the recovery of New Orleans businesses since Hurricane Katrina were examined. Amounts of internal, population-related, and macro problems were greater for organizations performing worse compared to those performing the same or better. Problems within each area were inversely related to the percentage of performance gains and losses.

Elizabeth A. Deitch, University of New Orleans

Christy L. McLendon, University of New Orleans

Submitter: Christy McLendon, cmclendo@uno.edu

### **175-20 Resources for Organizational Change: Individual Resilience and the Employment Relationship**

We examined antecedents to employees' commitment and supportive behaviors for organizational change. We found that intra-individual resilience and employment relationship were important factors that help employees be receptive to change. These relationships were mediated by posi-

tive affect and the nature of social exchange between the employees and the organization, respectively.

Jiseon Shin, University of Maryland

M. Susan Taylor, University of Maryland

Myeong-Gu Seo, University of Maryland

Submitter: Jiseon Shin, jishin@rhsmith.umd.edu

### **175-21 State of Science in Industrial-Organizational Psychology: A Review of Self-Reported Limitations**

Self-reported limitations found in discussion sections of 1,446 articles were used as an alternative and novel operationalization of the "state of science" of I-O psychology. Results indicate that a majority of limitations reported pertained to a few methodological issues. Implications of the results are discussed.

Kris Duniewicz, Florida International University

Harjinder Gill, University of Guelph

Submitter: Stephane Brutus, brutus@jmsb.concordia.ca

### **175-22 Validation of a Workplace Social Self-Efficacy Inventory: A Pilot Study**

We first describe the development of the 39-item Workplace Social Self-Efficacy Inventory (WSSE). We then present a pilot validation study conducted with 36 full-time employees (providing self-report data) and 112 of their coworkers (providing peer ratings). Results show that scores from the WSSE scale exhibits excellent psychometric properties.

Jinyan Fan, Hofstra University

Brianne Weiner, Hofstra University

Sayedul Islam, Kaplan Test Prep and Admissions

Monique Alexander, Hofstra University

Lauren Kane, Hofstra University

Alicia Fiskaa, Hofstra University

Alex Greenhill, Hofstra University

Patrick Colantuoni, Hofstra University

Submitter: Jinyan Fan, fanjinyan@yahoo.com

### **175-23 Mandatory Items in an Internet Survey**

This study explored the effect of mandatory and optional items on Internet survey completion rates. Participants were randomly assigned to either a survey with mandatory items or one with optional items. Contrary to recommended best practice, results supported the use of mandatory items in an Internet survey.

Timothy C. Lisk, Claremont Graduate University

Submitter: Timothy Lisk, timothy.lisk@cgu.edu

### **175-24 Agreement or Frequency? Does This Decision Affect Occupational Stress Research?**

Data from 36 employed individuals were used to examine whether the use agreement or frequency response options affect relationships between occupational stressors and strains. Internal consistency was acceptable for both formats. Relationships among stressors and between stressor and strains were affected by response formats. Implications and limitations are discussed.

Alisa Tabak, University of South Florida  
 Ashley Nixon, University of South Florida  
 Paul E. Spector, University of South Florida

Submitter: Ashley Nixon, aenixon@mail.usf.edu

### 175-25 Reviewers' Perspectives on Method Variance: Intractable Problem or Overemphasized Complaint?

Beliefs regarding common method variance (CMV) were surveyed from journal board members. Responses indicated that CMV was a frequent concern and that careful study design was generally a more effective solution than postdata approaches. Understanding variables as well as methods was deemed necessary for determining if CMV was a problem.

Victoria L. Pace, Florida International University

Submitter: Victoria Pace, vpace@fiu.edu

### 175-26 Development of a Brief Measure of Error-Related Motivational Tendencies

This paper describes the construction and validation across 3 samples of the Error-Oriented Motivations Scale, intended to capture error-related attitudes. Data are presented regarding item construction and testing, factor structure, and the nomological network surrounding the construct, followed by suggestions for future validation.

Kraig L. Schell, Angelo State University  
 Steven P. Apodaca, Angelo State University  
 Katy A. Gaddis, Angelo State University  
 Sarah Garcia, Angelo State University  
 Carolyn E. Jergins, Angelo State University  
 Ashley L. McIntyre, Angelo State University  
 Kenneth J. Smith, Angelo State University

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

### 175-27 Cut-Off Value for the Adjusted Chi Squared/df Ratio Test

Analysis of the Type I error rate/power trade off for the adjusted  $\chi^2/df$  ratio test for dichotomous data using item response theory at various cut-off values demonstrated that the suggested cut-off value for acceptable fit of 3.0 may not be the best cut off value across all situations.

Brad Schlessman, Wright State University  
 David M. LaHuis, Wright State University

Submitter: Brad Schlessman, bradschlessman@yahoo.com

### 175-28 Power Estimates for Three Item Response Theory Fit Indices

This study furthered fit research by testing 3 fit indices' ability to detect model misspecification resulting from the use of a 2PLM to analyze data created under an ideal point methodology. Of the 3 fit indices tested, Stone's  $\chi^2*$  appeared best able to detect this type of misfit.

Brad Schlessman, Wright State University  
 David M. LaHuis, Wright State University

Submitter: Brad Schlessman, bradschlessman@yahoo.com

## 176. Symposium/Forum: 1:30 PM–2:50 PM Grand Ballroom B

### Situational Moderators of Gender-Based Backlash

Backlash, negative social repercussions incurred by women who violate gender norms by acting in agentic manner, is a well-documented phenomenon. This symposium examines situational factors that may attenuate or exacerbate backlash, focusing on attractiveness, social status, advocacy, and ambiguous contributions in team work.

Laura Elizabeth Severance, University of Maryland, *Co-Chair*  
 Michele J. Gelfand, University of Maryland, *Co-Chair*  
 Suzette Caleo, New York University, Madeline E. Heilman, New York University, *Differential Reactions to Men and Women's Joint Work*

Laura Elizabeth Severance, University of Maryland, Michele J. Gelfand, University of Maryland, Laura J. Kray, University of California, Berkeley, *Attractiveness Matters For Women, But Not Men, When Negotiating*  
 Catherine Tinsley, Georgetown University, *Attenuating Backlash With Social Status Cues*

Emily Amanatullah, Duke University, *Advocacy as a Moderator of Backlash Against Female Negotiators*  
 Belle Rose Ragins, University of Wisconsin-Milwaukee, *Discussant*

Submitter: Laura Severance, leseverance@gmail.com

## 177. Panel Discussion: 1:30 PM–2:50 PM Grand Ballroom C

### Advancing Workforce Planning: Opportunities and Challenges

In recent years, there has been a growing recognition among I-O psychologists that they can contribute greatly to the science and practice of workforce planning. The purpose of this session is to provide an interactive forum for discussing the opportunities and challenges I-O psychologists face when conducting workforce planning.

Jesse Erdheim, Federal Management Partners, *Co-Chair*  
 Chantay Dudley, HumRRO, *Co-Chair*  
 Derek P. Berube, Allstate Insurance Company, *Panelist*  
 Brian E. Cronin, ICF International, *Panelist*  
 William L. Farmer, Psychological Associates, *Panelist*  
 Gina J. Medsker, HumRRO, *Panelist*  
 Mo Wang, University of Maryland, *Panelist*

Submitter: Jesse Erdheim, JERdheim@humro.org

## 178. Symposium/Forum: 1:30 PM–2:20 PM Salon A

### Business-Driven Career Development Programs

In today's economic environment, organizations are looking for innovative, low-cost ways to maintain employee engagement and retention. This panel discussion brings together 3 diverse organizations that have implemented business-driven career development programs. Each will describe their respective career development program including unique design features, challenges of implementation, and lessons learned.

Mariangela Battista, OrgVitality LLC, *Chair*  
 Lynn Ware, Integral Talent Systems, Inc., Miriam Ort, Avon,  
*Career Development at PepsiCo*  
 Sharon Grundfast, Interpublic Group, *Implementing Process*  
*Free Career Development to Engage and Retain Talent*  
 Walter Reichman, Columbia University, *Discussant*  
 Submitter: Mariangela Battista, battistam@optonline.net

### 179. Panel Discussion: 1:30 PM–2:50 PM Salon B

#### Getting Ready for the Economic Recovery: Opportunities and Insights

The economic slowdown has greatly affected organizations. This panel examines how organizations are responding to economic struggles and opportunities being created to become stronger. Themes examined include organization structure, people management, process reengineering, and brand positioning. Representatives from The Home Depot, Bank of America, Starwood, and Kenexa will participate.

Jeffrey A. Jolton, Kenexa, *Chair*  
 Natalie Bourgeois Caldwell, The Home Depot, *Panelist*  
 Lorry A. Olson, Bank of America, *Panelist*  
 Matthew V. Valenti, Starwood Hotels & Resorts Worldwide,  
 Inc., *Panelist*  
 Sara P. Weiner, Kenexa, *Panelist*  
 Submitter: Jeffrey Jolton, jeffrey.jolton@kenexa.com

### 180. Symposium/Forum: 1:30 PM–2:50 PM Salon C

#### High-Potential Talent: Defining, Identifying, Assessing, and Developing Future Talent

This symposium provides a state of practice in defining, identifying, assessing, and developing high-potential talent in organizations. Four highly experienced practitioners will discuss a new integrated model of potential and provide their views on how organizations can effectively manage high-potential talent as part of strategy-driven talent management.

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, *Chair*  
 Robert F. Silzer, HR Assessment & Development/Baruch,  
 CUNY, Allan H. Church, PepsiCo, *Key Questions and*  
*Challenges in the Identification of Potential*  
 Sandra O. Davis, MDA Leadership Consulting, *The*  
*Assessment of Potential*  
 Marcia J. Avedon, Ingersoll Rand, *Developing High*  
*Potentials: What's Different and What Works?*  
 Submitter: Robert Silzer, robsilzer@prodigy.net

### 181. Symposium/Forum: 1:30 PM–2:50 PM Salon D

#### Current Perspectives on Leadership in Collective Work Arrangements

The inherent complexity of collaborative work systems used in modern organizations creates a unique context for leadership. This symposium brings together a set of

4 papers with a common focus on explicating the leadership processes and psychological mechanisms that enable the effective integration of collective effort.

Christian J. Resick, Drexel University, *Chair*  
 Daniel Doty, University of Central Florida, *Chair*  
 Jonathan C. Ziegert, Drexel University, Marco DiRenzo, Drexel  
 University, Katherine J. Klein, University of Pennsylvania,  
 Yan Xiao, Baylor Health Care System, *Combining Virtual*  
*and Shared Leadership: How Does It Operate?*  
 Steve W. J. Kozlowski, Michigan State University, Robert E.  
 Ployhart, University of South Carolina, Beng-Chong Lim,  
 Ministry of Defense Singapore, *The Developmental Role*  
*of Team Leaders*  
 Lauren Benishek, University of Central Florida, Christian J.  
 Resick, Drexel University, Leslie A. DeChurch, University of  
 Central Florida, Miliani Jimenez, University of Central  
 Florida, Elizabeth J. Sanz, University of Central Florida, Huy  
 Le, University of Central Florida, Eduardo Salas, University  
 of Central Florida, *Leader-Team Congruence, Information*  
*Exchange, and Multiteam System Performance*  
 Daniel Doty, University of Central Florida, Peter Seely, University  
 of Central Florida, Toshio Murase, University of Central  
 Florida, Leslie A. DeChurch, University of Central Florida,  
 Nathan J. Hiller, Florida International University, *Leadership*  
*and Emergence in Organizations: A Meta-Analysis*  
 Ronald F. Piccolo, Rollins College, *Discussant*  
 Submitter: Christian Resick, cresick@drexel.edu

### 182. Symposium/Forum: 2:00 PM–2:50 PM 206-207

#### Are Justice and Injustice Qualitatively Distinct Concepts?

Traditionally, justice and injustice are conceived and operationalized as being opposite ends of the same continuum. Three papers are presented whose authors challenge this assumption. Using a variety of qualitative and quantitative methods, studies are reported that suggest that justice and injustice may, in fact, be qualitatively distinct constructs.

Jason A. Colquitt, University of Florida, *Co-Chair*  
 Jerald Greenberg, RAND Corp., *Co-Chair*  
 Jerald Greenberg, RAND Corp., Jason A. Colquitt, University  
 of Florida, David M. Long, University of Florida, Jessica  
 Rodell, University of Florida, Marie D. Halvorsen-  
 Ganepola, University of Florida, *Reactions to Justice*  
*Versus Injustice: An Inductive Study*  
 David A. Jones, University of Vermont, Derek S. Chapman,  
 University of Calgary, *Is Unfair Stronger Than Fair?*  
 Submitter: Jason Colquitt, colquitt@ufl.edu

### 183. Special Events: 2:00 PM–2:50 PM 208-209

#### The Global Task Force for Humanitarian Work Psychology

This strategic group was created in 2009 by the Network for Humanitarian Work Psychology, a global network with representation from lower and higher income countries, SIOP, IAAP, and EAWOP. The task force works collaboratively with local communities and

other disciplines to promote responsive applications of work psychology to global poverty reduction and related issues, for example, improving international aid. This session presents the history of the task force, describing some of its current projects by focusing on how they facilitate the United Nations (UN)'s "Millennium Development Goals" and the International Labour Organization (ILO)'s "Decent Work Agenda."

Mary O'Neill Berry, Sirota Survey Intelligence, *Presenter*  
Stuart C. Carr, Massey University, *Presenter*

Submitter: Stuart Carr, S.C.Carr@massey.ac.nz

#### 184. Symposium/Forum: 2:00 PM–2:50 PM 210-211

##### More Measurement Concerns for the I-O Practitioner (and Researcher)

Four topics in applied measurement were investigated: techniques to decrease the development time and cost of an adaptive test, use of cluster analysis to improve multisource feedback interventions, improving predictive validity of personality measures using profiles, and the choice between composites and averages in meta-analysis. Implications for practice are discussed.

Matthew J. Borneman, Southern Illinois University, *Chair*  
Jessica L. Blackburn, FurstPerson, Eyal Grauer, APT, Inc.,  
William H. Berman, Berman Leadership Development,  
*Using Cluster Analysis to Develop High-Potential Employees*

Winnie Shen, University of Minnesota, Paul R. Sackett,  
University of Minnesota, *Predictive Power of Personality:  
Profile- Versus Level-Effects Predicting Extra-Role Performance*

Matthew J. Borneman, Southern Illinois University-Carbondale,  
Nicholas G. Hoffman, Southern Illinois University-Carbondale, *Composites Versus Averages in Meta-Analysis: Proper Choice to Maintain Independence*

Submitter: Matthew Borneman, borne030@umn.edu

#### 185. Symposium/Forum: 2:00 PM–2:50 PM 212

##### Practical and Methodological Considerations for Medium-of-Administration Research

Organizations and researchers increasingly use computerized assessment to measure important individual difference variables to predict important outcomes, and concern remains that some forms of assessment might be affected by the computerization. This research presents 3 different methodological approaches to address this common problem in practical terms.

Alan D. Mead, Illinois Institute of Technology, *Chair*  
Stephen T. Murphy, Pearson, Inc., *Co-Chair*  
Stephen T. Murphy, Pearson, Inc., Ian S. Little, Pearson, Alok  
Bhupatkar, American Institutes for Research, *Online Versus Paper: A Comparability Study*

Konstantin Cigularov, Illinois Institute of Technology, George  
C. Thornton, Colorado State University, Gargi Sawheny,  
Illinois Institute of Technology, Martin Lanik, Global

Assessor Pool, Ltd, *Medium of Administration and Proctoring Effects in Personality Assessment*  
Alan D. Mead, Illinois Institute of Technology,  
*Noncomparability of Speeded Computerized Tests: Differential Response Speededness?*

Denny Way, Pearson, *Discussant*

Submitter: Alan Mead, mead@iit.edu

#### 186. Interactive Posters: 2:00 PM–2:50 PM 213-214

##### A Hostile Work Environment Ticks Me Off

Lisa Penney, University of Houston, *Facilitator*

##### 186-1 Anger, Workplace Stressors and Counterproductive Work Behaviors: A Longitudinal Investigation

This longitudinal study was conducted to investigate the moderating role of trait anger in the relationship between workplace stressors and counterproductive work behaviors (CWB). Consistent with theory, results show positive associations between workplace stressors and CWB, anger and CWB, and with anger moderating the relationship between stressors and CWB.

Alexandra Ilie, University of South Florida  
Dan Ispas, University of South Florida  
Lisa M. Penney, University of Houston  
Dragos Iliescu, National School of Political and Administrative Studies

Submitter: Alexandra Ilie, ailie@mail.usf.edu

##### 186-2 Workplace Bullying: Examining Self-Monitoring and Organizational Chaos

Workplace bullying is both prevalent and underresearched. This research examined whether a personality variable (self-monitoring) and a situational variable (organizational chaos) predicted bullying. Results indicated that employees working in highly chaotic organizations (lacking in transparency, accountability, and appropriate rewards and guidelines) experienced more bullying behaviors. Implications are discussed.

Colin O'Farrell, Southern Illinois University-Edwardsville  
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitter: Cynthia Nordstrom, cnordst@siue.edu

##### 186-3 Validation of the Hostile Attributional Style Short Form

A short form of the workplace hostile attributional style survey is created and validated in a field sample. This study uses data from 212 matched employee-supervisor pairs to show that WHAS is related to employee personality, stress, and CWB.

Anne C. Bal, Wayne State University  
Kimberly E. O'Brien, Wayne State University

Submitter: Kimberly O'Brien, keobrien@wayne.edu

##### 186-4 Observing Workplace Aggression: What Intervention Strategies Should I Use?

Using a video vignette study, we explored observer intervention in incidents of workplace aggression. Results

indicate that the organizational power of aggressors, observers' genders, and perceived harm to the victims determine whether employees would direct their intervention strategies at aggressors, victims, and/or management. We discuss implications for research and practice.

Olusore Taylor, University of Western Ontario

Joerg Dietz, University of Lausanne

Submitter: Olusore Taylor, otaylor3@uwo.ca

### 187. Symposium/Forum: 2:00 PM–2:50 PM

#### Salon E

#### Beyond Engagement! What's Next in the New Economic Climate?

The emergence from the recession provides unique opportunities to test the relationship between people issues and business performance. This session presents recent research conducted during both strong and weak economic times, including an assessment of the importance and limitations of employee engagement as a central construct in optimizing talent.

William A. Schiemann, Metrus Group, Inc., *Chair*

Brian S. Morgan, Metrus Group, Inc., William A. Schiemann, Metrus Group, Inc., *Emerging From Recession: Managing Engagement, Strategic Alignment, and Resource Deployment*

William H. Macey, Valtera, *Exploring Boundary Conditions on the Engagement–Organizational Effectiveness Relationship*

Jeffrey M. Saltzman, OrgVitality, *Employee Confidence, Organizational Performance, and Economic Performance*

Submitter: William Schiemann, wschiemann@metrus.com

### 188. Symposium/Forum: 3:30 PM–4:50 PM

#### 201

#### Third Parties' Reactions to Bad Behavior in Organizations

The organizational sciences have traditionally focused on studying the victims and perpetrators of "bad" behaviors in organizations; however, these harmful behaviors can also have a significant impact on others in the organization. This symposium presents research that explores the attitudinal, psychological, and behavioral impact of harmful behaviors on third parties.

Karl Aquino, University of British Columbia, *Chair*

Jane O'Reilly, University of British Columbia, *Co-Chair*

Lisa Coulson, Queen's University, Jana L. Raver, Queen's University, *Bystander Intervention After Sexist Remarks in Work Groups*

Christian Tröster, Erasmus University Rotterdam, Stefan Thau, London Business School, Rebecca J. Bennett, Louisiana Tech University, Rafael Wittek, University of Groningen, *Caring About the Organization*

Tara C. Reich, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, *Workplace Aggression From the Perspective of the Observer*

Lei Zhu, University of British Columbia, Karl Aquino, University of British Columbia, *Third Parties' Reactions to Justice Failure in an Organizational Context*

Submitter: Karl Aquino, karl.aquino@sauder.ubc.ca

### 189. Symposium/Forum: 3:30 PM–5:20 PM

#### 202

#### Sexual Harassment: Some New Perspectives on an Old Problem

Although sexual harassment (SH) has been investigated for many years, certain areas remain underresearched. We explore the SH issues of false accusations, employee health, cross-cultural comparison between Russia and the U.S., the impact of previous abuse, and the use of agent-based simulation as new perspectives on an old problem.

Cathy L. Z. DuBois, Kent State University, *Co-Chair*

Deborah Knapp, Kent State University, *Co-Chair*

Ivan S. Muslin, Drake University, Charles A. Pierce,

University of Memphis, *Effects of Sexual Harassment Accusation on the Falsely Accused*

Cathy L. Z. DuBois, Kent State University, Julia Levashina,

Kent State University, Marina Astakhova, Kent State

University, *Juxtaposition of Sexual Harassment in Russia and the U.S.*

Margaret S. Stockdale, Southern Illinois University-

Carbondale, Seth Berry, Southern Illinois University-

Carbondale, T. K. Logan, University of Kentucky, *An Empirical, Prospective Investigation of Revictimization and Sexual Harassment*

Deborah Knapp, Kent State University, Mary Hogue, Kent

State University, Robert H. Faley, Kent State University,

*The Health-Related Impact of Target Responses to Sexual Harassment*

Marina Astakhova, Kent State University, Murali Shanker,

Kent State University, *Applying Agent-Based Simulation*

*to an Integrated Model of Sexual Harassment*

Rosalind Thompson, Orange Hill Associates, *Discussant*

Submitter: Cathy L. DuBois, cdubois@kent.edu

### 190. Roundtable Discussion/Conversation Hour:

3:30 PM–4:20 PM

#### 203

#### From Terminal Master's to PhD: Answering the Basic Questions

At last year's program directors' meeting, many program directors requested a SIOP "meeting of the minds" between parties from terminal MA and PhD programs. The aim is to raise questions, provide answers, and share ideas about each type of program and how students can transition between them.

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

Paul J. Hanges, University of Maryland, *Host*

Cary M. Lichtman, Wayne State University, *Host*

Eliza W. Wicher, Roosevelt University, *Host*

Submitter: Michelle (Mikki) Hebl, Hebl@Rice.edu

### 191. Special Events: 3:30 PM–4:50 PM

#### 204

#### The Making of a Book in SIOP's Professional Practice Series

How is a book in the SIOP Professional Practice Series sponsored and put together? These and related issues

will be discussed by the editors of 3 books now being prepared. Attendees will learn the various ways a "topic" can become a book, how contributors are picked, and what they must write.

Allen I. Kraut, Baruch College/Kraut Associates, *Chair*

Seymour Adler, Aon Consulting, *Panelist*

Lisa A. Boyce, U.S. Air Force, *Panelist*

Gina R. Hernez-Broome, University of the Rockies, *Panelist*

Kyle Lundby, Kenexa, *Panelist*

Nancy T. Tippins, Valtera, *Panelist*

Submitter: Allen Kraut, allenkraut@aol.com

## 192. Community of Interest: 3:30 PM–4:50 PM 205

### P–E/P–O/P–J Fit

Jeffrey R. Edwards, UNC Chapel Hill, *Host*

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

Mark V. Palumbo, Indiana University of Pennsylvania,

*Coordinator*

## 193. Panel Discussion: 3:30 PM–4:50 PM 206-207

### The OFCCP Curtain Unveiled: Time to Click Your I-O Heels

Recent years have seen increased activity and audits from the OFCCP, and this trend is likely to continue. Panelists provide a practitioners perspective from multiple vantage points, sharing experiences, lessons learned, emerging trends, insights, and best practices for effectively and proactively dealing with the OFCCP and the audit process.

Lilly Lin, DDI, *Chair*

David Cohen, DCI Consulting Group Inc., *Panelist*

Jeffrey D. Facticeau, PreVisor, *Panelist*

Laura Mastrangelo Eigel, Frito-Lay North America, *Panelist*

John D. Morrison, Kronos, *Panelist*

David B. Schmidt, Development Dimensions International, *Panelist*

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

## 194. Special Events: 3:30 PM–4:20 PM 208-209

### The Birth of the International Affairs Committee: Goals and Actions

In 2009, the SIOP International Affairs Committee was born as a clear mechanism to reach out to members outside North America and bridge relationships with other professional organizations such as IAAP and EAWOP. The IAC was promoted from the Professional Practice Committee and is chartered as the steward of international affairs and collaborations with sister organizations and societies. This session will provide insight into the objectives of this new committee and how it will foster international collaboration as prescribed by the SIOP-IAAP-EAWOP accord of 2009.

Alexander Alonso, American Institutes for Research, *Chair*  
Deborah DiazGranados, University of Central Florida, *Panelist*

Walter Reichman, Columbia University, *Panelist*

Mo Wang, University of Maryland, *Panelist*

Joy Oliver, Human Resources Research Organization, *Panelist*

Submitter: Alexander Alonso, aalonso@air.org

## 195. Symposium/Forum: 3:30 PM–4:50 PM 210-211

### Multilevel Perspectives on Perceived Organizational Support

The study of perceived organizational support continues to proliferate at a rapid pace. However, the opportunities that multilevel approaches can provide for its study remain to be exploited. We present 4 papers that exemplify these opportunities: analyzing group-level variables, considering longitudinal designs, and exploring supervisor–subordinates relationships.

M. Gloria Gonzalez-Morales, University of Delaware, *Co-Chair*

Robert Eisenberger, University of Delaware, *Co-Chair*

James M. Vardaman, Mississippi State University, Julie I.

Hancock, University of Memphis, David G. Allen,

University of Memphis, Lynn M. Shore, San Diego State

University, *Group-Level POS and the Relationship*

*Between Individual-Level POS and Outcomes*

Lynn M. Shore, San Diego State University, Mark G. Ehrhart,

San Diego State University, Jacqueline A-M. Coyle-Shapiro,

London School of Economics and Political Sciences, *POS*

*in Teams: Support for All or Support for One?*

Gokhan Karagonlar, University of Delaware, Robert

Eisenberger, University of Delaware, Meta K. Steiger

Mueller, University of Delaware, *Influences of*

*Supervisors' POS and Reciprocation Warmth on LMX*

M. Gloria Gonzalez-Morales, University of Delaware, Robert

Eisenberger, University of Delaware, Louis C. Buffardi,

George Mason University, Lois E. Tetrick, George Mason

University, *Development of POS: Influences of LMX and*

*Affective Exchange Ideology*

Submitter: M. Gloria Gonzalez-Morales, gloriaglez@gmail.com

## 196. Special Events: 3:30 PM–4:50 PM 212

### Master Collaboration: Leadership Development and Safety—Two Case Studies in Collaboration

*Earn 1.5 CE credits for attending.*

The field of I-O psychology has struggled with alignment between what academics research and what practitioners implement. This session presents 2 important, diverse areas of I-O psychology (employee safety and executive coaching) and how practitioners and academics collaborated to bring about positive, measurable impact within organizations in these areas.

Scott Mondore, Strategic Management Decisions, *Chair*

J. Craig Wallace, Oklahoma State University, *Presenter*

Shane Douthitt, Strategic Management Decisions, *Presenter*

S. Bartholomew Craig, North Carolina State University,

*Presenter*

Adam Ortiz, Executive Leadership Consulting, *Presenter*

Submitter: Scott Mondore, smondore@smdhr.com



**197. Symposium/Forum: 3:30 PM–4:50 PM****Crystal Ballroom A/F****Solutions for Solving the Adverse Impact–Validity Dilemma**

The fact that using many valid tests leads to adverse impact is one of the most thorny and controversial issues in I-O psychology research and practice. The papers in this symposium describe solutions that can help solve this critical dilemma for individuals, organizations, and society.

Herman Aguinis, Indiana University, *Chair*

James L. Outtz, Outtz and Associates, Robert E. Ployhart, University of South Carolina, *A Multilevel View of the Validity–Diversity Dilemma*

Joel P. Wiesen, Applied Personnel Research, Herman Aguinis, Indiana University, *New Methods for Reducing Adverse Impact and Preserving Validity*

Sheldon Zedeck, University of California–Berkeley, *Discussant*

Submitter: Herman Aguinis, haguinis@indiana.edu

**198. Symposium/Forum: 3:30 PM–5:20 PM****Crystal Ballroom B/E****Understanding Emotion Regulation in Context**

Emotion regulation enhances performance but reduces employee well-being. Our session demonstrates the moderating role of the organizational context (perceptions of job policies and culture) and interpersonal context (familiarity, power, and justice) on these relationships.

Jennifer A. Diamond, Pennsylvania State University, *Co-Chair*  
Alicia A. Grandey, Pennsylvania State University, *Co-Chair*  
James M. Diefendorff, University of Akron, Allison S.

Gabriel, University of Akron, Grace Leung, University of Akron, *Organization-Level Influences on Employee Emotional Displays With Customers*

Joseph Allen, University of North Carolina at Charlotte, Ashley M. Andrew, University of North Carolina at Charlotte, *Regulating Emotions in Response to Power Distance in Meetings*

Jennifer A. Diamond, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, Allison S. Gabriel, University of Akron, *Positive Displays in Service Encounters Versus Relationships*

Dirk D. Steiner, Université de Nice-Sophia Antipolis, Jennifer Wessel, Michigan State University, *The Roles of Customer Power and Justice in Emotional Labor*

S. Douglas Pugh, University of North Carolina at Charlotte, *Discussant*

Submitter: Jennifer Diamond, jad440@psu.edu

**199. Symposium/Forum: 3:30 PM–4:20 PM****Crystal Ballroom C/D****Going Beyond Traditional Conceptualizations Within Work–Family Research**

Authors present studies that empirically broaden traditional conceptualizations of work and family structures and situations. Two studies examine the work–family

interface beyond the traditional views of what comprises the workforce while 2 other studies focus on more effectively incorporating unique family structures and situations within work–family research.

Ann H. Huffman, Northern Arizona University, *Co-Chair*  
Satoris S. Culbertson, Kansas State University, *Co-Chair*  
Russell A. Matthews, Louisiana State University, Suzanne M.

Booth, Louisiana State University, Lindsay Benitez, Louisiana State University, *Work–Family Conflict: Do Models Generalize Across Gender and Job Zones?*

Tracy L. Griggs, Winthrop University, Wendy J. Casper, University of Texas at Arlington, Lillian T. Eby, University of Georgia, *Church Support Moderating the Work–Family Conflict–Physical Health Relationship*

Erin N. Smith, Bowling Green State University, Jennifer McInroe, Bowling Green State University, Katherine Wolford, Bowling Green State University, Charlotte Fritz, Bowling Green State University, *The Impact of Gender Role Salience on the Work–Family Interface*

Kristen P. Jones, George Mason University, Eden B. King, George Mason University, *Pregnancy Disclosure Strategies in the Workplace*

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

**200. Posters: 3:30 PM–4:20 PM****Galleria****Personality****200-1 Reference Group Effects in the Measurement of Personality and Attitudes**

Reference-group effects significantly impact findings in cross-cultural psychology but are also likely to occur in research and selection contexts. We examine the impact of these effects on personality and attitude measurement and find, in 2 studies, that reference group effects lead to a significant reduction in criterion-related validities.

Marcus Crede, SUNY Albany  
Michael R. Bashshur, Universitat Pompeu Fabra  
Sarah Niehorster, SUNY Albany

Submitter: Marcus Crede, mcrede@albany.edu

**200-2 DIF in Personality Assessment: Does Cognitive Ability Influence Item Interpretation?**

This study proposes and illustrates a method for examining item complexity during test construction using item response theory. We examined whether differential item functioning existed within 4 personality scales across cognitive ability groups. Results indicated that personality items do differentially function across highly disparate cognitive ability groups.

Amy DuVernet, North Carolina State University  
Adam W. Meade, North Carolina State University  
Chris Coughlin, PreVisor  
Tracy Kantrowitz, PreVisor

Submitter: Adam Meade, awmeade@ncsu.edu

### 200-3 Sex-Based Differential Prediction in Employment-Oriented Five-Factor Model Personality Measures

This study used a 5-factor model personality test in a managerial sample to investigate differential prediction by sex. Underprediction of female performance was found in 14% of cases. All cases of underprediction were concentrated within 3 of 20 performance dimensions, suggesting issues with criterion measurement rather than test bias.

Christopher M. Berry, Texas A&M University  
Anita Kim, Texas A&M University

Submitter: Christopher Berry, cmberry@tamu.edu

### 200-4 An Investigation of Major Personality Traits Underlying Self-Monitoring

This study examined the personality correlates of self-monitoring. Results across 2 samples revealed that in addition to Extraversion, the personality variable of honesty-humility was negatively related to self-monitoring, indicating that those low on honesty-related traits are more likely to be high self-monitors, which gives further insight into self-monitoring.

Brenda Nguyen, University of Calgary  
Tunde Ogunfowora, SPB Organizational Psychology  
Joshua S. Bourdage, University of Calgary

Submitter: Joshua Bourdage, jbourdage@ucalgary.ca

### 200-5 Trait and State Determinants of Reported Fatigue Levels

Fatigue is frequently reported by workers and students. Although studies have analyzed situational fatigue effects, little is known about personality. An experience-sampling study of 177 participants revealed that Neuroticism, positive affect, and negative affect play an important role in determining subjective fatigue.

Charles C. Calderwood, Georgia Institute of Technology  
Phillip L. Ackerman, Georgia Institute of Technology

Submitter: Charles Calderwood, calderwood@gatech.edu

### 200-6 Practice Makes Perfect: Extracting Personality Data From Resumés

This study was conducted to investigate how human resource professionals make personality judgments about applicants based solely on the applicant's resumé. Results indicate that the validity (accuracy) of personality judgments depend largely on the experience of the resumé reviewer and further, this relationship is curvilinear.

John A. Coaster, Central Michigan University  
Gary N. Burns, Wright State University

Submitter: John Coaster, coast1ja@cmich.edu

### 200-7 Empirical Keying of Personality Scales to Reduce Faking

This study investigated the usefulness of empirical keying to reduce the effects of faking on personality scale scores. In general, empirical keying reduced or eliminated the effects of faking for 4 of the 5 Big 5 dimen-

sions. In addition, empirical keying did not introduce a cognitive load into personality scores.

Jeffrey M. Cucina, U.S. Customs and Border Protection  
Arwen E. Hunter, U.S. Army Research Institute  
Nicholas R. Martin, Office of Personnel Management  
Nicholas L. Vasilopoulos, HumRRo

Submitter: Jeffrey Cucina, jcucina@gmail.com

### 200-8 Trait Self-Control at Work: Relating Self-Control to Contextual Performance

The relationship between self-control and contextual performance was investigated. Employees ( $N = 296$ ) filled out online questionnaires regarding stop control, start control, OCB, personal initiative, and proactive coping. Results show that both self-control types are positively related to OCB, but only start control is related to personal initiative and proactive coping.

Benjamin J. de Boer, Erasmus University, Rotterdam  
Edwin A. J. Van Hooft, University of Amsterdam  
Arnold B. Bakker, Erasmus University, Rotterdam

Submitter: Benjamin de Boer, deboer@fsw.eur.nl

### 200-9 Narrow Personality Predictors of Technical Sales Performance

A primary study of a sample of 171 technical sales representatives was conducted to evaluate the relationship between narrow personality traits and sales performance. Rugged individualism and locus of control were significantly related to sales performance. Contrary to expectation, dependability was negatively related to sales performance.

Saurabh S. Deshpande, Texas A&M University  
Stephanie C. Payne, Texas A&M University  
Behbood Zoghi, Texas A&M University

Submitter: Saurabh Deshpande, saurabhd@tamu.edu

### 200-10 Do Warnings on Personality Tests Result in Honest Responses?

Little research has assessed whether warnings on personality tests used for selection result in honest trait scores. We addressed this gap in the faking literature by comparing warned to honest responses in a within-subjects design. We found that warned responses are not always equivalent to honest responses.

T. Ryan Dullaghan, University of South Florida  
Nneka Joseph, University of South Florida

Submitter: Timothy Dullaghan, trdullaghan@gmail.com

### 200-11 Further Investigation of an IAT for Workplace Integrity

The validity of an implicit measure of workplace integrity that uses Implicit Association Test (IAT) procedures was examined. Relationships with theoretically relevant explicit and implicit measures of cognitive constructs and overt behavioral indices replicate and extend results of previous studies and provide additional support for the IAT measure's validity.

Donald L. Fischer, Missouri State University  
Emmanuel Osafo, Missouri State University  
Brandon Turner, Ohio State University

Submitter: Donald Fischer, donaldfischer@missouristate.edu

### **200-12 Validating Self-Monitoring as a Class Variable in Predicting Performance**

This study examined self-monitoring, organizational position (leadership vs. nonleadership) and contextual performance (effort). Results using latent class and item response theory estimates of self-monitoring support self-monitoring as a moderator of the relationship between organizational position and effort. More variance was explained using the class variable of self-monitoring. Implications are discussed.

Dahlia S. Forde, University of Central Florida  
Damon U. Bryant, University of Texas at Arlington

Submitter: Dahlia Forde, da\_forde@yahoo.com

### **200-13 Identity Incongruence: Construct Definition and Scale Development**

Identity incongruence (IdI) refers to a repressive mechanism that inhibits self-relevant knowledge. IdI was examined through the use of self-other differences on personality ratings and the newly developed IdI scale. The IdI scale was significantly related to self-other differences and demonstrated convergent validity.

Amy Gammon, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Amy Gammon, gammona@gmail.com

### **200-14 Proactive Personality, Self-Control, and Career Success**

Recent research indicates several dispositional characteristics predict career success. This study extends this research, examining proactive personality and self-control as predictors of extrinsic and intrinsic success along with mediators of these relationships. These characteristics predicted both aspects of career success, with these relationships mediated by educational attainment and occupational characteristics.

Patrick D. Converse, Florida Institute of Technology  
Tomer Gotlib, Florida Institute of Technology  
Jaya Pathak, Florida Institute of Technology  
Matthew Merbedone, Florida Institute of Technology

Submitter: Tomer Gotlib, tgotlib@fit.edu

### **200-15 Predictors of Behavior and Attitudes: The Big Five Factors**

This study investigates the role of the Big 5 personality factors in predicting attitudes and behavior. Participants completed a personality measure as well as several attitudinal and behavioral measures. Results indicate that Agreeableness and Openness both predict attitudes, but only Extroversion significantly predicts racial inter-group behavior.

Elicia A. Hrabal, LVHHN

Adrienne Pinchot, Pennsylvania State University Schuylkill  
Charlie Law, Pennsylvania State University Schuylkill

Submitter: Elicia Hrabal, eap5102@psu.edu

### **200-16 Predicting Interests in Organizing Positions From Personality Profiles**

This study investigates the relationship between personality and organizing interests. The personality profile pattern predictive of organizing interests was stable across different domains. Personality profile patterns were found to drive the predictive power of personality scores and explain a larger proportion of the variance compared with individuals' absolute trait levels.

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

Submitter: Thomas Kiger, kige0005@umn.edu

### **200-17 Profiling the Faker: The Individual Differences Behind Applicant Faking Behavior**

This study examined individuals who engaged in faking behavior in an applicant setting. A profile was developed by conducting a discriminant analysis with dispositional variables. The results were significant and suggested that fakers had lower levels of integrity and were more likely to have an external locus of control.

Lindsey M. Lee, Florida Institute of Technology  
Katie Piccone, Florida Institute of Technology  
Joshua A. Isaacson, SRA International, Inc.  
Bianca Trejo, Florida Institute of Technology  
Richard L. Griffith, Florida Institute of Technology

Submitter: Lindsey Lee, lindslee02@yahoo.com

### **200-18 Interpersonal Identification-Based Versus Collective Identification-Based Group Identity: A Field Investigation**

This study explores 2 distinct bases of identity that employees formed: interpersonal and collective identifications. Through the application of Brewer and Gardner's framework on multiple levels of self, we proposed and tested the motivational underpinnings of the 2 types of group identity and their differential impacts on organizational outcomes.

Shu Zhang, Columbia Business School  
Guoquan Chen, Tsinghua University  
Xiao-Ping Chen, University of Washington  
Dong Liu, University of Washington  
Michael Johnson, University of Washington

Submitter: Dong Liu, dongliu@u.washington.edu

### **200-19 Implicit and Explicit Measures: A Dissociative Model of Aggression**

This study tested a dissociative model of aggression measurement. Implicit and explicit measures of aggression were obtained and related to instrumental and hostile aggression criteria. The expectation derived from

this model is that implicit and explicit measures are differentially related to different types of aggressive behavior. Data support this model.

Patrick McNiel, Georgia Institute of Technology

Submitter: Patrick McNiel, gth717y@mail.gatech.edu

### **200-20 Employee Goal Orientation, LMX, and Task Performance**

Recent meta-analysis shows the inconsistent relationship between goal orientation (GO) and task performance, suggesting a third variable that influences this relationship. Applying trait activation theory, this study examines the effects of GO on task performance, moderated by leader-member exchange (LMX). Results support the moderating role of LMX on the relationship.

Haeseen Park, Seoul National University  
Seokhwa Yun, Seoul National University  
Dongkyu Kim, Seoul National University  
Sung Won Min, Seoul National University  
Eunho Lee, Seoul National University

Submitter: Haeseen Park, hsp915@naver.com

### **200-21 Self-Monitoring as a Compound Trait: Relationships With Personality and Values**

Self-monitoring is typically considered to be a personality trait, though it is not well represented within the 5-factor model. We argue that self-monitoring is actually a compound construct representing a combination of ability and motivation. Using a sample of working professionals, we provide evidence in support of this proposition.

Laura Parks, James Madison University  
Marshall W. Pattie, James Madison University

Submitter: Laura Parks, parksl@jmu.edu

### **200-22 Personality, School, and Life Satisfaction: The Mediation Role of Effort**

This study examines the meditational role of effort between personality, specifically core self-evaluations, and school and life satisfaction. Self-verification and self-concordance theory are proposed to explain the role of effort in determining personality's influence on school and life satisfaction. Implications and limitations of the study will be discussed.

Daren S. Protolipac, St. Cloud State University  
Tim B. Hauser, St. Cloud State University  
Melissa J. DeLyser, St. Cloud State University  
Amanda Erickson, University of Minnesota  
Tom Seaton, St. Cloud State University

Submitter: Daren Protolipac, dsprotolipac@stcloudstate.edu

### **200-23 Person-Organization Congruence and Network Position: A Social Capital Perspective**

Integrating the person-organization fit and social network literatures, we examined how the congruence between individual and organizational personality was related to social network position. Our results illustrated

that congruence was positively related to betweenness ties and social capital. Further, betweenness ties were positively related to salary increase award amounts.

Christian J. Resick, Drexel University  
Jonathan C. Ziegert, Drexel University  
Dali Ma, Drexel University  
Paul Green, The Morning Star Company

Submitter: Christian Resick, cresick@drexel.edu

### **200-24 Does Openness Predict Job Performance? Yes, on a Facet Level!**

This study investigated Openness to Experience on a facet level. In line with our hypotheses, we found internal structure of Openness to be characterized by two subdimensions we labeled perceptual and epistemic. For the latter, criterion-related validity of .21 was found, indicating substantial value for research and practice.

Patrick Mussel, University of Hohenheim  
Carolin Winter, University of Hohenheim  
Petra Gelleri, University of Hohenheim  
Heinz Schuler, University of Hohenheim

Submitter: Heinz Schuler, schuler@uni-hohenheim.de

### **200-25 The Role of Traitedness in the Contextualization of Personality Assessments**

The purpose of this study is to explore an alternative explanation for the increased validity of context-specific personality measures over generic measures. The effect of providing a work and academic frame of reference was compared for trait versus untraited participants in order to test for differential relationships with relevant criteria.

Tiffany Smith, University of South Florida

Submitter: Tiffany Smith, tnb@mail.usf.edu

### **200-26 HEXACO Personality Traits and Job Performance**

The personality-job performance relationship was tested based on the 6-dimensional HEXACO personality model. Employees in Singapore described their personality using the HEXACO personality inventory. Supervisors rated task performance and interpersonal facilitation. Results from 229 employee-supervisor dyads showed that conscientious and nonemotional employees had higher task performance and interpersonal facilitation.

Klaus J. Templer, Nanyang Technological University

Submitter: Klaus Templer, akjtempler@ntu.edu.sg

### **200-27 A Comparison of General and Work-Specific Measures of Core Self-Evaluations**

Using 2 independent samples, the current research found that work-specific core self-evaluation (CSE) generally did not yield significantly stronger relationships with work-related criteria than general CSE did. However, we found consistent evidence that work-specific CSE predicted work-related criteria after controlling for general CSE.

Qiang Wang, Wright State University  
 Kellie King, Old Dominion University  
 Han Ying Tang, Huazhong Normal University  
 Nathan A. Bowling, Wright State University  
 Submitter: Qiang Wang, talenttree@gmail.com

### 200-28 Comparing MMPI-2, PRF-E, and CRT-A Law Enforcement Applicant Scores

Psychological assessment is both a necessary and burgeoning enterprise in law enforcement. Historically, the MMPI-2 is the most widely used instrument in this industry. Normative and comparative job applicant data are provided for this and 2 other measures to further knowledge about other potential assessments for the researcher and practitioner.

Nathan E. Wiita, Georgia Institute of Technology  
 Katherine A. Schnure, Georgia Institute of Technology  
 Lawrence R. James, Georgia Institute of Technology  
 Submitter: Nathan Wiita, nathan.wiita@gatech.edu

### 200-29 Navy SEALS BUD/S Training: Predicting Success With Conditional Reasoning

The conditional reasoning (CRT-RMS) measurement system was validated against a pass/fail criterion in Navy SEALS BUD/S training. The CRT-RMS has previously predicted persistent behavior in field and laboratory studies. Results in this investigation were consistent with previous research, as a .305 cross validity coefficient was obtained.

Nathan E. Wiita, Georgia Institute of Technology  
 Tiffany L. Kelly, Georgia Institute of Technology  
 Hye Joo Lee, Georgia Institute of Technology  
 Mary Ann Wright, Georgia Institute of Technology  
 James C. Whanger, University of Tennessee  
 Lawrence R. James, Georgia Institute of Technology  
 Submitter: Nathan Wiita, nathan.wiita@gatech.edu

### 201. Symposium/Forum: 3:30 PM–4:50 PM Grand Ballroom A

#### User Reactions to and Perceptions of Computer-Mediated Assessment Tools

Despite the widespread use of computer-based assessment systems, much remains to be understood about how users perceive these systems. In this session, we explore the reactions and perceptions of test takers and test administrators to computer-mediated (e.g., online, computer mediated) systems and discuss their implications for practice.

Apryl Rogers Brodersen, Metro State College of Denver, *Chair*  
 Christine Murphy, Taleo, *Co-Chair*  
 Gary Giumetti, Clemson University, Laurie E. Wasko, HumRRO, Evan F. Sinar, Development Dimensions International, *Mediated Pathways Linking Internet Testing Features, Applicant Reactions, and Outcomes*  
 Sara L. Gutierrez, PreVisor, *Comparing Examinee Reactions to Multimedia and Text-Based Simulation Items*  
 Mark H. Strong, Jeanneret & Associates, Inc., *Perceptions of Online Testing: A View From Inside the Organization*

Apryl Rogers Brodersen, Metro State College of Denver, Christine Murphy, Taleo, *Applicant Perceptions of Online Assessment and the Companies Using Them*  
 Aarti Shyamsunder, Infosys Leadership Institute, Elizabeth A. McCune, Portland State University, *Using Multiple Perspectives to Enhance Utility of Online Hiring Tools*  
 Nathan J. Mondragon, Taleo, *Discussant*

Submitter: Apryl Rogers Brodersen, aprylr@gmail.com

### 202. Symposium/Forum: 3:30 PM–4:50 PM Grand Ballroom B

#### Adapting Performance Management Systems to Changing Times

Most organizations utilize performance management systems to align, assess, enhance, and reward employee job performance. Because organizations constantly change, their PM systems need to evolve accordingly. Representatives from 4 organizations share how they adapted their PM systems to anticipate, support, or respond to organization change.

John Peter Hudson Jr., Freescale Semiconductor, *Chair*  
 John Peter Hudson Jr., Freescale Semiconductor, Jolene L. Skinner, Dell, Inc., *Upgrading Dell's Performance Management System*  
 Christina Eisinger, CA, Inc., *Performance Management: Changes to CA's Practice*  
 Jessica L. Saltz, PepsiCo, Allan H. Church, PepsiCo, Tina Zagrobelny, PepsiCo Inc., Michael D. Tuller, University of Connecticut, Erica I. Desrosiers, PepsiCo, *Evolving PepsiCo's PM Process: Putting the PEOPLE Into Performance*  
 Manuel London, SUNY-Stony Brook, *Discussant*  
 Submitter: John Peter Hudson Jr., pete.hudson@freescale.com

### 203. Symposium/Forum: 3:30 PM–4:50 PM Grand Ballroom C

#### Character: What Is It Good for?

Character and leadership has been recently brought to the forefront in both academic and real-world matters. Practitioners and academicians are brought together to share character-based research and show some likely elements of character, important antecedents, and outcomes of character and stimulate future discussion and research around this important topic.

Randall H. Lucius, Turknett Associates, *Chair*  
 Elizabeth Scharlau Roling, University of Georgia, Randall H. Lucius, Turknett Associates, *Assessing and Predicting Character in Leadership*  
 John J. Sosik, Pennsylvania State University-Great Valley, John Juzbasich, Pennsylvania State University, Jae Uk Chun, Korea University Business School, *Moral Reasoning and Charismatic Leadership: A Multisource Examination*  
 Lauren S. Harris, Turknett Leadership Group, William A. Gentry, Center for Creative Leadership, *Leadership Character, Perceptions of Performance, and Deraiment*  
 Sarah Strang, Development Dimensions International (DDI), Karl W. Kuhnert, University of Georgia, *Narcissism and Ethical Context: Effects on Leadership*  
 George P. Hollenbeck, Hollenbeck Associates, *Discussant*  
 Submitter: Randall Lucius, rlucius@turknett.com

## 204. Symposium/Forum: 3:30 PM–4:50 PM Grand Ballroom D

### Automated T&E Questionnaires: Practical Outcomes and Development Considerations

Many federal agencies use automated task- and competency-based questionnaires (self-ratings of training and experience) to assess applicants. This session examines the extent to which improved practices in questionnaire development can result in better psychometric and practical outcomes, as well as situations in which these questionnaires can be most useful.

Margaret G. Barton, U.S. Office of Personnel Management, *Chair*  
Margaret G. Barton, U.S. Office of Personnel Management,  
Joyce Bisges, U.S. Office of Personnel Management,  
Anne E. Holloway-Lundy, U.S. Office of Personnel  
Management, *Practical Outcomes Associated With Use of  
Automated Questionnaires at OPM*

Sarah Agarwal, U.S. Customs and Border Protection, Henry  
H. Busciglio, U.S. Customs and Border Protection, Julia  
A. Leaman, U.S. Department of Homeland Security,  
Temea Simmons-Collins, U.S. Department of Homeland  
Security, Patrick J. Curtin, U.S. Customs and Border  
Protection, Sharron C. Thompson, Customs and Border  
Protection, *Self-Report Task-Based Assessment  
Questionnaires: Understanding the Practical Outcomes*

Anthony S. Boyce, Aon Consulting, Lycia A. Carter, Aon  
Consulting, Alana B. Cober, Transportation Security  
Administration, Micah Montanari, Transportation Security  
Administration, Ruth Quinones, Transportation Security  
Administration, *Practical Implications of Using a  
Narrative Review Process With T&Es*

Frederick J. Panzer, Monster Government Solutions, Timothy  
Lagan, Monster Government Solutions, John Milatzo,  
Monster Government Solutions, *Restructuring of a Large-  
Scale T&E Library: Outcomes and Lessons Learned*

Edward L. Levine, University of South Florida, *Discussant*

Submitter: Margaret Barton, mgbarton@opm.gov

## 205. Panel Discussion: 3:30 PM–4:50 PM Salon A

### A Discussion of Current Research on Multiteam Systems

The panel consists of experts in team research, all of whom have channeled their academic endeavors to study multiteam systems (MTS) or fund MTS research. Panelists will discuss their research programs, important new research questions, and challenges associated with studying MTSS.

Michelle A. Marks, George Mason University, *Chair*  
John E. Mathieu, University of Connecticut, *Panelist*  
John R. Hollenbeck, Michigan State University, *Panelist*  
Leslie A. DeChurch, University of Central Florida, *Panelist*  
Stephen J. Zaccaro, George Mason University, *Panelist*  
Gerald F. Goodwin, U.S. Army Research Institute, *Panelist*

Submitter: Michelle Marks, mmarks@gmu.edu

## 206. Special Events: 3:30 PM–4:50 PM Salon B

### The Science–Practice Gap: A Fishbowl Exercise Focused on Changing the Future

The science–practice gap remains a concern. This fishbowl exercise brings 2 teams of researchers and practitioners together to identify issues, confront barriers, challenge each other, and reach some consensus on ways to integrate our field into a team. Teams will question each other, searching for common ground and workable steps for change. The goal is to identify barriers, establish a problem-solving environment, and make recommendations for bridging the gap.

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, *Chair*  
Milton Hakel, Bowling Green State University, *Presenter*  
James L. Farr, Pennsylvania State University, *Presenter*  
Eduardo Salas, University of Central Florida, *Presenter*  
P. Richard Jeanneret, Valtera, *Presenter*  
Lise M. Saari, New York University, *Presenter*  
Richard T. Cober, Marriott International, *Discussant*

Submitter: Rob Silzer, robsilzer@prodigy.net

## 207. Symposium/Forum: 3:30 PM–5:20 PM Salon C

### Age in the Workplace: Positive Implications of an Older Workforce

Although age in the workplace research often focuses on the negative implications of an aging workforce, this session gathers research with positive implications for older workers. Research presented in this session suggests that older workers are engaged, respected, and reliable and are perceived favorably as leaders.

Lindsey M. Kotrba, Denison Consulting, *Chair*  
Boris B. Baltes, Wayne State University, *Co-Chair*  
Amy Young, University of Michigan, Lindsey M. Kotrba,  
Denison Consulting, *Do Older Leaders Make Better  
Leaders? Comparing Leadership*

Tara K. McClure, Wayne State University, Brad A. Chambers,  
Aon Consulting, *Driving Engagement Among Older and  
Younger Workers*

Sandy Lim, National University of Singapore, Alexia Lee,  
National University of Singapore, *Receiving Respect in  
the Workplace: The Advantage of Age*

Anne C. Bal, Wayne State University, Abigail E. Reiss, Wayne  
State University, Cort W. Rudolph, Wayne State University,  
Boris B. Baltes, Wayne State University, *A Meta-Analysis  
of Positive and Negative Aspects of Ageism*

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

Submitter: Lindsey Kotrba, lkotrba@denisonculture.com

## 208. Symposium/Forum: 3:30 PM–4:50 PM Salon D

### Leadership and Diversity: Science Meets Practice

This symposium focuses on leadership strategies for managing diversity and how science and practice, working



together, can create more inclusive organizations. Presentations will focus on supervisor and senior manager support, addressing even subtle forms of inequities that may affect minority employees and implementing research findings into successful leadership development programs.

Lynn R. Offermann, George Washington University, **Chair**  
 Tessa Basford, George Washington University, Lynn R. Offermann, George Washington University, Philip Wirtz, George Washington University, ***The Impact of Leadership Support on Minority and Nonminority Retention***  
 Sumona Basu, Bloomberg LP, Tessa Basford, George Washington University, Lynn R. Offermann, George Washington University, Raluca Graebner, George Washington University, Salman A. Jaffer, George Washington University, ***Can Leader Behavior Reduce Perceptions of Racial Microaggressions at Work?***  
 Adam B. Malamut, Marriott International, Inc., Maruiel Perkins-Chavis, Marriott International, Inc., ***Putting Diversity Science Into Leadership Practice: Marriott's Leadership Development/Accountability System***  
 Bernardo M. Ferdman, Alliant International University, **Discussant**

Submitter: Lynn Offermann, lro@gwu.edu

## 209. Panel Discussion: 3:30 PM–4:50 PM Salon E

### Navigating the Beltway: Early Career Path Perspectives From Washington Insiders

This panel discussion brings together 6 Washington D.C. I-O practitioners representing varied applied career paths. The panel's focus is to help graduate students and job seekers gain insight into the options for applied career paths and provide a realistic perspective and open forum to discuss early career decisions.

Robin Greenhalgh, George Mason University, **Chair**  
 Kristin M. Olson, Booz Allen Hamilton, **Panelist**  
 Courtney L. Morewitz, Marriott International, Inc., **Panelist**  
 Kevin Smith, PDRI, **Panelist**  
 Marni Mankuta, Fields Consulting Group, Inc., **Panelist**  
 Ashley Agerter, Federal Management Partners, **Panelist**  
 Submitter: Kristin Olson, olson\_kristin@bah.com

## 210. Roundtable Discussion/Conversation Hour: 4:30 PM–5:20 PM 203

### The SHRM HR Education Survey: 2010 Update and Roundtable

Human resources (HR) education has implications for I-O psychologists' abilities to introduce best practices as business strategy. This panel will provide an update to work Society for Human Resource Management HR Education Survey and use those results to facilitate a discussion about the role of I-O psychology in HR education.

Alexander Alonso, American Institutes for Research, **Host**  
 Deb Cohen, Society for Human Resources Management, **Host**  
 Lorin M. Mueller, American Institutes for Research, **Host**  
 Gary P. Latham, University of Toronto, **Host**

Submitter: Lorin Mueller, lmueller@air.org

## 211. Special Events: 4:30 PM–5:20 PM 208-209

### Temporal Illusions in Cross-Sectional Research

Lack of progress in time-based research is attributed to researchers' belief that cross-sectional research can reveal relations between variables over time. A discussion of mediator and moderator models supported by empirical examples shows that this is an illusion. There is no cross-sectional substitute to the study of time in I-O psychology.

Robert A. Roe, University of Maastricht, **Presenter**  
 Submitter: Robert Roe, r.roe@maastrichtuniversity.nl

## 212. Special Events: 4:30 PM–5:20 PM Crystal Ballroom C/D

### Do You Tweet? Social Media and the Implications for I-O Psychology

Social media participation has exploded, particularly in business applications. Twitter has become a vital tool for HR and PR. Participation in Facebook and LinkedIn even positively impact financial results. How can I-Os participate in the rapidly changing social media environment? What are the implications to some of our traditional approaches?

Mariangela Battista, OrgVitality LLC, **Chair**  
 Andrea S. Goldberg, OrgVitality LLC, **Presenter**  
 Submitter: Mariangela Battista, battistam@optonline.net

## 213. Posters: 4:30 PM–5:20 PM Galleria

### Judgment/Decision Making & Training

#### 213-1 Effect of Supervisors' Personality on Evaluations of Subordinate Effectiveness

This study investigated how supervisor personality directly influences judgments of employee effectiveness. Relationships between personality and judgments of effectiveness for work behaviors were assessed via a policy-capturing design. Results show partial support for the idea that supervisors value trait-expressive work behaviors more when they possess elevated levels of those traits.

Matthew L. First, Central Michigan University  
 Andrew B. Speer, Central Michigan University  
 John A. Coaster, Central Michigan University  
 Neil D. Christiansen, Central Michigan University  
 Submitter: Matthew First, first1ml@cmich.edu

#### 213-2 Antecedents to Escalation of Commitment: A Meta-Analysis

Over the past 30 years researchers have attempted to understand the escalation of commitment phenomenon. This meta-analysis reviews research investigating antecedents to escalation of commitment and suggests directions for future research.

Lisa M. Victoravich, University of Denver  
 Paul Harvey, University of New Hampshire  
 Submitter: Paul Harvey, paul.harvey@unh.edu

### 213-3 Investigating the Relationship Among Political Skill, Trust, and Negotiation Outcomes

This study examined the relationship among trust, political skill, and negotiation outcomes. The actor-partner interdependence model was utilized to analyze effects. Actor trust was found to be a significant positive predictor of negotiation skill. Additional findings, implications of the present research, and future directions are discussed.

J. Fred Lamia, St. Louis University  
Edward J. Sabin, St. Louis University  
Richard D. Harvey, St. Louis University  
David M. Kaplan, St. Louis University  
Submitter: J. Fred Lamia, jlamia@slu.edu

### 213-4 A Criterion-Related Validation Study of the Advice-Seeking Tendency Scale

This study examined the criterion-related validity of the Advice-Seeking Tendency Scale, a measure assessing the propensity to seek advice when making a decision. Findings indicated that the Advice-Seeking Tendency Scale does predict people's actual advice-seeking behavior in a price estimation task. Implications of the results are discussed.

Shuang Yueh Pui, Bowling Green State University  
Margaret E. Brooks, Bowling Green State University  
Submitter: Shuang Yueh Pui, sypui@bgnet.bgsu.edu

### 213-5 Understanding the Individual-Level Adaptation Process: A Dynamic Approach

This study proposed a dynamic adaptation model. A 4 (warning) X 2 (change) between-subjects design with repeated measures was used to evaluate hypotheses using multilevel modeling as the analytic approach. As predicted, the change manipulation impacted performance, switching, and process reactions. Unexpectedly, hypotheses testing trait predictors were not supported.

Tara A. Rench, Michigan State University  
Submitter: Tara Rench, renchtar@msu.edu

### 213-6 A Multitrait-Multimethod Approach to Isolating Judgment From Situational Judgment

Researchers question what is measured by situational judgment tests (SJTs). The position of this study is that SJTs are both measures and constructs. Using the multitrait-multimethod design, this study hypothesized that a judgment construct would be found. Results did not support the hypothesis. Implications for SJTs are discussed.

Nicholas P. Salter, Ramapo College of New Jersey  
Scott Highhouse, Bowling Green State University  
Submitter: Nicholas Salter, nsalter@ramapo.edu

### 213-7 Working Memory as a Predictor of Error Capture and Monitoring

This paper explored the relationship between working memory and actual and estimated performance on a 240-trial perceptual task requiring "yes/no" responses. Only the memory updating function predicted both errors committed

and errors estimated. Results suggest that working memory may affect error capture and monitoring in perceptual tasks.

Kraig L. Schell, Angelo State University  
Ashley L. McIntyre, Angelo State University  
Kenneth J. Smith, Angelo State University  
Garolyn E. Jergins, Angelo State University  
Sarah Garcia, Angelo State University  
Katy A. Gaddis, Angelo State University  
Steven P. Apodaca, Angelo State University

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

### 213-8 Control Charts: Minimizing Fundamental Attribution Error in Appraisal Decisions

Neither appraisals based on objective outcomes nor translation of appraisals to rewards/sanctions has received much attention. The fundamental attribution error (Ross, 1997) is utilized to examine appraisal decisions. Portraying objective data in control charts may reduce correspondence bias and increase appraisal decision quality.

Thomas H. Stone, Oklahoma State University  
I. M. Jawahar, Illinois State University  
Ken Eastman, Oklahoma State University  
Gabi Eissa, Oklahoma State University

Submitter: Thomas Stone, tom.stone@okstate.edu

### 213-9 Effects of Precise Salary Offers on Counteroffers and Perceptions

This study investigated whether precise salary offers would lead to smaller counteroffers and more negative perceptions of the negotiation compared to general salary offers. Results indicated that precise salary offers lead to smaller counteroffers than general salary offers, but no differences were found on perceptions of the negotiation.

Todd J. Thorsteinson, University of Idaho  
Submitter: Todd Thorsteinson, tthorste@uidaho.edu

### 213-10 Self-Regulatory Control and Moral Behavior in the Workplace

This theoretical research integrates the theory of planned behavior and social cognitive self-control mechanisms, and, based on that integration, propositions are made about potential moderating effects of individual differences in self-regulatory capacities in the relationship between moral belief, intention, and behavior in the workplace.

R. Anthony Turner, University of British Columbia  
Submitter: R. Anthony Turner, anthony.turner@sauder.ubc.ca

### 213-11 Felt Stress Mediates the Relationship Between Stressors and Performance

The challenge/hindrance stress literature has focused on the qualitative differences of the stressors leading to differential outcomes. However, we predict that it is the perceptions of the different stressors that lead to differences in effort and performance through the appraisal of stressors (i.e., felt stress).

Julia S. Walsh, Auburn University  
Bryan D. Edwards, Oklahoma State University

Ana M. Franco-Watkins, Auburn University  
 Travis Tubre', University of Wisconsin-River Falls  
 Submitter: Julia Walsh, jsw0002@auburn.edu

### **213-12 Perceptions of Procedural Justice in Compensation Negotiation**

Several variables were examined in relation to propensity to negotiate compensation. Justice, need for achievement, need for power, and salary valence are positively related to propensity to negotiate. Power and salary valence positively related to perceptions that salary negotiation is fair. Four subgroups of negotiators were revealed.

Judith L. Van Hein, Middle Tennessee State University  
 Kimberly Sue Wilson, University of Tulsa  
 Michael B. Hein, Middle Tennessee State University  
 Submitter: Judith Van Hein, jvanhein@mtsu.edu

### **213-13 Feedback Timing in Team Training: Moderating Effects of Goal Orientation**

This study examined the impact of providing feedback either during or after a simulation-based team training exercise. Results indicated no differences with respect to acquisition performance; however, postexercise feedback led to superior retention performance. This effect was strongest for teams whose members were higher in learning goal orientation.

Randolph Astwood, Department of the Navy  
 Kimberly A. Smith-Jentsch, University of Central Florida  
 Submitter: Randolph Astwood Jr., lehighacres23@yahoo.com

### **213-14 Generational Differences in Training-Related Variables and Outcomes**

This study examined generational differences in dispositional and attitudinal antecedents of posttraining motivation to transfer. Results show that Millennials (individuals born after 1980) report higher levels of transfer motivation, motivation to learn, and proactive personality. Generational membership also interacts with training outcome predictors to influence motivation to transfer.

Emily David, University of Houston  
 Ari A. Malka, University of Houston  
 Christiane Spitzmueller, University of Frankfurt/University of Houston  
 Crystal Gully, Texas A&M University  
 Submitter: Emily David, emily.m.david@gmail.com

### **213-15 Behavior Modeling and Complex Skill Acquisition: Coping Versus Mastery Models**

We compared 2 forms of behavior modeling training (BMT)—coping and mastery—regarding training on a complex computer simulation involving cognitive and psychomotor demands. Results showed benefits for BMT compared to control conditions, and the differential benefits of the 2 BMT conditions differed depending on evaluation criteria (e.g., skill generalization).

Paul R. Boatman, Development Dimensions International, Inc.  
 Eric A. Day, University of Oklahoma  
 Lauren E. McEntire, Kenexa

Matthew J. Schuelke, University of Oklahoma  
 Xiaoqian Wang, University of Oklahoma  
 Vanessa K. Kowollik, University of Oklahoma  
 Submitter: Eric Day, eday@ou.edu

### **213-16 The Interaction Between Ability and Training Structure: A Meta-Analysis**

This meta-analysis integrated 51 studies to address the viability of aptitude-treatment interactions (ATIs) for organizationally relevant training. The focus was on the interaction between GMA and the structure of training programs. Results indicated that small ATIs exist but that the effects vary in size and nature depending on the criterion.

Vanessa K. Kowollik, University of Oklahoma  
 Eric A. Day, University of Oklahoma  
 Xiaoqian Wang, University of Oklahoma  
 Matthew J. Schuelke, University of Oklahoma  
 Michael G. Hughes, University of Oklahoma  
 Submitter: Eric Day, eday@ou.edu

### **213-17 The Effects of Feedback Type on Task Performance Over Time**

The purpose of this study was to use a multilevel modeling approach to model individual performance trajectories, while examining feedback type (i.e., task, outcome, process feedback) as an interindividual predictor of performance change. Results revealed that task feedback predicted intercept and slope variance and process feedback predicted slope variance.

Kristin M. Delgado, Select International/Wright State University  
 Debra Steele-Johnson, Wright State University  
 David M. LaHuis, Wright State University  
 Submitter: Kristin Delgado, delgado.4@wright.edu

### **213-18 Ending the Negative Effects of Remedial Training Through Word Choices**

This study examined the effects of framed messages during remedial training interventions on training outcomes. Participants were randomly assigned to 2 differently framed remedial training programs (gain- and loss-framed training). Results indicated that placing participants in gain-framed training affects training outcomes differently than loss-framed training.

Adam J. Massman, Michigan State University  
 Submitter: Adam Massman, massmana@msu.edu

### **213-19 Negative Pretraining Events and Personality Interact to Affect Training Motivation**

This study investigates the interactions between negative pretraining events and personality on training motivation. Data from 208 employees participating in a training program demonstrated that negative pretraining events interacted with achievement striving, ideas, values, competence, and proactivity to influence training motivation.

Elizabeth A. McCune, Portland State University  
 Donald M. Truxillo, Portland State University  
 Talya N. Bauer, Portland State University  
 Mo Wang, University of Maryland  
 Submitter: Elizabeth McCune, mccune@pdx.edu

### 213-20 Workforce Preparation: Academic Attitudes and Their Antecedents

We examined academic attitudes and their antecedents as an aspect of workforce preparation. Results provided support for the posited model, revealing relationships among the Big 5 personality factors, personal growth, goal clarity, readiness to change, and academic attitudes. A better understanding of antecedents of attitudes can enhance educational intervention effectiveness.

Anupama Narayan, University of Tulsa  
Debra Steele-Johnson, Wright State University  
Julie Steinke, Wright State University

Submitter: Anupama Narayan, anupama-narayan@utulsa.edu

### 213-21 Developing the Unemployed: The Role of Trainee Goal Orientation

One hundred one unemployed adults received work readiness training. Trainees higher on avoid goal orientation made less efficient progress, whereas those higher on prove goal orientation achieved higher posttraining scores on basic competencies, and those higher on learning goal orientation showed greater improvement on a complex work simulation.

Mary Jane Potocnik, University of Central Florida  
Kimberly A. Smith-Jentsch, University of Central Florida  
Carollaine M. Hall, University of Central Florida  
Charyl St. Yarbrough, Heldrich Center for Workforce Development

Submitter: Mary Jane Potocnik, maryjane@knights.ucf.edu

### 213-22 The Impact of Forming Implementation Intentions on Training Effectiveness

The study examined the contribution of forming of implementation intentions on the effectiveness of training. Results from both lab and field experiments show that participants who form implementation intentions apply acquired skills sooner and to a greater degree than participants who only rehearse the goal of the training.

Shlomit Friedman, Tel Aviv University  
Simcha Ronen, Tel Aviv University

Submitter: Simcha Ronen, ronens@post.tau.ac.il

### 213-23 Massed Versus Semi-Spaced Long-Term Training in Organizational Settings

Experimental research has suggested spaced learning is more effective than massed learning, but little research has been conducted in organizations. This study examines how to implement semispaced training in organizations as well as compare this design to massed training. Results show better outcomes in the semispaced condition for some criteria.

Nicholas P. Salter, Ramapo College of New Jersey  
Tiffany R. Ripley, Northern Kentucky University  
William Shepherd, Huntington National Bank

Submitter: Nicholas Salter, nsalter@ramapo.edu

### 213-24 Measurement Invariance in Training Evaluation: Old Question, New Context

This study was conducted to determine the equivalence of parallel Web-based training evaluations and paper-and-pencil evaluations of a training intervention. Item response theory (IRT) analyses were employed to evaluate the possible differences between the 2 survey mediums.

Jack W. Stoughton, North Carolina State University  
Amanda L. Gissel, North Carolina State University  
Andrew Clark, North Carolina State University  
Thomas J. Whelan, North Carolina State University

Submitter: Jack Stoughton, jwstough@ncsu.edu

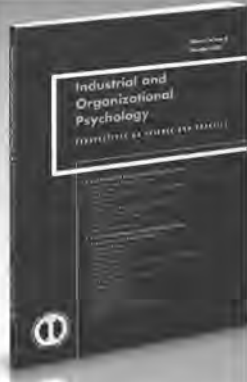
### 213-25 Evaluation of a Training Program for Direct Care Workers

We report on an evaluation of a competency-based, on-the-job training program for low-wage direct care workers in assisted living. Participants indicated that they are satisfied with and value the training. Furthermore, they reported improvements in care giving self-efficacy, perceptions of support, and satisfaction with management. Self-efficacy contributed to career aspirations.

Diana L. White, Portland State University  
David Cadiz, Portland State University  
Donald M. Truxillo, Portland State University


Submitter: Donald Truxillo, truxillod@pdx.edu

FRIDAY PM




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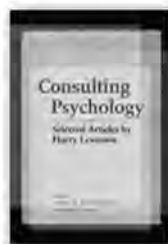
## **Action Learning for Developing Leaders and Organizations** Principles, Strategies, and Cases

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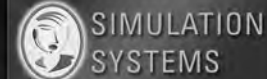
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	201	202	203	204	205	206-207	208-209	210-211	212	213-214	Crystal Ballroom A/F
7:30 AM	Coffee Break										
8:00 AM	214 Frame-of-Reference Effects in Personality Assessment	222 Thugs and Drugs in the Workplace	215 An Applicant Reactions Research Incubator	216 Workplace Mistreatment: Advances on Understanding Perpetration	223 COI: Explanatory Mechanisms/ Boundary	217 High-Risk Teams: Transferability of Findings Between Domains	224 Dynamics of Contemporary Career Success	225 Building/Retaining the Science/Tech Workforce	226 Predicting Virtual Team Effectiveness	218 IP: Attendance & Withdrawal	227 Org. Assess./Dev. in Construction Safety & Health
8:30 AM										236 IP: The Personality Test	
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	238 Archiving Data: Pitfalls and Possibilities	239 Misguided Leadership Training	240 I-O Psychology Practices in China	241 Leadership Succession and Retention: What Do We Know?	242 COI: Bridging the Science-Practice Gap	243 Relational Influences on Race and Sex Discrimination in Organizations	244 Sexual Harassment Judgments	245 Aligning Business/ Functions for Cust. Service	246 Surveys in Maintaining Positive Emp. Relations	247 IP: I Have to Turnover Now	248 Contexts of Creativity: Challenging the Assumptions
11:00 AM										261 IP: Job Satisfaction	
11:30 AM		264 LGBT Working Professionals	265 Impact of Generational Diff. in Talent Mgmt Practices	266 COI: Issues in Multilevel Research	277 Stop Being So Self-Centered!	285 Filling in the Gaps: Indiv. Diff. & Work-Family Interface	267 New Dev. in Modeling Longitudinal and Dynamic Data	268 The Role of I O Psychology in Mergers and Acquisitions	278 IP: Truth, Org. Justice, & the I-O Way		
12:00 PM									290 Executive Assessment Validity	291 Job Analysis in the Real World	
12:30 PM											
1:00 PM	276 Teaching Leadership: Questions, Approaches	290 Executive Assessment Validity	291 Job Analysis in the Real World	284 Leaders, Followers, and Emotion Regulation: Processes and Outcomes	292 COI: Executive Assessment	302 Verification of Unproctored Online Testing	285 Filling in the Gaps: Indiv. Diff. & Work-Family Interface	293 Effective Longitudinal Work-Family Research	294 Never the Twain Shall Meet?	295 IP: OrgHarmony.com	286 Making Matrix Mgmt Work: Emerging and Innovative Approaches
1:30 PM											
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM		303 There's More to Selection Than r	304 Meet the TIP Editorial Board!	305 Work-Family Integration	306 COI: 1st-Line Supervisor Select	307 Native Americans and Org. Assess.	308 Toward Better Structural Modeling	309 Leadership Development in Practice	310 Optimizing Global Resources	311 IP: Self Regulation & Performance	312 Importance of Collegial Relationships
4:00 PM											
4:30 PM											
5:00 PM											

## Saturday Special Events:

### SATURDAY THEME TRACK

#### Reengineering I-O Psychology for the Changing World of Work

Attending all 5 sessions provides 5.5 CE credits (Salon E, 2nd Floor)

### CLOSING CONFERENCE PLENARY

4:30–5:30 PM Grand Ballroom East (2nd Floor)

### SIOP 25th ANNIVERSARY CLOSING RECEPTION

6:00–8:00 PM Grand Ballroom West (2nd Floor)

*Don't Miss the 25th Anniversary Closing Reception!*

*Saturday Evening*

*entertainment*

*delicious appetizers*

*a silent auction*

Make your travel plans with this event in mind!



	Crystal Ballroom B/E	Crystal Ballroom C/D	Galleria	Grand Ballroom A	Grand Ballroom B	Grand Ballroom C	Grand Ballroom D	Salon A	Salon B	Salon C	Salon D	Salon E
7:30 AM	Coffee Break											
8:00 AM		219 Human Resource Management Interventions for Innovation				220 Meta- Analysis and Beyond: Extending the EI Nomological			221 Service Behaviors & Customer Reactions: Justice, Satisfaction			
8:30 AM	228 New Theoretical/ Research Perspectives			229 Federal Government Selection	230 Structural Approach to Understand/ Manage Team		231 The Role of Leaders' Self- Regulation	232 Data-Driven Classroom: Scholarly Teaching		233 Assessment Trends in Organizations	234 Statistical/ Methodological Myths and Urban Legends	235 TT Introduction and Opening Panel: Shape of Things
9:00 AM			<b>237 Work and Family/Non- Work Life</b>									
9:30 AM												
10:00 AM	Coffee Break											
10:30 AM	249 Going Global: From the Professional Practice Series	250 Sources & Targets of Workplace Deviance	<b>251 Leadership</b>	252 Conducting International Validation Research	253 Boundary Spanning Leadership	254 Successful Field Experiments	255 Rethinking Everything: Acquiring/ Retaining Talent Amid Econ Crisis	256 Antecedents and Outcomes of Family- Supportive Supervision	257 Assessing EI With Multimedia	258 Using SJTs to Measure Teamwork and Communication	259 To Share or Not to Share Survey Data With Employees	260 TT Symposium: Shift Happens
11:00 AM			<b>262 Groups/Reward /Compensation</b>									
11:30 AM												
12:00 PM	270 Environmental Sustainability: Exploring	271 Between- & Within-People Investigations	<b>272 Testing/ Assessment</b>	272 Validating Tech-Based Front-Line Mgr Assessments	280 Trials, Tribulations: Teaching Diversity Mgmt	273 GRA to 401K: Your First O Job	281 Advancing Cultural Intelligence Research	282 Lead Us Out of This Mess!	263 Aging and Work Motivation	274 Information Sharing in Teams	<b>275 Legal Update: Ricci, OFCCP Enforcement</b>	283 TT Sym: People Analytics
12:30 PM												
1:00 PM		287 Gender- Related Individual Differences	<b>279 Org. Justice &amp; Emotion</b>	298 Pattern- Oriented Methodology in I-O Psychology		299 Directions & Dev. in Interpersonal Skills Assess			288 Job Demands and Worker Well- Being	289 Internal- External Candidate Diff. in Selection		300 TT Sym: It's All About Me: The Issues of Renewal
1:30 PM	296 Managing Org. Change - From Practical Applications											
2:00 PM												
2:30 PM												
3:00 PM	Coffee Break											
3:30 PM	313 Cognitive Structure & Org. Chaos	314 Training for Emotional Labor							315 Employee Engagement: Who Cares?	316 Race Still Matters: Racial Identity		317 TT Closing Keynote: Leading Well
4:00 PM												
4:30 PM				318 Closing Plenary Session								
5:00 PM												

Interactive Posters

Posters

Theme Track

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## SATURDAY SESSIONS BY CONTENT AREA

### Careers/Mentoring/Socialization/Onboarding/Retirement

- 224 Dynamics of Contemporary Career Success, 208-209, 8:30 AM
- 225 Building and Retaining the Science and Technology Workforce, 210-211, 8:30 AM
- 228 New Theoretical and Research Perspectives in Workplace Mentoring, Crystal Ballroom B/E, 8:30 AM
- 242 Bridging the Science-Practice Gap, 205, 10:30 AM
- 269 Mentoring and Underexamined Populations (The Military and Marginalized Workforce), Crystal Ballroom A/F, 12:00 PM
- 287 Gender-Related Individual Differences in Career Choices, Crystal Ballroom C/D, 1:00 PM
- 317 Theme Track Closing Keynote: Leading Well and Living Well in Challenging Times, Salon E, 3:30 PM

### Consulting Practices/Ethical Issues

- 265 The Impact of Generational Differences in Talent Management Practices, 203, 12:00 PM

### Counterproductive Behavior/Workplace Deviance

- 216 Workplace Mistreatment: Advances on Understanding Perpetration, Effects, and Interventions, 204, 8:00 AM
- 247 Interactive Poster 1, 213-214, 10:30 AM
- 250 An Examination of the Sources and Targets of Workplace Deviance, Crystal Ballroom C/D, 10:30 AM

### Emotions/Emotional Labor

- 257 Assessing Emotional Intelligence With Multimedia and a Broader Criteria Space, Salon B, 10:30 AM
- 271 Between- and Within-People Investigations of Affect and Behavior at Work, Crystal Ballroom C/D, 12:00 PM
- 284 Leaders, Followers, and Emotion Regulation: Processes and Outcomes, 204, 1:00 PM
- 297 Posters 1-11, Galleria, 1:30 PM
- 314 Training for Emotional Labor: Impact on Performance and Well-Being, Crystal Ballroom C/D, 3:30 PM

### Employee Withdrawal (e.g., absence, turnover)/Retention

- 218 Interactive Posters 1-4, 213-214, 8:00 AM
- 247 Interactive Poster 2, 213-214, 10:30 AM

### Global/International/Cross-Cultural Issues

- 215 An Applicant Reactions Research Incubator: Expanding the Cross-Cultural Frontier, 203, 8:00 AM
- 240 I-O Psychology Practices in China: East Meets West, 203, 10:30 AM
- 249 Going Global: Nuggets of Wisdom From the Professional Practice Series, Crystal Ballroom B/E, 10:30 AM
- 281 Advancing Cultural Intelligence Research: Moderating Influences of Person and Context, Grand Ballroom D, 12:30 PM
- 307 Native Americans and Organizational Assessments: Exploring Diversity Issues, 206-207, 3:30 PM
- 310 Optimizing Global Resources in a Recession: Outsourcing I-O Work Offshore, 212, 3:30 PM

### Groups/Teams

- 217 High-Risk Teams: Transferability of Findings Between Domains, 206-207, 8:00 AM
- 226 Predicting Virtual Team Effectiveness: Focusing on the Micro Level, 212, 8:30 AM
- 230 Taking a Structural Approach to Understanding and Managing Team Performance, Grand Ballroom B, 8:30 AM
- 258 Using Situational Judgment Tests to Measure Teamwork and Communication, Salon C, 10:30 AM
- 262 Posters 1-18, Galleria, 11:30 AM
- 274 Information Sharing in Teams and Multiteam Systems, Salon C, 12:00 PM
- 286 Making Matrix Management Work: Emerging and Innovative Approaches, Crystal Ballroom A/F, 1:00 PM
- 312 The Importance of Collegial Relationships in Burnout and Work Behaviors, Crystal Ballroom A/F, 3:30 PM

### Inclusion/Diversity (e.g., sexual orientation, race, gender)

- 243 Relational Influences on Race and Sex Discrimination in Organizations, 206-207, 10:30 AM
- 264 LGBT Working Professionals: Perceptions, Policies, and Enhancing Engagement, 202, 12:00 PM
- 280 Trials, Tribulations, and Joys: Challenges of Teaching Diversity Management, Grand Ballroom B, 12:30 PM
- 316 Race Still Matters: Racial Identity, Perceived Discrimination, and Organizational Attraction, Salon C, 3:30 PM

### Innovation/Creativity

- 219 Human Resource Management Interventions for Innovation, Crystal Ballroom C/D, 8:00 AM
- 248 Contexts of Creativity: Challenging the Assumptions, Crystal Ballroom A/F, 10:30 AM
- 313 Between Cognitive Structure and Organizational Chaos: Quo Vadis Innovation Research?, Crystal Ballroom B/E, 3:30 PM

### Job Analysis/Job Design/Competency Modeling

- 291 Job Analysis in the Real World: Perspectives From the Trenches, 203, 1:30 PM

### Job Attitudes/Engagement

- 246 Role of Surveys in Maintaining a Positive Employee Relations Climate, 212, 10:30 AM
- 259 To Share or Not to Share Survey Data With Employees, Salon D, 10:30 AM
- 261 Interactive Posters 1-3, 213-214, 11:30 AM
- 288 Job Demands and Worker Well-Being, Salon B, 1:00 PM
- 295 Interactive Posters 1-2, 213-214, 1:30 PM
- 315 Employee Engagement...Who Cares?, Salon B, 3:30 PM

### Job Performance/Citizenship Behavior

- 247 Interactive Poster 3, 213-214, 10:30 AM
- 261 Interactive Poster 4, 213-214, 11:30 AM

### Leadership

- 231 The Role of Leaders' Self-Regulation in Determining Follower Outcomes, Grand Ballroom D, 8:30 AM
- 239 Misguided Leadership Training, 202, 10:30 AM
- 241 Leadership Succession and Retention: What Do We Know?, 204, 10:30 AM
- 251 Posters 1-31, Galleria, 10:30 AM
- 253 Boundary-Spanning Leadership: Challenges, Capabilities, and Strategies, Grand Ballroom B, 10:30 AM
- 276 Teaching Leadership: Questions, Approaches, and New Directions, 201, 12:30 PM
- 282 Lead Us Out of This Mess! Leadership in Difficult Economic Times, Salon A, 12:30 PM
- 309 Leadership Development in Practice: Unique Challenges, Unique Solutions, 210-211, 3:30 PM
- 318 Closing Plenary Session, Grand Ballroom A, 4:30 PM

### Legal Issues/Employment Law

- 222 Thugs and Drugs in the Workplace: Debating Employment Prescreening Procedures, 202, 8:30 AM
- 237 Posters 1-4, Galleria, 9:00 AM
- 244 Understanding Sexual Harassment Judgments: Social, Cognitive, and Cultural Factors, 208-209, 10:30 AM
- 275 Legal Update: Ricci, OFCCP Enforcement, and Implications for Selection, Salon D, 12:00 PM

### Measurement/Statistical Techniques

- 267 New Developments in Modeling Longitudinal and Dynamic Data, 210-211, 12:00 PM
- 308 Toward Better Structural Modeling: Effect Size, Residuals, and Multilevel Mediation, 208-209, 3:30 PM

### Motivation/Rewards/Compensation

- 262 Posters 19-30, Galleria, 11:30 AM
- 263 Aging and Work Motivation: Future Research Directions, Salon B, 11:30 AM
- 311 Interactive Posters 1-4, 213-214, 3:30 PM

**Occupational Health/Safety/Stress & Strain/Aging**

- 227 Organizational Assessment and Development in Construction Safety and Health, Crystal Ballroom A/F, 8:30 AM
- 300 Theme Track Symposium: It's All About Me: The Issues of Renewal and Revitalization on an Individual Level, Salon E, 1:30 PM

**Organizational Culture/Climate**

- 245 Aligning Business and Functions for Customer Service, 210-211, 10:30 AM
- 268 The Role of I-O Psychology in Mergers and Acquisitions, 212, 2:00 PM

**Organizational Justice**

- 221 Service Behaviors and Customer Reactions: Justice, Satisfaction, and Loyalty, Salon B, 8:00 AM
- 278 Interactive Posters 1-4, 213-214, 12:30 PM
- 297 Posters 12-20, Galleria, 1:30 PM

**Organizational Performance/Change/Downsizing/OD**

- 296 Managing Organizational Change—Experience and Learning From Practical Applications, Crystal Ballroom B/E, 1:30 PM

**Performance Appraisal/Feedback/Performance Management**

- 292 Executive Assessment, 205, 1:30 PM

**Personality**

- 251 Poster 32, Galleria, 10:30 AM
- 277 Stop Being So Self-Centered! Researching and Applying Personality via Observer Reports, 206-207, 12:30 PM

**Research Methodology (e.g., surveys)**

- 234 Statistical and Methodological Myths and Urban Legends: Part V, Salon D, 8:30 AM
- 238 Archiving Data: Pitfalls and Possibilities, 201, 10:30 AM
- 254 Successful Field Experiments: Getting In, Getting the Data, Getting Published, Grand Ballroom C, 10:30 AM
- 266 Issues in Multilevel Research, 205, 12:00 PM
- 298 Pattern-Oriented Methodology in I-O Psychology: Taking the Next Step, Grand Ballroom A, 1:30 PM

**Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)**

- 220 Meta-Analysis and Beyond: Extending the EI Nomological Network, Grand Ballroom C, 8:00 AM
- 236 Interactive Posters 1-3, 213-214, 9:00 AM
- 247 Interactive Poster 4, 213-214, 10:30 AM
- 255 Rethinking Everything: Acquiring and Retaining Talent Amid an Economic Crisis, Grand Ballroom D, 10:30 AM
- 279 Posters 1-2, Galleria, 12:30 PM
- 289 Internal-External Candidate Differences in Selection/Promotion: Insights From Research and Practice, Salon C, 1:00 PM
- 295 Interactive Posters 3-4, 213-214, 1:30 PM
- 303 There's More to Selection Than Correlation Coefficients: *r* You Serious?, 202, 3:30 PM

**Strategic HR/Utility/Changing Role of HR**

- 235 Theme Track Introduction and Opening Panel: Shape of Things to Come: What Is the New World of Work?, Salon E, 8:30 AM
- 260 Theme Track Symposium: Shift Happens—The Changed Workforce and Employment Relationship, Salon E, 10:30 AM
- 262 Posters 31-32, Galleria, 11:30 AM
- 270 Environmental Sustainability: Exploring the Dimensions and Prediction of Green Behavior, Crystal Ballroom B/E, 12:00 PM
- 283 Theme Track Symposium: People Analytics, Salon E, 12:30 PM

**Teaching I-O Psychology/Student Affiliate Issues/Professional Development**

- 232 The Data-Driven Classroom: Scholarly Teaching and Scholarship of Teaching, Salon A, 8:30 AM
- 273 GRA to 401K: Navigating Your First I-O Psychology Job, Grand Ballroom C, 12:00 PM
- 304 Meet the *TIP* Editorial Board!, 203, 3:30 PM

**Testing/Assessment (e.g., selection methods, validation, predictors)**

- 214 Frame-of-Reference Effects in Personality Assessment: New Techniques and Directions, 201, 8:00 AM
- 223 Explanatory Mechanisms and Boundary Conditions Underlying Assessment Center Validity, 205, 8:30 AM
- 229 Federal Government Selection: Resumes Versus KSA Statements Versus Assessments, Grand Ballroom A, 8:30 AM
- 233 Assessment Trends in Organizations: How Companies Measure Talent, Salon C, 8:30 AM
- 236 Interactive Poster 4, 213-214, 9:00 AM
- 252 Conducting International Validation Research: Overcoming Logistic, Legal, & Cultural Challenges, Grand Ballroom A, 10:30 AM
- 272 Lessons Learned in Validating & Implementing Technology-Based Front-Line Manager Assessments, Grand Ballroom A, 12:00 PM
- 279 Posters 3-32, Galleria, 12:30 PM
- 290 Executive Assessment Validity: Earning a "Seat at the Table", 202, 1:30 PM
- 294 Never the Twain Shall Meet? New Cognitive Ability-Personality Relationships, 212, 1:30 PM
- 299 New Directions and Developments in Interpersonal Skills Assessment, Grand Ballroom C, 1:30 PM
- 301 Leveraging Technology to Engage Candidates and Deepen Assessments, 201, 2:00 PM
- 302 Verification of Unproctored Online Testing: Considerations and Research, 206-207, 2:00 PM
- 306 First-Line Supervisor Selection: Roadblocks, Triumphs, and Revelations, 205, 3:30 PM

**Work and Family/Nonwork Life/Leisure**

- 237 Posters 5-25, Galleria, 9:00 AM
- 256 Antecedents and Outcomes of Family-Supportive Supervision, Salon A, 10:30 AM
- 285 Filling in the Gaps: Individual Differences and the Work-Family Interface, 208-209, 1:00 PM
- 293 Designing Effective Longitudinal Work-Family Research: Practical Lessons Learned, 210-211, 1:30 PM
- 305 Measurement of Work-Family Integration: U.S., Spain, and Sweden, 204, 3:30 PM

**214. Symposium/Forum: 8:00 AM–9:50 AM  
201****Frame-of-Reference Effects in Personality Assessment: New Techniques and Directions**

A growing trend in personality assessment has been to examine personality in contextualized frames of reference. Five papers are presented examining new directions and approaches to contextualized personality assessment. Collectively, the studies identify new avenues of research and considerations in developing and assessing personality in specific frames of reference.

Nathan A. Bowling, Wright State University, *Chair*  
Gary N. Burns, Wright State University, *Co-Chair*

Nathan A. Bowling, Wright State University, Gary N. Burns, Wright State University, *Comparison of Work-Specific and General Personality in Predicting Work Criteria*

John A. Coaster, Central Michigan University, Neil D. Christiansen, Central Michigan University, Jeremy A. Henson, Central Michigan University, Chet Robie, Wilfrid Laurier University, Robert P. Tett, University of Tulsa, *Effects of Contextualizing Personality on the Prediction of Work Attitudes*

Mark N. Bing, University of Mississippi, Kristl Davison, University of Mississippi, *The Frame-of-Reference Effect in Conditional Reasoning Tests*

Rustin D. Meyer, Georgia Institute of Technology, *A Taxonomy of Work Situations to Focus Frame-of-Reference Personality Tests*

Noam Weinblatt, Tel Aviv University, Daniel Heller, Tel Aviv University, Hila Rahimim Engel, Tel Aviv University, *Role of Consistency in Employee Well-Being: An Experience Sampling Study*

Eric D. Heggstad, University of North Carolina Charlotte, *Discussant*

Submitter: Gary Burns, gary.burns@wright.edu

**215. Roundtable Discussion/Conversation Hour:  
8:00 AM–9:50 AM  
203****An Applicant Reactions Research Incubator:  
Expanding the Cross-Cultural Frontier**

This research incubator forum encourages individuals with mutual interests within an applicant reactions paradigm to combine efforts to expand cross-cultural research. During the session, participants will work with facilitators (Julie McCarthy, Donald Truxillo, Talya Bauer, Cornelius König, Neil Anderson) to design and conduct cross-cultural studies in the area.

Julie M. McCarthy, University of Toronto, *Host*  
Donald M. Truxillo, Portland State University, *Host*  
Talya N. Bauer, Portland State University, *Host*  
Cornelius J. König, University of Zurich, *Host*  
Neil R. Anderson, University of Amsterdam, *Host*

Submitter: Julie McCarthy, mccarthy@utsc.utoronto.ca

**216. Symposium/Forum: 8:00 AM–9:50 AM  
204****Workplace Mistreatment: Advances on  
Understanding Perpetration, Effects, and  
Interventions**

Incivility and sexual harassment are detrimental behaviors to organizational functioning, yet many inquiries into the perpetration, victimization, and prevention of such behaviors still exist. The 5 papers in the present symposium seek to address some of these inquiries and provide both researchers and practitioners with future directions.

Timothy J. Bauerle, University of Connecticut, *Co-Chair*

Nicole Johnson, University of Connecticut, *Co-Chair*

Vicki J. Magley, University of Connecticut, *Co-Chair*

Nicole Johnson, University of Connecticut, Jessica A. Gallus, Booz Allen Hamilton, Vicki J. Magley, University of Connecticut, *The Role of Popularity in Workplace Incivility Perpetration and Victimization*

Amanda D. Pesonen, Texas A&M University, Kathi N. Miner-Rubino, Texas A&M University, *Incivility Spirals and Political Orientation During the 2008 Presidential Election*

M. Sandy Hershcovis, University of Manitoba, Julian I. Barling, Queen's University, *Comparing Outcomes of Sexual Harassment and Workplace Aggression: A Meta-Analysis*

Valerie J. Morganson, Old Dominion University, Heather M. Lauzun, Old Dominion University, Debra A. Major, Old Dominion University, *Customer Sexual Harassment: Expanding the Nomological Network and Examining Support*

Benjamin M. Walsh, University of Connecticut, Timothy J. Bauerle, University of Connecticut, Vicki J. Magley, University of Connecticut, *Effects of Climate and Pessimism on Sexual Harassment Training Motivation*

Submitter: Timothy Bauerle, tim.bauerle@uconn.edu

**217. Symposium/Forum: 8:00 AM–9:50 AM  
206-207****High-Risk Teams: Transferability of Findings  
Between Domains**

In this symposium we will discuss the practical implications of recent findings on leadership, coordination, and shared cognition for team training in high-risk organizations, particularly with regards to the transferability of findings from one field to the other, and discuss related methodical issues in behavioral research.

Michaela Kolbe, ETH Zurich, *Chair*

Nadine Bienefeld-Seall, ETH Zurich, *Co-Chair*

Gudela Grote, ETH Zurich, *Co-Chair*

Nadine Bienefeld-Seall, ETH Zurich, Gudela Grote, ETH Zurich, *Leading One Another Towards Safety: Shared Leadership in Airline Crews*

Scott I. Tannenbaum, Group for Organizational Effectiveness, *Measuring and Building Shared Cognitions and Teamwork in Applied Settings*

Michaela Kolbe, ETH Zurich, Barbara Kuenzle, ETH Zurich, Enikő Zala-Mező, Paedagogische Hochschule Zurich, Johannes Wacker, University Hospital Zurich, Spahn R. Donat, University Hospital Zurich, Gudela Grote, ETH Zurich, *"Talking to the Room" Facilitates Effective Coordination in Anesthesia Crews*



Christopher Fredette, Carleton University, Mary J. Waller, York University, *Development of Team Coordination: An Investigation Using Simulation and Pattern Analysis*  
 Steve W. J. Kozlowski, Michigan State University, *Discussant*  
 Submitter: Michaela Kolbe, mkolbe@ethz.ch

## 218. Interactive Posters: 8:00 AM–8:50 AM 213-214

### Attendance and Withdrawal: Slacker Spotting

Mindy Bergman, Texas A&M, *Facilitator*

### 218-1 The Influence of Weather on the Motivation to Attend

This study investigates the relationship between weather, job attitudes, and absenteeism. Favorable weather as well as unfavorable weather was associated with more absenteeism (U-shaped relationship). Furthermore, optimal weather (e.g., warm and low precipitation) strengthened the negative absenteeism-job satisfaction relationship; whereas, snowfall also strengthened the negative absenteeism-job satisfaction link.

David D. Fried, Ohio University  
 Myroslav Gerasymchuk, Ohio University  
 Sean Robinson, Ohio University  
 Nicole Gullekson, Ohio University  
 Charles Ritter, Ohio University  
 Allison Tenbrink, Ohio University  
 Marcus J. Fila, Ohio University  
 Peter W. Hom, Arizona State University  
 Rodger W. Griffith, Ohio University

Submitter: Rodger Griffith, griffeth@ohio.edu

### 218-2 Meditational Effects of Burnout on the Job Satisfaction–Family Satisfaction Relationship

This study examined the effect of job satisfaction on family and life satisfaction through the meditational role of burnout. Results provide support for the notion that work-related perceptions can affect family life through the spillover of chronic work-related strain.

William R. King, University of Houston  
 Prema Ratnasingam, University of Houston  
 Travis Cheramie, University of Houston

Submitter: William King, wrk003@gmail.com

### 218-3 Testing Competing Models of Interrelationships Between Withdrawal Behaviors: A Meta-Analysis

There are a number of different theoretical models of the interrelationships between voluntary lateness, absenteeism, and turnover. We provided updated meta-analytic estimates of the interrelationships between these 3 withdrawal behaviors. Corrected lateness-absenteeism (.41) and absenteeism–turnover (.26) correlations exceeded the lateness–turnover (.08) correlation, providing support for a progression of withdrawal model.

Ariel Lechhook, Wayne State University  
 Malissa A. Clark, Wayne State University  
 Christopher M. Berry, Texas A&M University  
 Submitter: Ariel Lechhook, alechhook@wayne.edu

### 218-4 A Self-Determination Perspective on Turnover: Examining Personality and Context Predictors

Data from 817 employees on 115 teams reveal that a team member's psychological empowerment mediated the interactive effect of team leader's autonomy support and its differentiation, the interactive effect of peers' autonomy support and its differentiation, and the main effect of the member's autonomy orientation on his turnover.

Dong Liu, University of Washington  
 Shu Zhang, Columbia Business School  
 Lei Wang, Xi'an Jiao Tong University  
 Thomas W. Lee, University of Washington

Submitter: Dong Liu, dongliu@u.washington.edu

## 219. Symposium/Forum: 8:00 AM–9:50 AM Crystal Ballroom C/D

### Human Resource Management Interventions for Innovation

This session will focus on HRM interventions for innovation. Brief presentations from practitioners and academics will be made on (a) performance management and training, (b) managing creative teams, (c) using 360 for organizational climate change, and (d) models to assess organizational outcomes from such initiatives.

Ginamarie Ligon, Villanova University, *Chair*  
 Holly K. Osburn, Oklahoma Christian University, Andrew Bedford, Oklahoma Christian University, Ginamarie Ligon, Villanova University, Aliyah Edwards, Villanova University, Kelly Scherer, Purdue University, Lisa Panik, Villanova University, Erica A. Bruno, Villanova University, Melissa Doran, Villanova University, Jeanine DiDomenico, Villanova University, *Appraising and Developing Performance in Innovative Positions*  
 Sam T. Hunter, Pennsylvania State University, Scott E. Cassidy, Pennsylvania State University, Christian Thoroughgood, Pennsylvania State University, *Leading Innovative Teams*  
 Patrick Gavan O'Shea, Human Resources Research Organization, Matthew T. Allen, Human Resources Research Organization, Joyce D. Grignon, Office of the Director of National Intelligence, Charles Keil, Office of the Director of National Intelligence, *Organizational Innovation Through 360-Degree Feedback*  
 Jazmine E. Boatman, Developmental Dimensions Incorporated, *Measuring the Effectiveness of HR Interventions for Innovation: Mission Possible*  
 David F. Bush, Villanova University, *Discussant*  
 Submitter: Ginamarie Ligon, ginamarie.ligon@villanova.edu

## 220. Symposium/Forum: 8:00 AM–9:50 AM Grand Ballroom C

### Meta-Analysis and Beyond: Extending the EI Nomological Network

Enough data have accumulated to arrive at some meaningful conclusions about how emotional intelligence (EI) relates to job performance. Further basic research on cognitive processes associated with EI, and applied research with a broader criterion space are presented to advance knowledge of the constructs associated with this popular concept.

Robert G. Jones, Missouri State University, *Chair*  
 Ronald H. Humphrey, Virginia Commonwealth University,  
 Ernest O'Boyle, Virginia Commonwealth University, *The  
 Three Streams of EI Research*

Paul Deal, Missouri State University, Robert G. Jones,  
 Missouri State University, David R. Englert, Air Force  
 Office of Special Operations, *EI and Personality: For  
 Which Criteria Are There Increments?*

Kevin E. Fox, St. Louis University, Vicki Tardino, AmareUE,  
 Patrick Maloney, St. Louis University, Brandon W. Smit,  
 St. Louis University, *Relationships of Trait and Ability EI  
 With Leader 360 Ratings*

Andrea Fischbach, Trier University, Philip W. Lichtenthaler,  
 German Police University, *Do Emotionally Intelligent  
 Leaders Manage Emotions Wisely?*

Catherine S. Daus, Southern Illinois University-Edwardsville,  
*Discussant*

Submitter: Robert Jones, RobertJones@missouristate.edu

## 221. Symposium/Forum: 8:00 AM–9:50 AM Salon B

### Service Behaviors and Customer Reactions: Justice, Satisfaction, and Loyalty

Customer perceptions of fairness in their relationships with organizations greatly influence customer satisfaction and loyalty. This symposium presents a series of empirical papers by practitioners and academics that apply the principles of organizational justice theory to issues in the delivery of quality customer service.

Terri Shapiro, Hofstra University, *Chair*

Miriam T. Nelson, Aon Consulting, *Co-Chair*

Anna Chandonnet, Data Recognition Corporation, Kristofer J.  
 Fenlason, Data Recognition Corporation, Jennifer Vannelli,  
 Data Recognition Corporation, Carrie Christianson DeMay,  
 Data Recognition Corporation, *I'm Sorry Please Come  
 Back: An Exploration of Service Recovery*

Miriam T. Nelson, Aon Consulting, Clifford R. Jay, Aon  
 Consulting, *Satisfaction Without Resolution: The Role of  
 Service Behavior*

Luciano Viera, Fors Marsh Group, Brian K. Griepentrog, Fors  
 Marsh Group, Sean Marsh, Fors Marsh Group, *When  
 Good Service Is Fair Service in a Call Center*

Terri Shapiro, Hofstra University, Kevin D. Masick, Hofstra  
 University, *The Impact of Explanations on Service  
 Recovery: A Laboratory Study*

Jennifer Nieman-Gonder, Farmingdale State College, William  
 Metlay, Hofstra University, *A Field Study of  
 Organizational Justice in Customer Service*

David Bowen, Thunderbird School of Global Management,  
*Discussant*

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

## 222. Debate: 8:30 AM–9:50 AM 202

### Thugs and Drugs in the Workplace: Debating Employment Prescreening Procedures

Experts from academia and practice will debate issues regarding important but controversial prescreening procedures in employee selection: reference checks, criminal background checks, drug tests, and credit history checks. Debaters will address questions about utilizing each pro-

cedure, proffer expertise on proper validation techniques, and grapple with legal issues surrounding their use.

Eyal Grauer, APT, Inc., *Moderator*

Michael S. Henry, APT, Inc., *Presenter*

Arthur Gutman, Florida Institute of Technology, *Presenter*

Mike G. Aamodt, DCI Consulting Group, *Presenter*

Christina Norris-Watts, APT, Inc., *Presenter*

Submitter: Eyal Grauer, egrauer@apmetrics.com

## 223. Symposium/Forum: 8:30 AM–9:50 AM 205

### Explanatory Mechanisms and Boundary Conditions Underlying Assessment Center Validity

In recent years, assessment center research has primarily focused on evaluating construct-related validity at the expense of examining criterion-related validity issues. Presenters discuss research highlighting the conditions under which criterion-related validity will be maximized and factors that account for the relationship between assessment centers and effective management.

Brian J. Hoffman, University of Georgia, *Chair*

John P. Meriac, University of Missouri-St. Louis, *Co-Chair*

Sean Baldwin, University of Georgia, Sara E. Smith, Middle

Tennessee State University, *Understanding AC Criterion-  
 Related Validity: The Neglected Role of Leader Vision*

Cornelius J. König, University of Zurich, Anne M. Jansen,  
 University of Zurich, Klaus G. Melchers, University of  
 Zurich, Martin Kleinmann, University of Zurich, Michael  
 Brändli, University of Zurich, Laura Fraefel, University of  
 Zurich, Filip Lievens, Ghent University, *Candidates who  
 Correctly Identify Situational Demands Show Better Job  
 Performance*

Alecia Billington, Central Michigan University, Neil D.  
 Christiansen, Central Michigan University, *Effect of  
 Removing Exercise Variance on Assessment Center  
 Rating Validity*

John P. Meriac, University of Missouri-St. Louis, Jacob S.  
 Fischer, University of Missouri-St. Louis, Brian J.  
 Hoffman, University of Georgia, *Assessment Center  
 Validity: A Meta-Analysis of Contextual and  
 Methodological Moderators*

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

Submitter: John Meriac, meriacj@umsl.edu

## 224. Symposium/Forum: 8:30 AM–9:50 AM 208-209

### Dynamics of Contemporary Career Success

Organizational changes of the past few decades have led to changes in the way many individuals pursue and evaluate their careers. In an effort to keep the careers literature in step with modern careers, this symposium brings together 4 papers that address dynamics associated with contemporary career success.

Kristen M. Shockley, University of South Florida, *Co-Chair*

Peter A. Heslin, Southern Methodist University, *Co-Chair*

Kristen M. Shockley, University of South Florida, Heather

Ureksoy, University of South Florida, Ozgun B.

Rodopman, Bogazici University, Laura Poteat, University



of South Florida, T. Ryan Dullaghan, University of South Florida, Letitia Washington, University of South Florida, Jennifer Ludvigsen, University of South Florida, **Subjective Career Success: A Measurement Approach**  
 Vitaliy V. Skripkin, Southern Methodist University, Peter A. Heslin, Southern Methodist University, **Death by a Thousand Cuts: Moral Disengagement and Career Demise**  
 Wouter Van Bockhaven, University of Antwerp, Jesse Segers, University of Antwerp, Erik Henderickx, University of Antwerp, **Career Anchors, Protean and Boundaryless Career Attitudes, and Career Success**  
 Lillian T. Eby, University of Georgia, **Career Calling and Burnout for Individuals Working in Stigmatized Occupations**  
 Douglas T. Hall, Boston University, **Discussant**  
 Submitter: Kristen Shockley, kshockle@mail.usf.edu

## 225. Symposium/Forum: 8:30 AM–9:50 AM 210-211

### Building and Retaining the Science and Technology Workforce

This symposium presents 4 studies designed to enhance understanding of building and retaining the science and technology workforce. Climate, professional development, professional identification, and perceived investments are among the factors examined. Workforce implications of retention in higher education, especially the differential retention of women and minorities, are discussed.

Debra A. Major, Old Dominion University, **Chair**  
 Donald D. Davis, Old Dominion University, Meghan P. Jones, Old Dominion University, Kurt L. Oborn, Old Dominion University, Debra A. Major, Old Dominion University, Janis V. Sanchez-Hucles, Old Dominion University, Sandra J. DeLoatch, Norfolk State University, **Impact of Classroom Climate on Retention Antecedents in STEM Disciplines**  
 Jonathan M. Holland, Old Dominion University, Debra A. Major, Old Dominion University, Valerie J. Morganson, Old Dominion University, Karin A. Orvis, Old Dominion University, **Increasing Diversity in STEM Through Professional Development Activities**  
 Meghan P. Jones, Old Dominion University, Jonathan M. Holland, Old Dominion University, Donald D. Davis, Old Dominion University, **Effect of Classroom Climate on Capitalization for Women and Minorities**  
 Trevor B. King, University of Arkansas, Anne M. O'Leary-Kelly, University of Arkansas, Nita Brooks, Middle Tennessee State University, Scott O'Leary-Kelly, University of Arkansas, **Professional Identification and Perceived Investment as Predictors of IT Retention**  
 Alexis A. Fink, Microsoft Corporation, **Discussant**  
 Submitter: Debra Major, dmajor@odu.edu

## 226. Symposium/Forum: 8:30 AM–9:50 AM 212

### Predicting Virtual Team Effectiveness: Focusing on the Micro Level

We combine quantitative and qualitative research to examine microlevel issues in virtual team outcomes. Specifically, we discuss how differences in trust, personality composition, perspective taking, and clarity can affect performance and misunderstandings in virtual

teams. We conclude with a review of past research and future needs in this important field.

Sara J. Perry, University of Houston, **Chair**  
 Natalia Lorinkova, University of Maryland, **Co-Chair**  
 L. A. Witt, University of Houston, **Co-Chair**  
 Sara J. Perry, University of Houston, Natalia Lorinkova, University of Maryland, L. A. Witt, University of Houston, **Emotional Stability and Conscientiousness as Moderators of the Virtuality-Performance Relationship**  
 Amanda H. Woller, Middle Tennessee State University, Andrea L. Rittman Lassiter, Minnesota State University, **Trust Formation Across Multiple Levels of Virtuality**  
 Carolyn Axtell, University of Sheffield, Sharon Parker, University of Sheffield, **Perspective Taking and Clarity Affecting Misunderstandings in Virtual Teams**  
 Sumita Raghuram, Fordham University, **Virtual Teams: Paths Taken and to Be Taken**  
 Elizabeth C. Ravlin, University of South Carolina, **Discussant**  
 Submitter: Sara Perry, skj02@yahoo.com

## 227. Symposium/Forum: 8:30 AM–9:50 AM Crystal Ballroom A/F

### Organizational Assessment and Development in Construction Safety and Health

The safety and health of construction workers remain a major concern, despite advances in technology and work organization. This symposium describes the processes and findings from an organizational assessment and development initiative aiming to improve the safety and well-being of workers at the largest private construction project in U.S. history.

Konstantin Cigularov, Illinois Institute of Technology, **Chair**  
 Peter Y. Chen, Colorado State University, **Co-Chair**  
 Janie Gittleman, CPWR-The Center for Construction Research and Training, Elizabeth Haile, CPWR-The Center for Construction Research and Training, **Lessons Learned: Organizational Changes After Occupational Fatalities**  
 Peter Y. Chen, Colorado State University, Julie Sampson, Colorado State University, **Identification of an Organization's Developmental Need**  
 Konstantin Cigularov, Illinois Institute of Technology, Stephanie Adams, Illinois Institute of Technology, **Apples, Oranges, or Tangerines? Measurement Equivalence in Safety Climate Assessment**  
 Paige Gardner, Colorado State University, Erica D. Ermann, Colorado State University, Gargi Sawhney, Illinois Institute of Technology, Annette Shtivelband, Colorado State University, **Beyond the Scale: Integrating Qualitative and Quantitative Safety Climate Research**  
 David A. Hoffman, University of North Carolina at Chapel Hill, **Discussant**  
 Donald Edward Eggerth, CDC/NIOSH, **Discussant**  
 Submitter: Konstantin Cigularov, kcigular@iit.edu

## 228. Symposium/Forum: 8:30 AM–9:50 AM Crystal Ballroom B/E

### New Theoretical and Research Perspectives in Workplace Mentoring

Over the past 2 decades, mentoring theory, research, and practice continues its growth. Yet, mentoring studies still use traditional theoretical or methodological

approaches. This symposium provides new insight into the study and practice of mentoring through different theoretical lenses and methodological approaches to extend the mentoring literature and its application.

William A. Gentry, Center for Creative Leadership, **Co-Chair**  
John J. Sosik, Pennsylvania State University-Great Valley, **Co-Chair**

Gayle Baugh, University of West Florida, William A. Gentry, Center for Creative Leadership, John J. Sosik, Pennsylvania State University-Great Valley, **The Relationship Between Career-Related Mentoring Behaviors and Manager Promotability**

Laura Poteat, University of South Florida, Tammy D. Allen, University of South Florida, **Mentorship Racial Composition and External Judgments by Others**  
Sara Curtis, University of Georgia, Lillian T. Eby, University of Georgia, Marcus M. Butts, University of Texas at Arlington, **Mentoring as a Means to Fostering Employee Engagement**  
Kathy E. Kram, Boston University, **Discussant**

Submitter: William Gentry, gentryb@ccl.org

## 229. Panel Discussion: 8:30 AM–9:50 AM Grand Ballroom A

### Federal Government Selection: Resumés Versus KSA Statements Versus Assessments

Recently there has been a call for reform in the federal government hiring process by lawmakers, policymakers, HR officials, and the popular press. This panel discussion will focus on the single-most important aspect of federal hiring reform to I-O psychologists: the role of assessments in the hiring process.

Jeffrey M. Cucina, U.S. Customs and Border Protection, **Chair**  
Michael A. McDaniel, Virginia Commonwealth University, **Panelist**

John M. Palguta, Partnership for Public Service, **Panelist**  
Ernie Paskey, Aon Consulting, **Panelist**  
Laura Shugrue, U.S. Merit Systems Protection Board, **Panelist**  
Jeremy O. Stafford, University of North Alabama, **Panelist**

Submitter: Jeffrey Cucina, jcucina@gmail.com

## 230. Symposium/Forum: 8:30 AM–9:50 AM Grand Ballroom B

### Taking a Structural Approach to Understanding and Managing Team Performance

Researchers suggest that examining the pattern of team constructs allows for deeper understanding of team performance. However, little research has taken this approach. The papers in this session present theoretical and empirical works that apply a more structural perspective to a variety of team effectiveness topics.

Jessica L. Wildman, University of Central Florida, **Co-Chair**  
Maritza Salazar, University of Central Florida, **Co-Chair**  
Eduardo Salas, University of Central Florida, **Co-Chair**  
Eean R. Crawford, University of Florida, Jeffery A. LePine, University of Florida, **Teamwork Processes: A Social Network Perspective**

Greg L. Stewart, University of Iowa, Stephen H. Courtright, University of Iowa, Murray R. Barrick, Texas A&M University, **Peer-Based Reward and Team Performance:**

### The Moderating Effect of Cohesion

John E. Mathieu, University of Connecticut, Michael R. Kukenberger, University of Connecticut, Greg Reilly, University of Connecticut, **Dynamic Virtuality as a Choice Behavior for Team Effectiveness**

Jessica L. Wildman, University of Central Florida, Michael A. Rosen, University of Central Florida, Marissa L. Shuffler, ICF International/University of Central Florida, Eduardo Salas, University of Central Florida, Sara Rayne, University of Memphis, **Teams in the Wild: Challenges in Translating Science to Practice**

Linda G. Pierce, Army Research Institute, **Discussant**

Submitter: Jessica Wildman, jwildman@ist.ucf.edu

## 231. Symposium/Forum: 8:30 AM–9:50 AM Grand Ballroom D

### The Role of Leaders' Self-Regulation in Determining Follower Outcomes

We present 4 papers that contribute new understanding to extant leadership research, exploring the processes by which leaders impact followers. Specifically, we investigate the role of leaders' self-regulation in determining important follower outcomes such as coping style, appraisals, helping behaviors, performance, relationship quality, and various work-related experiences and perceptions.

Samantha A. Ritchie, Personnel Decisions Research Institutes (PDRI), **Co-Chair**

Robert G. Lord, University of Akron, **Co-Chair**  
Megan E. Medvedeff, Morehead Associates, Robert G. Lord, University of Akron, **Leader Affective Displays: Influences on Subordinate Appraisals, Affect, and Coping**

Sean T. Hannah, United States Military Academy, Suzanne J. Peterson, Arizona State University, Fred Walumbwa, Arizona State University, Bruce J. Avolio, University of Washington/Foster Center for Leadership & Strategic Thinking, **Authentic Leadership and Follower Performance: A Four-Study Investigation**

Loren J. Naidoo, Baruch College, CUNY, Adrian Acosta, Baruch College, CUNY, Andrew Martins, Baruch College, CUNY, Arthur Griffith, Baruch College, CUNY, Steven Sasso, Baruch College, CUNY, **Leader Promotion/Prevention Task Framing Impacts Risk Aversion in Group Performance**

Samantha A. Ritchie, Personnel Decisions Research Institutes (PDRI), Aaron M. Schmidt, University of Minnesota, **Interaction of Leader-Follower Regulatory Foci: Impact on Relationship Quality**

Neal M. Ashkanasy, University of Queensland, **Discussant**

Submitter: Samantha Ritchie, samantha.ritchie@verizon.net

## 232. Symposium/Forum: 8:30 AM–9:50 AM Salon A

### The Data-Driven Classroom: Scholarly Teaching and Scholarship of Teaching

We will showcase examples of scholarly teaching (i.e., midterm evaluations, critical incidents technique) and the scholarship of teaching and learning (i.e., service learning case comparison, climate for teaching survey) in hopes of inspiring I-O psychologists to use data to inform and improve classroom practice.

Julie S. Lyon, Roanoke College, *Chair*

Michael Horvath, Cleveland State University, Wendi J.

Everton, Eastern Connecticut State University, *What Do Students Want a Professor to Do?*

Robert T. Brill, Moravian College, *Comparative Case Studies of Undergraduate I-O Psychology Service Learning Projects*

Julie S. Lyon, Roanoke College, Hilary J. Gettman, Stonehill College, Scott Roberts, National Highway Traffic Safety Administration, Cynthia Shaw, University of Maryland, *Developing a Climate for Teaching Measure: A Three-Year Study*

Marcus W. Dickson, Wayne State University, *Discussant*

Submitter: Julie Lyon, lyon@roanoke.edu

### 233. Symposium/Forum: 8:30 AM–9:50 AM Salon C

#### Assessment Trends in Organizations: How Companies Measure Talent

Organizations are increasingly interested in understanding trends in assessment use. This forum will present several sources of data (the results of 2 global surveys; case studies from large organizations) to provide a current view of how companies are using, and plan to use, assessments for various talent management functions.

Sarah S. Fallaw, PreVisor, *Chair*

Mark C. Healy, 3-D Group, Charles A. Handler, Rocket-Hire, *Trends in Prehire Assessment Use*

Andrew L. Solomonson, PreVisor, Sarah S. Fallaw, PreVisor, *Current Trends in Assessment Use: Global Survey Results*  
Carolyn M. Wilson, DDI, *Maximizing the Utility of Assessment Data*

Michael Lehman, PDI Corp., *Benefits of Assessment: Value in the Eyes of the Beholder*

George Montgomery, American Express, Kay Faircloth, American Express, *Assessment Trends in a Global Organization*

Submitter: Sarah Fallaw, sfallow@previsor.com

### 234. Symposium/Forum: 8:30 AM–9:50 AM Salon D

#### Statistical and Methodological Myths and Urban Legends: Part V

This symposium presents 4 statistical and methodological myths and urban legends that have not been discussed previously with the intent of (a) uncovering the kernel of truth and myths supporting them and (b) providing more informed bases for their application in the organizational sciences.

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

Robert J. Vandenberg, University of Georgia, *Co-Chair*

Paul E. Spector, University of South Florida, Michael T.

Brannick, University of South Florida, *Methodological Urban Legends: The Misuse of Statistical Control Variables*

Ronald S. Landis, University of Memphis, José M. Cortina, George Mason University, *The Earth Is NOT Round (p = .00)*

Jeffrey R. Edwards, University of North Carolina, *The Fallacy of Formative Measurement*

Herman Aguinis, Indiana University, Dan R. Dalton, Indiana University, Frank Bosco, University of Memphis, Charles

A. Pierce, University of Memphis, Catherine M. Dalton, Indiana University, *Statistical and Methodological Myths and Urban Legends About Meta-Analysis*

Submitter: Charles Lance, clance@uga.edu

### 235. Panel Discussion: 8:30 AM–9:50 AM Salon E

#### Theme Track Introduction and Opening Panel: Shape of Things to Come: What Is the New World of Work?

The nature of work and organizations, as we have known them, has changed. How can I-O psychology reengineer itself to offer guidance and drive the agenda for new global growth and revitalization? This session will focus on developing a clearer conceptualization of the new world of work and its implications for the performance and functioning of human capital.

Harold W. Goldstein, Baruch College, CUNY, *Chair*

Mariangela Battista, OrgVitality LLC, *Co-Chair*

Peter Cappelli, University of Pennsylvania, *Panelist*

Alison D. Jerden, The Coca-Cola Company, *Panelist*

William H. Macey, Valtera, *Panelist*

Submitter: Mariangela Battista, battistam@optonline.net

### 236. Interactive Posters: 9:00 AM–9:50 AM 213-214

#### The Personality Test Said I Was Indecisive, But I Am Not so Sure

Richard Griffith, Florida Institute of Technology, *Facilitator*

#### 236-1 Personality Test Faking in Applicants Based on Web Site Fit Information

This study was conducted to examine whether Web site fit information and applicant status make it more likely for participants to fake a personality measure. Results showed significant differences for applicant versus honest and fit versus nonfit conditions; the applicant with fit condition had higher means but no significant differences.

Jordan E. Beckman, University of South Florida

Submitter: Jordan Beckman, beckman@mail.usf.edu

#### 236-2 Increasing the Validity of Personality Questionnaires

The efficacy of use of frame-of-reference instructions and a measure of intra-individual variability in prediction of GPA was investigated. Validity of Conscientiousness was greater when frame-of-reference instructions were given. Intraindividual variability was found to add incremental validity over that of Conscientiousness alone.

Craig M. Reddock, University of Tennessee-Chattanooga

Michael Biderman, University of Tennessee-Chattanooga

Nhung T. Nguyen, Towson University

Submitter: Michael Biderman, Michael-Biderman@utc.edu

### 236-3 Coaching and Speeding Effects on Personality and Impression Management Scores

We examined the effects of coaching and speeding on personality scores in a faking context. Speeding had no significant effect on scores. Coaching significantly elevated the Big 5 personality scores and affected simulated hiring decisions. Cognitive ability was significantly related to impression management for uncoached participants. Practical implications are discussed.

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

Submitter: Shawn Komar, sgkomar@uwaterloo.ca

### 236-4 Personality and Managerial Derailment: Testing an Empirical Scale Development Strategy

This study investigated the potential of empirically driven scale development methods to create a reliable and valid predictor of a troublesome managerial derailer: problems with interpersonal relationships. The scale demonstrated a moderately strong relationship with derailment ratings in a sizable hold-out sample, across 18 occupations and 4 nations.

Michael G. Anderson, CPP, Inc.  
Robert P. Tett, University of Tulsa  
Jessica J. Merten, St. Cloud State University

Submitter: Michael Anderson, andymga@hotmail.com

### 237. Posters: 9:00 AM–9:50 AM

#### Galleria

#### Work and Family/Non-Work Life/Leisure & Legal Issues

### 237-1 You Sent Me What? Perceptions of Online Sexual Harassment

This study examines perceptions of online sexual harassment. Overall, online sexually harassing behaviors were perceived as less harassing than traditional face-to-face behaviors. Scenarios involving managers (compared to coworkers) were rated as more sexually harassing. In some situations, female victims were perceived as more likely to be sexually harassed.

Heidi M. Gifford, Ameren  
Lynn K. Bartels, Southern Illinois University Edwardsville  
Submitter: Lynn Bartels, LBartel@siue.edu

### 237-2 A Multilevel Model of Justice Climate and Legal Claiming Behaviors

This paper advances the legal claiming literature by drawing on theoretical models in applied psychology to propose that employee responses to injustice are driven not only by individual-level situational factors (such as event specific justice perceptions) but also aggregated-level perceptions of justice (specifically, procedural justice climate).

Cody L. Chullen, Purdue University  
Submitter: Cody Chullen, cchullen@purdue.edu

### 237-3 Sexual Harassment: Implications for Counterproductive Work Behavior

We explored the relationship of sexual harassment severity and pervasiveness and counterproductive work behaviors (CWBs) as well as the mediating role of interpersonal justice climate. We found that sexual harassment severity and pervasiveness positively predicted CWBs and interpersonal justice climate was a partial mediator for workplace incivility.

Sarah Gettinger, Air Liquide  
David F. Dubin, University of Houston  
Robert W. Stewart, University of Houston  
James E. Campion, University of Houston

Submitter: David Dubin, david.f.dubin@gmail.com

### 237-4 Exploration of the Antecedents to Reporting Discrimination and Sexual Harassment

This study uses discriminant analysis to identify patterns of organizational antecedents based on reporting style of discrimination and sexual harassment incidents in the military. Results allow us to classify 71.6% of the sample correctly. Trust and leadership cohesion explain the most variance (77.7%) in reporting style.

Elizabeth Steinhauser, Defense Equal Opportunity Management Institute (DEOMI)  
Chaunette M. Small, Defense Equal Opportunity Management Institute (DEOMI)  
Elizabeth Trame, Defense Equal Opportunity Management Institute (DEOMI)/Florida Institute of Technology  
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

Submitter: Elizabeth Steinhauser, esteinha@fit.edu

### 237-5 The Role of Justice and Support in Reducing Work–Family Conflict

This study examined the moderating effects of perceived organizational support (POS) on the relation among the 3 types of organizational justice (distributive, procedural, and interactional) and work–family conflict (WFC). The results indicated that POS moderates the relations between distributive and interactional justice with WFC, respectively, but not for procedural justice.

Sandeep Aujla, University of Guelph  
Deborah M. Powell, University of Guelph  
Submitter: Sandeep Aujla, saujla@uoguelph.ca

### 237-6 Work–Life Fit: Flexibility and Jeopardy in the Effective Workplace

This study explored relationships between workplace flexibility, work–life fit, perceived jeopardy, and outcomes of importance to both employer and employees. Work–life fit mediated the relationship among flexibility and employee engagement, turnover intentions, negative spillover from work to home, and stress. Perceived jeopardy moderated the indirect effect of flexibility on outcomes.

Kerstin Aumann, Families and Work Institute  
Ellen Galinsky, Families and Work Institute  
Submitter: Kerstin Aumann, kerstin.aumann@gmail.com

### 237-7 Do Family-Friendly Benefits and Policies Attract Potential Employees?

Are employees more attracted to organizations that offer family-friendly benefits or culture when compared to other desirable benefits and culture? To examine this question, a college student sample (272) and a current job-seeking sample (156) were obtained. Results indicated few main effects, but sex differences emerged in significant 3-way interactions.

Michele C. Baranczyk, Kutztown University  
Stefanie K. Johnson, University of Colorado Denver

Submitter: Michele Baranczyk, baranczy@mktztown.edu

### 237-8 Changing Roles: Are Millennials Redefining Work-Life Balance?

Generational differences in organizational citizenship and work-life balance were examined. Baby Boomers, GenXers, and Millennials responded to a survey. Results showed Boomers and GenXers engaged in more individual initiative behavior than Millennials, and generation interacted with individual initiative behavior to predict work-life imbalance.

Catherine C. Parker, University of Albany  
Maryalice Citera, SUNY-New Paltz

Submitter: Maryalice Citera, citeram@newpaltz.edu

### 237-9 Relationships Between Organizational Support, Work-Family Balance, and Work Outcomes

This study investigated the relationship between organizational support factors, work-family facilitation/conflict, and workplace outcomes. The proposed path model had good fit, and results suggest that both facilitation and conflict are important factors to consider when seeking to understand how organizations can help employees balance work and family.

Malissa A. Clark, Wayne State University  
Cort W. Rudolph, Wayne State University  
Ludmila Zhdanova, Wayne State University  
Boris B. Baltes, Wayne State University

Submitter: Malissa Clark, malissa@wayne.edu

### 237-10 Explanatory Mechanisms Underlying the Relationship Between Family-Friendly Climate and Burnout

This study investigated the processes through which family-friendly work climate influences burnout. Based on data from 792 public university employees, results indicated that family-friendly climate predicted burnout over and above perceived organizational support. Further, the authors found support for the mediating roles of social exchange and work-family conflict.

Emily David, University of Houston  
Cristina Rubino, University of Houston  
Dianhan Zheng, University of Houston  
Sara Brothers, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Emily David, emily.m.david@gmail.com

### 237-11 Boundary Management Strategies and Work-Family Balance

Boundary management strategies are thought to influence the experience of work-family balance, and researchers are beginning to examine individuals' preferences for segmenting or integrating their roles. This study examines work-family domain transitions, preferences for integrating roles, and the ability to do so in relation to work-family balance.

Jaime B. Henning, Eastern Kentucky University  
Steven Jarrett, Texas A&M University  
Ryan M. Glaze, Texas A&M University  
Ann H. Huffman, Northern Arizona University  
Kristen M. Watrous-Rodriguez, St. Mary's University

Submitter: Jaime Henning, Jaime.Henning@eku.edu

### 237-12 The Consequences of Work-Family Policy Satisfaction on Employee Job Attitudes

This study examined how employees' satisfaction with work-family policies influence their job attitudes. Findings showed that satisfaction with work-family policies was positively related to job satisfaction, organizational satisfaction, employee engagement, and perceived reasonable workload. Results also showed that gender did not moderate any of the relationships.

Benjamin E. Liberman, Columbia University  
Rachel Mendelowitz, Columbia University

Submitter: Benjamin Liberman, bel2104@columbia.edu

### 237-13 Family-Organization Fit: An Extension on Person-Organization Fit

Family-organization fit extends person-organization and work-family fit. Family-organization fit was significantly negatively related to both directions of work-family conflict after controlling for demographics, and it was significantly negatively related to stress and turnover intentions after controlling for demographics, person-organization fit, and person-job fit.

Rebekah Massmann, Self-employed  
Janelle A. Gilbert, California State University-San Bernardino

Submitter: Rebekah Massmann, rmassmann@gmail.com

### 237-14 Workplace Predictors of Family-Facilitative Emotional and Instrumental Coworker Support

We explore the role of 4 workplace factors (Organizational Justice, Group Cohesion, Supervisor Support, Family-Supportive Work Environment) in predicting the likelihood coworkers will offer emotional and instrumental family-facilitative support. We find an interaction between Supervisor Support and Work Environment and between Justice and Cohesion in predicting support.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington  
David J. Glew, University of North Carolina-Wilmington  
Brian DesRoches, University of North Carolina-Wilmington  
Leah K. Hatem, University of South Carolina

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

**237-15 Personality and Work–Family Conflict: Situation Strength as Moderator**

Situational strength was considered as a moderator to provide a more detailed understanding of personality and WFC relationships. Work role ambiguity was found to moderate the relationship between Extraversion and time-based WIF. Family role ambiguity moderated relationships between emotional stability and perceived FIW, and perfectionism at home and perceived FIW.

Victoria Brown, Auburn University  
Elizabeth M. Kongable, Auburn University  
Jacqueline K. Mitchelson, Auburn University  
Sarah E. Teague, Auburn University

Submitter: Jacqueline Mitchelson, [jmitch@auburn.edu](mailto:jmitch@auburn.edu)

**237-16 The Effect of Perfectionism on Self-Efficacy for Work–Family Conflict**

This study indicates that organizational commitment mediates the relationship between self-efficacy for work–family conflict and job satisfaction. Tests of metric invariance indicate that maladaptive perfectionists differ from adaptive perfectionists and nonperfectionists. Organizations can attempt to raise an individual's self-efficacy to increase their organizational commitment and job satisfaction.

Victoria Brown, Auburn University  
Jacqueline K. Mitchelson, Auburn University

Submitter: Jacqueline Mitchelson, [jmitch@auburn.edu](mailto:jmitch@auburn.edu)

**237-17 Work–Family Enrichment as a Mediator of Support on Job/Family Satisfaction**

This study examined the mediating effects of work-to-family enrichment (WFE) and family-to-work enrichment (FWE) between support and satisfaction. Among 214 employed adults, 2 dimensions of WFE mediated the relationship between supervisor support and job satisfaction, and 1 dimension of FWE mediated the relationship between family support and family satisfaction.

Jessica M. Nicklin, University of Hartford  
Laurel A. McNall, SUNY Brockport

Submitter: Jessica Nicklin, [jn0702@gmail.com](mailto:jn0702@gmail.com)

**237-18 Work and Nonwork Boundary Management Using Communication and Information Technology**

Given the contemporary workers' prevalent use of communication/information technologies (CIT) at work and home, this study investigated individual differences in creating boundaries of CIT uses for cross-role enactment. Psychological work–nonwork interference was also examined as an outcome variable. Theoretical and practical implications are provided for individual boundary management.

Youngah Park, Bowling Green State University  
Steve M. Jex, Bowling Green State University

Submitter: Youngah Park, [ypark@bgsu.edu](mailto:ypark@bgsu.edu)

**237-19 Caregiver Convenience: Expanding and Understanding Childcare Satisfaction and Work–Family Conflict**

This study expands the construct of childcare satisfaction to include a fifth dimension: caregiver convenience. Results revealed the convenience factor significantly contributes to overall childcare satisfaction and negatively related to time-based family interference with work conflict, which mediates the relationship between caregiver convenience and turnover intentions.

Stephanie C. Payne, Texas A&M University  
Allison Cook, Texas A&M University  
Ismael Diaz, Texas A&M University

Submitter: Stephanie Payne, [spayne@psych.tamu.edu](mailto:spayne@psych.tamu.edu)

**237-20 The Need for Integrated Models of Work–Family Conflict Antecedents**

Many organizational interventions have been designed as attempts to reduce work–family conflict (WFC). General support for the efficacy of such interventions is weak, however, and this paper discusses the need for understanding antecedents of WFC in an integrated multilevel framework to provide guidance for the creation of effective WFC solutions.

Elizabeth M. Poposki, Michigan State University

Submitter: Elizabeth Poposki, [oberlan4@msu.edu](mailto:oberlan4@msu.edu)

**237-21 A Cross-Cultural Comparison of the Work–Family Interface and Organizational Commitment**

This study examines how the tensions between work and family affect organizational commitment cross-culturally, through usage of multilevel modeling. From a sample of managers spanning 12 countries, findings indicate that work–family interference lowers organizational commitment universally. Finally, work flexibility and masculinity may serve critical roles in understanding the work–family interface.

Raenada A. Wilson, University of Houston  
Robert Wickham, University of Houston  
Jennifer N. Reeves, University of Houston  
Alexandra Anderson, University of Houston

Submitter: Altovise Rogers, [amrogers@mail.uh.edu](mailto:amrogers@mail.uh.edu)

**237-22 The Effects of Organizational Childcare on Turnover Intentions and Commitment**

The authors examined the combined effects of gender and work–family facilitation/conflict, in light of psychological contract violations regarding childcare benefits. Results indicated an interactive effect, revealing gender differences in sensitivity to perceived violations of the psychological childcare contract; further, work–family enrichment may provide a buffer to its adverse effects.

Kuo-Yang Kao, University of Houston  
Eleanor Waite, University of Houston  
Alexandra Anderson, University of Houston  
Christiane Spitzmueller, University of Frankfurt/University of Houston

Submitter: Altovise Rogers, [amrogers@mail.uh.edu](mailto:amrogers@mail.uh.edu)



### 237-23 In Good Company? An Investigation of Coworker Relationships and Well-Being

Two multilevel, experience sampling studies were conducted to examine the effects of coworker satisfaction on daily well-being. Both studies revealed that job satisfaction partially mediated the relationship between daily coworker satisfaction and life satisfaction. Moreover, the coworker satisfaction–job (life) satisfaction relationships were stronger for those individuals with agreeable personalities.

Lauren Simon, University of Florida  
 Timothy A. Judge, University of Florida  
 Marie D. Halvorsen-Ganepola, University of Florida  
 Submitter: Lauren Simon, Lauren.Simon@cba.ufl.edu

### 237-24 Linking Achievement Motivation and Work–Family Balance

This study examined whether learning goal orientation and action orientation were positively related to work–family balance and investigated plausible interactions between these variables and work–family characteristics on balance perceptions. Relationships of these variables to work–family conflict and facilitation were also analyzed in order to identify differential relationships.

Tiffany Smith, University of South Florida  
 Submitter: Tiffany Smith, tnb@mail.usf.edu

### 237-25 Work–Family Psychological Contract: Mediating Work Interference With Family and Outcomes

This study aims to introduce the psychological contract theory into the work–family research and further understand the mechanisms through which work interference with family (WIF) influences important attitudinal, behavioral, and well-being outcomes. The mediating effect of work–family psychological contract breach (WFPCB) was explored through interviews, pilot, and a formal survey.

Xian Xu, University of South Florida  
 Submitter: Xian Xu, meteor4ever@gmail.com

### 238. Panel Discussion: 10:30 AM–12:20 PM 201

#### Archiving Data: Pitfalls and Possibilities

Many scientific fields have turned to archiving data (making data from published manuscripts freely available), whereas psychology has been fairly resistant to this movement. In this symposium, panelists will discuss the potential possibilities and problems that can arise by moving to data archiving.

Stephen E. Humphrey, Pennsylvania State University, *Co-Chair*  
 Kelly Delaney-Klinger, Pennsylvania State University, *Co-Chair*  
 Joyce E. Bono, University of Minnesota, *Panelist*  
 Leaetta M. Hough, Dunnette Group, Ltd., *Panelist*  
 Daniel R. Ilgen, Michigan State University, *Panelist*  
 Rick R. Jacobs, Pennsylvania State University, *Panelist*  
 Chockalingam Viswesvaran, Florida International University, *Panelist*

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

### 239. Debate: 10:30 AM–11:50 AM 202

#### Misguided Leadership Training

Two respected researchers will debate the relative positions, contributions, and futures of 2 different psychological approaches to the age-old question: How best can executive leadership talent be developed over time in formal organizations? George Graen and Gordon Curphy will articulate the similarities and differences.

Nina Gupta, University of Arkansas, *Moderator*  
 Gordan Curphy, Curphy Consulting Corporation, *Presenter*  
 George B. Graen, University of Illinois (Retired), *Presenter*  
 Submitter: George Graen, lmxlotus@aol.com

### 240. Roundtable Discussion/Conversation Hour: 10:30 AM–11:50 AM 203

#### I-O Psychology Practices in China: East Meets West

Taking western-developed practices into eastern cultures could be challenging. Along with China's economic growth, more and more multinational and local companies in China need I-O practices to resolve managerial problems. Four experts will facilitate a discussion about current issues and development of I-O practices in China.

Kaiguang Liang, C&D Management Consulting Co., *Host*  
 Donald D. Davis, Old Dominion University, *Host*  
 Jianmin Sun, Renmin University of China, *Host*  
 LeeAnn Y. Liu, Renmin University of China, *Host*  
 Submitter: Kaiguang Liang, Carl.Liang@cndgroup.com

### 241. Panel Discussion: 10:30 AM–11:50 AM 204

#### Leadership Succession and Retention: What Do We Know?

In a SHRM Foundation commissioned study of over 500 C-suite executives, 2 key issues were identified: leader retention and succession. The Foundation then commissioned experts to investigate the available research evidence in both areas. This panel of experts will discuss the findings and the implications for practice and future research.

William A. Schiemann, Metrus Group, Inc., *Chair*  
 Peter Cappelli, University of Pennsylvania, *Panelist*  
 Joseph G. Rosse, University of Colorado, Boulder, *Panelist*  
 Wayne F. Cascio, University of Colorado, *Panelist*  
 Denise M. Rousseau, Carnegie Mellon University, *Panelist*  
 Submitter: William Schiemann, wschiemann@metrus.com

### 242. Community of Interest: 10:30 AM–11:50 AM 205

#### Bridging the Science–Practice Gap

Scott I. Tannenbaum, Group for Organizational Effectiveness, *Host*  
 Linda R. Shanock, University of North Carolina at Charlotte, *Coordinator*

**243. Symposium/Forum: 10:30 AM–12:20 PM  
206-207****Relational Influences on Race and Sex Discrimination in Organizations**

Research on how employees' group and dyadic relational contexts influence discrimination is sorely needed. The papers in this symposium address this topic through investigations of how race or sex discrimination is influenced by relational demography, dyadic similarity, and/or bystanders' judgments.

Brent Lyons, Michigan State University, *Co-Chair*

Jana L. Raver, Queen's University, *Co-Chair*

Brent Lyons, Michigan State University, Jana L. Raver, Queen's University, *Group, Dyadic, and Racial Influences on Attributions of Racial Discrimination*

Matthew S. Harrison, Manheim Corporate Services, Inc., Kecia M. Thomas, University of Georgia, *The Role of Relational Demography on Affirmative Action Stigma*

Chad Peddie, George Mason University, Eden B. King, George Mason University, Phillip L. Gilmore, George Mason University, Katrina W. Hsen, George Mason University, *Reversals of Ingroup Favoritism: Composition and Minorities' Ratings of Minorities*

Sabrina Volpone, University of Houston, Veronica M. Armendariz, University of Houston, Derek R. Avery, University of Houston, Scott Tonidandel, Davidson College, *Men and Womens' Differing Reactions to Ambient Discrimination*

Joerg Dietz, University of Lausanne, Celia Chui, University of Lausanne, Fabrice Gabarrot, University of Lausanne, *The Continuation of Gender Discrimination: An Event-Based Perspective*

Submitter: Brent Lyons, lyonsbr3@msu.edu

**244. Symposium/Forum: 10:30 AM–11:50 AM  
208-209****Understanding Sexual Harassment Judgments: Social, Cognitive, and Cultural Factors**

This symposium advances our empirical knowledge of the manner in which workers' cognitive, social, and stable personality structures interact with the law to form judgments of what is and is not hostile work environment sexual harassment. The work includes studies of both intragender and intergender complaints in different cultural contexts.

Richard L. Wiener, University of Nebraska-Lincoln, *Chair*

Richard L. Wiener, University of Nebraska-Lincoln, Ymoon Choi, University of Nebraska-Lincoln, Jordan Blenner, University of Nebraska-Lincoln, *Male-on-Male Harassment: Extroversion, Homophobia, Power, and Sexual Discomfort*

Sidney Bennett, University of San Diego, Carrie Cheloha, University of Nebraska-Lincoln, Nolt Nicholson, University of Nebraska-Lincoln, Richard L. Wiener, University of Nebraska-Lincoln, *Male-on-Male Harassment: Self-Referencing and Workplace Environment*

Ymoon Choi, University of Nebraska-Lincoln, Richard L. Wiener, University of Nebraska-Lincoln, *Exploring Cultural Differences in the Judgment of Workplace Sexual Harassment*

Roni Reiter-Palmon, University of Nebraska-Omaha, Richard L. Wiener, University of Nebraska-Lincoln, Greg Ashley,

University of Nebraska-Omaha, *Sexual Harassment Judgments: Interactive Effects of Sexism and Perspective Taking*

Submitter: Richard Wiener, rwiener2@unl.edu

**245. Panel Discussion: 10:30 AM–11:50 AM  
210-211****Aligning Business and Functions for Customer Service**

This panel brings together academicians and practitioners discussing successes and challenges of aligning different organizational functions for a common purpose. The focus will be on key functions, namely selection, training, rewards and recognition, and measures of change and the coming together of these 4 units to improve customer service.

Christine Barakat, The Home Depot, *Chair*

Neha Singla, University of South Florida, *Co-Chair*

Sandy Ho, Home Depot, *Panelist*

Stephanie Kendall, Kenexa, *Panelist*

Haitham A. Khoury, American University of Beirut, *Panelist*

David L. Mayfield, Home Depot, *Panelist*

Submitter: Christine Barakat, cbarakat07@gmail.com

**246. Symposium/Forum: 10:30 AM–11:50 AM  
212****Role of Surveys in Maintaining a Positive Employee Relations Climate**

EFCA legislation has rekindled focus on predictors of labor union formation. Practitioners and researchers are examining the role of surveys in predicting union activity. This session will focus the potential impact of EFCA on organizations, the role of surveys in labor relations, and new survey paradigms to inform company strategy.

Christopher T. Rotolo, PepsiCo, *Chair*

Jerry Halamaj, Independent Consultant, Susan A. Walker, FedEx Freight, *Using Surveys to Maintain a Positive Employee Relations Climate*

Christopher T. Rotolo, PepsiCo, Allan H. Church, PepsiCo, *Using Employee Surveys as Headlights Into Employee Relations*

William H. Macey, Valtera Corporation, Karen M. Barbera, Valtera Corporation, Jennifer Stoll, Valtera Corporation, Holly Lam, Valtera Corporation, *Distinguishing Preferences and Choice Under the Employee Free Choice Act*

Submitter: Christopher Rotolo, chris@behavioralinsights.com

**247. Interactive Posters: 10:30 AM–11:20 AM  
213-214****I Have to Turnover Now**

David Allen, University of Memphis, *Facilitator*

**247-1 Short-Timer's Syndrome: The Downside of Autonomy**

We examined the interactive effects of autonomy, emotional exhaustion, and job embeddedness on production deviance, a form of counterproductive work behavior. Results indicate that individuals high in emotional exhaustion, low job embeddedness, and high autonomy

perform the highest levels of production deviance. Implications and future directions are discussed.

Raenada A. Wilson, University of Houston  
Sara J. Perry, University of Houston  
Rodger W. Griffith, Ohio University  
Lawrence Roth, St. Cloud State University  
L. A. Witt, University of Houston

Submitter: L. Witt, witt@uh.edu

#### **247-2 Who Are the Hobos? Personality of Frequent Quitters in Korea**

This study examines differences in Big 5 personality, affective dispositions, and facets of Conscientiousness among South Korean blue-collar employees with differing frequencies of past quitting. Results suggest that those with high levels of past quitting (i.e., "hobos") tend to have high levels of Extraversion, Agreeableness, and Openness.

Sang Eun Woo, Purdue University

Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

#### **247-3 The Impact of Multilevel Identifications on OCBs and Turnover Intentions**

This study examined the effects of multiple identifications on important employees' work outcomes (leader-directed organizational citizenship behaviors and turnover intentions) based on the assumption that leader identification is linked to group identification. The results suggested that leader and group identification play important roles in work outcomes.

Jeewon Cho, Montclair State University  
Stacey R. Kessler, Montclair State University

Submitter: Jeewon Cho, choj@mail.montclair.edu

#### **247-4 An Evaluation of Realistic Job Previews and Mechanisms of Turnover**

This study investigated the effects of realistic job previews (RJPs) on turnover and the potential mechanisms of the RJP–turnover relationship. Results from meta-analysis and path analysis identified the impact of RJPs on recruitment-oriented variables and the mediating influence of previously hypothesized mechanisms by which RJPs affect turnover.

David Earnest, University of Memphis  
David G. Allen, University of Memphis  
Ronald S. Landis, University of Memphis

Submitter: David Earnest, dearnest691@gmail.com

#### **248. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom A/F**

##### **Contexts of Creativity: Challenging the Assumptions**

Several resources suggest that creativity is necessary to gain a competitive advantage. To advance our understanding of this important construct, this symposium presents research that (a) challenges 2 major assumptions of creativity theory/research and (b) adds to the current research examining workplace factors that promote or deter creativity.

Tamara A. Montag, St. Louis University, *Chair*  
James W. Berry, University of North Carolina, Jonathan Tugman, University of North Carolina-Chapel Hill, *The Impact of Creativity's Components*

Sandra Ohly, Goethe University of Frankfurt, Carmen Binnewies, University of Mainz, *Creativity and Intrinsic Motivation Revisited*

Kathrin Rosing, University of Giessen, Ronald Bledow, University of Giessen, Katrin Freund, University of Giessen, Michael Frese, University of Singapore, *Anticipating Barriers and Success: Does It Promote Creativity?*

Graham Brown, Singapore Management University, Markus Baer, Washington University in St. Louis, *Negative Effects of Territoriality on Others' Creativity*

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

Submitter: Tamara Montag, tamara.Montag@gmail.com

#### **249. Panel Discussion: 10:30 AM–11:50 AM Crystal Ballroom B/E**

##### **Going Global: Nuggets of Wisdom From the Professional Practice Series**

I-O psychologists are increasingly practicing their craft in a global workplace. This panel will feature authors from SIOP's Professional Practice Series volume, *Going Global: Practical Applications and Recommendations for HR and OD Professionals in the Global Workplace*. Panelists will discuss lessons learned and best practices for I-Os working globally.

Kyle Lundby, Kenexa, *Chair*  
Allen I. Kraut, Baruch College/Kraut Associates, *Panelist*  
Paul M. Mastrangelo, CLC Genesee/Corporate Executive Board, *Panelist*

Jessica L. Wildman, University of Central Florida/Institute for Simulation & Training, *Panelist*  
Paula M. Caligiuri, Rutgers University, *Panelist*  
Scott M. Brooks, Kenexa, *Panelist*

Submitter: Kyle Lundby, kyle.lundby@kenexa.com

#### **250. Symposium/Forum: 10:30 AM–11:50 AM Crystal Ballroom C/D**

##### **An Examination of the Sources and Targets of Workplace Deviance**

Workplace deviance can be harmful to organizations and employees. However, the sources and targets of such behaviors are often overlooked. Thus, this symposium highlights some current research on the various factors that influence the likelihood of a person engaging in or becoming a target of workplace deviance.

Amber N. Schroeder, Clemson University, *Co-Chair*  
Patrick J. Rosopa, Clemson University, *Co-Chair*  
Ozgun B. Rodopman, Bogazici University, Paul E. Spector, University of South Florida, *Newcomer Adjustment and Counterproductive Work Behaviors*

Amber N. Schroeder, Clemson University, Patrick J. Rosopa, Clemson University, *Culture as a Moderator of Injustice Perceptions and Workplace Deviance*

Songqi Liu, University of Maryland, Mo Wang, University of Maryland, Yujie Zhan, University of Maryland, Le Zhou, University of Maryland, Fangyi Liao, Portland State University, Junqi Shi, Peking University,

***Counterproductive Work Behaviors as a Result of Overqualification***

Suzy Fox, Loyola University-Chicago, *Bullying in Academia: Distinctive Relations of Power and Control*  
 Kori Callison, University of Houston, Lisa M. Penney, University of Houston, *Targets of Abusive Supervision: The Role of Engagement and Self-Efficacy*  
 Becky J. Bennett, Louisiana Tech University, *Discussant*  
 Submitter: Amber Schroeder, ANWOLF@clemson.edu

**251. Posters: 10:30 AM–11:20 AM****Galleria****Leadership****251-1 Perceptions and Expressions of Affect as Follower-Centric Collective Action**

We find evidence that team members' perceptions motivate expressions of affect towards their leaders. Team members' perceptions of leader prototypicality and self-sacrifice were linked with expressions of positive and negative affect towards their leaders. Team affective climate moderated the extent to which followers expressed positive affect towards their leaders.

Eugene E. Y. Tee, University of Queensland  
 Neal M. Ashkanasy, University of Queensland  
 Neil Paulsen, University of Queensland

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

**251-2 Culture, Gender, and Leadership Enactment: Determinants of Leadership Success**

As organizations globalize and more women occupy leadership positions, how have perceptions of leaders and attitudes toward women leaders changed? This study seeks to answer this question by investigating the relationship between culture, gender, leadership enactment, and attitudes and perceptions about leaders. Results and implications are discussed.

Nathalie Castano, Wayne State University  
 Karianne Kalshoven, University of Amsterdam  
 Marcus W. Dickson, Wayne State University  
 Deanne N. Den Hartog, University of Amsterdam

Submitter: Nathalie Castano, nats2003@gmail.com

**251-3 Negative Leadership Characteristics and Leadership Effectiveness in 360° Feedback**

This study examined the ratings of derailment factors in 360° feedback. Results indicated negative correlations between derailment factors and leadership effectiveness. Higher level managers are rated higher on derailment factors than lower level managers. Self-other in-agreement ratings of derailment factors are associated with lower leadership effectiveness than under- and overratings.

King Yii Tang, Korn/Ferry International  
 Guangrong Dai, Lominger International  
 Kenneth P. De Meuse, Korn/Ferry International

Submitter: Guangrong Dai, daigr@yahoo.com

**251-4 Leader-Induced Emotion Episodes: Impact on Follower Attitude-Driven Behavior Over Time**

Extending affective events theory, we propose a model explicating how leaders influence followers' emotions over time. Instead of single affective events, emotion episodes are the unit of analysis, resulting in a better fit between temporal duration and level of specificity in leader behaviors, follower emotions, and attitude-driven behaviors.

Joshua Wu, Korn/Ferry International  
 Marie T. Dasborough, University of Miami  
 Chet Schriesheim, University of Miami  
 Cynthia D. Fisher, Bond University

Submitter: Marie Dasborough, m.dasborough@miami.edu

**251-5 The Theoretical Implications of Leading Employees With Autism Spectrum Disorders**

This study investigates how organizations can more effectively lead employees with autism spectrum disorders. Three models of leadership are examined as they relate to individuals on the autism spectrum. Individual elements of autism spectrum disorders are used as a lens to identify leadership approaches that will benefit this population.

Joshua Fairchild, Pennsylvania State University  
 Melissa Hunter, SunPointe Health  
 Ginamarie Ligon, Villanova University  
 Sam T. Hunter, Pennsylvania State University

Submitter: Joshua Fairchild, jaf435@psu.edu

**251-6 Leader Caregiving: An Investigation of Follower Experiences and Outcomes**

Through application of attachment theory, this study sought to further our understanding of the nature and effects of interpersonal dynamics in leadership relationships. The research explored links between followers' experiences of leader caregiving, differences in leader-specific relational models held for the relationship, and follower outcomes.

Annilee M. Game, University of East Anglia  
 Michael A. West, Aston University

Submitter: Annilee Game, a.game@uea.ac.uk

**251-7 Transformational Leadership Behavior and Outcomes: Role of Supervisor's Organizational Embodiment**

Organizational identification has been proposed to mediate the transformational leadership-empowerment association. Using a sample of 327 employees, we examined supervisor's organizational embodiment (SOE) as an intervening variable in the process. The results showed that SOE moderated the transformational leadership-organizational identification association, which in turn influenced empowerment. Empowerment positively predicted performance.

Hao Wu, University of Houston  
 M. Gloria Gonzalez-Morales, University of Delaware  
 Robert Eisenberger, University of Delaware

Submitter: M. Gloria Gonzalez-Morales, gloriaglez@gmail.com

### **251-8 Selecting Leaders: Race, Gender, and Age and the 2008 Election**

Individuals tend to perceive others based on their race, age, and gender. This study examined the salience of such characteristics in predicting attitudes, intentions, and behaviors related to leadership endorsement in the 2008 presidential election. Racial attitudes were shown to be the strongest predictor of voter behavior.

Maja Graso, Washington State University  
Tahira M. Probst, Washington State University Vancouver  
James D. Westaby, Columbia University  
Melissa L. Gruys, Wright State University  
Submitter: Maja Graso, majagraso@gmail.com

### **251-9 Leader Deception Influences on Leader-Member Exchange and Subordinate Organizational Commitment**

This study was conducted to investigate the relationships between gain, leader deception, leader-member exchange, and organizational commitment. Results propose that leader deception affects followers' relationship with the organization and the leader differentially according to who gains and the quality of the leader-member relationship.

Jennifer A. Griffith, University of Oklahoma  
Shane Connelly, University of Oklahoma  
Jason H. Hill, University of Oklahoma

Submitter: Jennifer Griffith, jenngriffith@ou.edu

### **251-10 Creating Person-Organization Fit for the Generations**

This study aims to identify how organizations can create leadership development programs that impact person-organization fit for a generationally diverse workforce. Generational cohorts are more similar than different in terms of their developmental needs in establishing fit. The importance of each developmental opportunity is explored through relative weights analysis.

Lauren S. Harris, Turknett Leadership Group  
Karl W. Kuhnert, University of Georgia  
Submitter: Lauren Harris, lharris@turknett.com

### **251-11 Developing a Shared and Vertical Leadership Short Scale**

Objective of this study was to develop a short scale on shared leadership based on Pearce and Sims (2002). Using 3 samples of German work teams, we validated short scales and obtained satisfactory results regarding construct validity and criterion validity (team performance, effectiveness, and innovative behavior).

James H. Dulebohn, Michigan State University  
Craig L. Pearce, Claremont Graduate University  
Submitter: Julia Hoch, jhoch@psychologie.tu-dresden.de

### **251-12 LMX and Turnover Intentions: The Mediating Role of Job Satisfaction**

This study examines the mediator of job satisfaction between LMX and turnover intentions. 186 nurses par-

ticipated in the survey study, and the results support the mediating role of job satisfaction between LMX and turnover intentions.

Guohong Han, Youngstown State University  
Marc Jekel, University of Bonn  
Submitter: Marc Jekel, mjekel@uni-bonn.de

### **251-13 Destructive Leadership: Definition and Clarification of the Nomological Network**

This paper seeks to identify the defining features of destructive leadership. We propose that destructive leadership occurs when a leader intentionally harms a target through using actions and/or pursuing goals that are intended to repetitively and/or severely harm the target, regardless of justifications for that harm doing.

Dina Krasikova, Purdue University  
Stephen G. Green, Purdue University  
James M. LeBreton, Purdue University  
Submitter: Dina Krasikova, dkrasiko@psych.purdue.edu

### **251-14 How Transformational Leaders Increase Team Performance: Advice Centrality and Trust**

This study was conducted to examine a social mechanism through which transformational leaders influence team outcomes. Results revealed that transformational leadership increases follower's trust in leader, and the relationship was fully mediated by leader's centrality in team's advice network. Team's trust in leader positively affected subsequent team performance.

Eun Kyung Lee, University of Illinois at Urbana-Champaign  
Arran Caza, Wake Forest University  
Submitter: Eun Kyung Lee, elee67@illinois.edu

### **251-15 Investigation of Motive Between Transformational Leadership and Prosocial Voice**

We presented 2 separate models for the moderating effects of perceived leader motive (altruistic vs. instrumental) on the relationship between transformational leadership and prosocial voice in the workplace. Data with 167 employees at an auto maker were used, and the analysis results provided support for the models.

Chenwei Li, University of Alabama  
Keke Wu, University of Alabama  
Submitter: Chenwei Li, cli@cba.ua.edu

### **251-16 Moderators of the Relationship Between Abusive Supervision and Job Satisfaction**

Abusive supervision has been linked to a variety of negative outcomes for subordinates and organizations. This study examines the influence of 2 moderators—individual-level power distance and job autonomy—on the relationship between abusive supervision and job satisfaction. Findings indicate a 3-way interaction between the variables.

Yufeng Ma, Renmin University of China  
April Spivack, University of North Carolina-Charlotte  
David Askay, University of North Carolina-Charlotte  
Submitter: Yufeng Ma, yufengma7@gmail.com

### 251-17 Does Leadership Experience Affect the Characteristics Valued in Other Leaders?

Participants reported the importance of both dominant and cooperative traits for an ideal leader. As hypothesized, experienced leaders valued cooperative traits more than less experienced leaders, whereas the importance of dominant traits remained relatively constant regardless of leadership experience. We discuss the implications of these findings for leader selection.

Austin Lee Nichols, University of Florida  
Catherine A. Cottrell, University of Florida  
Submitter: Austin Nichols, austinln@ufl.edu

### 251-18 Estimating the Subjective Nature of Job Perceptions

Drawing on the job characteristics model and interpersonal sensemaking, results suggest that transformational leadership is related to task significance and job autonomy, while controlling for objective characteristics of the job. Further, task significance and job autonomy are associated with prosocial outcomes, hence mediating the relationship between leadership and prosocial outcomes.

Manuela Priesemuth, University of Central Florida  
Ronald F. Piccolo, Rollins College  
Adam Grant, University of Pennsylvania  
Submitter: Manuela Priesemuth, mpriesemuth@bus.ucf.edu

### 251-19 The Leadership Circumplex

This study investigates the possible integration of leadership theory and the interpersonal circumplex theory. Two studies are conducted to operationalize the leadership circumplex. Results show that leadership behaviors can be best summarized by referring to 2 dimensions. Furthermore, items and octant scales comply with the criteria of a true circumplex.

Marleen Redeker, Free University Amsterdam  
Submitter: Marleen Redeker, m.redeker@psy.vu.nl

### 251-20 Transformational Leader? Look for Committed Employees

Using structural equation modeling, a model was proposed and supported in which 2 transformational leadership dimensions predicted employees' organizational citizenship behaviors and turnover intentions. The dimensions of fostering group goals and individualized support and organizational criteria were mediated by organizational commitment and leader-member exchange leading to enhanced supervisor commitment, respectively.

Kristin N. Saboe, University of South Florida  
Jason D. Way, University of South Florida  
Meng Uoy Taing, University of South Florida  
Russell E. Johnson, University of South Florida  
Submitter: Kristin Saboe, ksaboe@mail.usf.edu

### 251-21 To Agree or To Disagree? Predicting LMX Disagreement

This study examines the antecedents of leader-member exchange disagreement in a diverse population. Using

affective and demographic variables (trustworthiness, gender, and race), the study demonstrates that trustworthiness is a strong predictor of LMX disagreement. Different gender pairs had more LMX disagreement, but race did not have an effect.

Katina Sawyer, Pennsylvania State University  
Dan S. Chiaburu, Texas A&M University  
Christian Thoroughgood, Pennsylvania State University  
Ismael Diaz, Texas A&M University  
Submitter: Katina Sawyer, kbs175@psu.edu

### 251-22 When Leader Confidence Is Detrimental: Influence of Overconfidence on Performance

Although self-confidence is generally helpful to leaders, it may be detrimental if excessive. This study identified indicators of overconfidence and then examined the influence of overconfidence on performance. Overconfidence indicators included failure to see deficiencies and expectations of positive outcomes, which were related differently to planning and vision formation.

Amanda Shipman, University of Oklahoma  
Kimberly S. Hester, University of Oklahoma  
Michael D. Mumford, University of Oklahoma  
Submitter: Amanda Shipman, ashipman@psychology.ou.edu

### 251-23 Are Happy Leaders Engaged Leaders? Affect and Leadership Style

This study examined the role of trait affect in predicting leadership style. Specifically, we hypothesized that positive affect would predict an active leadership style, whereas negative affect would predict a passive leadership style. In a sample of 109 managers, the results of standard multiple regression analyses supported our hypotheses.

Gregory W. Stevens, Auburn University  
Jacqueline K. Mitchelson, Auburn University  
Jesse S. Michel, Florida International University  
Submitter: Gregory Stevens, gws0002@auburn.edu

### 251-24 Coworkers' Leader-Member Exchange Relationships and Emotions: A Social Comparison Perspective

This study develops and tests a model linking LMX relationships, social comparison orientation, and emotional reactions in coworker dyads within work teams. Results showed that the similarity or dissimilarity of coworkers' LMX relationships influence their emotions (sympathy and contempt) only when their social comparison orientation is high rather than low.

Herman H. Tse, Griffith University  
Catherine K. Lam, Hong Kong Polytechnic University  
Sandra A. Lawrence, Griffith University  
Submitter: Herman Tse, h.tse@griffith.edu.au

### 251-25 Vision Content and Leader Emotion Interact in Impacting Vision Effectiveness

This study examined the interactive effect of vision content and leader emotion on vision effectiveness. In one experiment we show that promotion-oriented visions



lead to higher follower performance especially when leaders display enthusiasm, whereas prevention-oriented visions lead to higher follower performance especially when leaders display agitation.

Merlijn Venus, Erasmus University Rotterdam  
Daan A. Stam, Erasmus University Rotterdam  
Daan van Knippenberg, Erasmus University Rotterdam

Submitter: Daan van Knippenberg, dvanknippenberg@rsm.nl

### **251-26 Interpersonal Leadership and Identification: Roles in Employee Engagement**

This study proposes a framework for how interpersonal leader characteristics create an environment that encourages high levels of state employee engagement as defined by Kahn (1990). Although our hypothesized mediation was nonsignificant, we found a significant and direct relationship between interpersonal leader characteristics, organizational identification, and employee state engagement.

Anne M. Hansen, PDRI  
Zinta S. Byrne, Colorado State University  
Janet M. Weidert, Colorado State University  
Submitter: Janet Weidert, weidjm21@gmail.com

### **251-27 The Influence of Physical Attractiveness on Perceptions of Transformational Leadership**

This study examined physical attractiveness and ratings of transformational leadership. 569 psychology students rated managers varying in attractiveness and rated their expected leadership style on the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1993). Physically attractive managers were rated as more transformational than their less attractive counterparts. Implications are discussed.

Marcus D. Weller, Wayne State University  
Vidya Thirumoorhi, Wayne State University  
Marcus W. Dickson, Wayne State University  
Submitter: Marcus Weller, marcusweller@wayne.edu

### **251-28 Incremental Validity of Emotional Intelligence Predicting Leadership Effectiveness: A Meta-Analysis**

We use meta-analytic techniques ( $k = 52$ ) to examine whether Emotional Intelligence (EI) provides incremental variance in predicting leadership effectiveness above and beyond the Big 5 and general mental ability. Our findings indicated that EI only accounted for an additional 1% of the variance in leadership effectiveness.

Daniel S. Whitman, University of Bridgeport  
Suzette Caleo, New York University  
Jeremy M. Beus, Texas A&M University  
Submitter: Daniel Whitman, dwhitman@bridgeport.edu

### **251-29 An Examination of Leader Self-Development: A Moderated Mediation Model**

This research examined predictors of leader self-development. Results generally supported the hypothesized model; motivation to lead alone did not mediate the relationship among identity, self-efficacy, and leader behavior; rather, the relationship between motivation to

lead and leader behavior was moderated by an individual's orientation toward learning.

Melinda J. Roberts, U.S. Army Research Institute for the Behavioral and Social Sciences  
Stanley Halpin, U.S. Army Research Institute for the Behavioral and Social Sciences  
Jason M. Brunner, Kansas State University  
Submitter: Michelle Zbylut, michelle.zbylut@us.army.mil

### **251-30 Transformational Leadership, Psychological Empowerment, and Organizational Identification**

Through a survey study, we found that follower psychological empowerment mediates the relationship between transformational leadership and follower organizational commitment. Based on 1 experimental study, it is also found that transformational leadership versus transactional leadership has a more positive effect on follower organizational identification and psychological empowerment.

Weichun Zhu, Pennsylvania State University-Great Valley  
Ronald E. Riggio, Claremont McKenna College  
John J. Sosik, Pennsylvania State University-Great Valley  
Submitter: Weichun Zhu, zhuweichun@gmail.com

### **251-31 What Leaders Say and How They Say It**

This research examines what leaders say about leading in a hierarchical and dynamic environment as well as how they say it. Using the Leximancer data mining software, we analyzed interviews of 451 Army leaders. Results illustrated differences between leadership rank in terms of utilization of task and relationship-based behavior.

Joshua S. Robbins, Drexel University  
Jonathan C. Ziegert, Drexel University  
Submitter: Jonathan Ziegert, ziegert@drexel.edu

### **251-32 Personality as a Predictor of Performance Across Levels of Leadership**

Data on 4,150 leaders across 21 management roles and 12 organizations were analyzed to understand whether the relationship between personality and performance varies across lower and upper level organizational leaders. Findings suggest that the personality-performance relationship allows for unique prediction within both lower and upper level leader roles.

John M. McKee, Service Management Group  
Jeff A. Weekley, Kenexa  
Submitter: John McKee, psychologyjohn@gmail.com

### **252. Panel Discussion: 10:30 AM–11:50 AM Grand Ballroom A**

#### **Conducting International Validation Research: Overcoming Logistic, Legal, and Cultural Challenges**

Many global test publishers accumulate evidence of their assessments' ability to predict job performance in the source country, but such evidence in other countries is often sparse. In this session, panelists representing 4 major global test publishers will share their experiences when conducting client-based research in foreign countries.

Jeff Foster, Hogan Assessment Systems, *Chair*  
 Dave Bartram, SHL Group Ltd, *Panelist*  
 Robert E. McHenry, OPP Ltd, *Panelist*  
 Eric C. Popp, PreVisor, *Panelist*  
 Kevin D. Meyer, Hogan Assessment Systems, *Panelist*

Submitter: Kevin Meyer, kmeyer@hoganassessments.com

## 253. Symposium/Forum: 10:30 AM–12:20 PM Grand Ballroom B

### Boundary-Spanning Leadership: Challenges, Capabilities, and Strategies

We bring together a diverse group of scholars who collectively shed light on an emerging leadership challenge. By examining leadership across boundaries through a variety of theoretical and methodological lenses, we illuminate the role of leaders in spanning boundaries, apply key psychological theories, and consider implications for the field.

Donna Chrobot-Mason, University of Cincinnati, *Co-Chair*  
 Jeffrey Yip, Boston University, *Co-Chair*  
 Chris Ernst, Center for Creative Leadership, *Co-Chair*  
 Jeffrey Yip, Boston University, Todd J. Weber, University of Nebraska-Lincoln, *Spanning Shifting Boundaries: The Challenge of Visibility, Permanence, and Salience*  
 Donna Chrobot-Mason, University of Cincinnati, Chris Ernst, Center for Creative Leadership, *Boundary-Setting Strategies to Create Intergroup Safety and Respect*  
 Heather R. Wishik, The TJX Companies, Inc., Martin N. Davidson, University of Virginia, *Three Core Approaches to Global Leadership and Its Complexities*  
 Rob Cross, University of Virginia, *The Role of Networks in Boundary Spanning*

Submitter: Donna Chrobot-Mason, donna.chrobot-mason@uc.edu

## 254. Panel Discussion: 10:30 AM–11:50 AM Grand Ballroom C

### Successful Field Experiments: Getting In, Getting the Data, Getting Published

This panel discussion will explore ways to encourage researchers to use more of the strong research methods such as longitudinal experiments in field settings. Several prominent researchers who have published field experiments in the I-O field will offer their expertise. These scholars will discuss field experiment problems and best practices.

Susan M. Kochanowski, Marist College, *Chair*  
 Charles F. Seifert, Siena College, *Panelist*  
 Gary A. Yukl, University at Albany-SUNY, *Panelist*  
 Dov Eden, Tel Aviv University, Israel, *Panelist*  
 Gary P. Latham, University of Toronto, *Panelist*

Submitter: Susan Kochanowski, Susan.Kochanowski@marist.edu

## 255. Panel Discussion: 10:30 AM–12:20 PM Grand Ballroom D

### Rethinking Everything: Acquiring and Retaining Talent Amid an Economic Crisis

Virtually all organizations have been impacted by the economic crisis. The purpose of this panel is to discuss how the recession has forced HR practitioners to approach talent acquisition and retention differently. The panel

includes HR practitioners and consultants, and the discussion will be supplemented with quantitative survey data.

Brad A. Chambers, Aon Consulting, *Co-Chair*  
 Veronica S. Harvey, Aon Consulting, *Co-Chair*  
 Len Dang (Karina) Hui-Walowitz, Union Pacific, *Panelist*  
 Stacia J. Familo-Hopek, UPS, *Panelist*  
 Daniel Fontaine, Bank of America, *Panelist*  
 Michael Crespo, Columbia University, *Panelist*  
 Kathy MacKay, Aon Consulting, *Panelist*

Submitter: Brad Chambers, brad\_chambers@aon.com

## 256. Symposium/Forum: 10:30 AM–12:20 PM Salon A

### Antecedents and Outcomes of Family-Supportive Supervision

This symposium, comprised of 5 papers, will address the concept of family-supportive supervisor behaviors, as well as antecedents, and outcomes of family-supportive supervision. A discussion of the practical implications of this work for employers will then be followed by a facilitated discussion with the audience.

Leslie B. Hammer, Portland State University, *Chair*  
 Steven A. Y. Poelmans, IESE Business School, Olena Stepanova, Autonomous University of Barcelona/IESE Business School, *Family-Supportive Supervisor Behavior: Further Exploration and Validation*  
 Brittany E. Sale, Portland State University, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, *Impact of Job Strain and Family-Friendly Culture on Supervisor Behavior*  
 Heather N. Odle-Dusseau, Gettysburg College, Tiffany M. Greene-Shortridge, Kenexa, Thomas W. Britt, Clemson University, *Antecedents and Outcomes of Family-Supportive Supervisor Behaviors*  
 Lori Muse, California State University, Fullerton, Shaun Pichler, California State University, Fullerton, *The Importance of Family-Supportive Supervisors in the Workplace*  
 Laurent M. Lapierre, University of Ottawa, *Employee Performance Behaviors and Supervisors' Willingness to Support Employees'*

Submitter: Leslie Hammer, hammerl@pdx.edu

## 257. Symposium/Forum: 10:30 AM–11:20 AM Salon B

### Assessing Emotional Intelligence With Multimedia and a Broader Criteria Space

This symposium reviews various new approaches to the assessment of emotional intelligence first through predictor-criterion matching validity and then in relationship with measures of implicit aggression. It then introduces reliable video-based assessments of emotion perception skill followed by psychometrically sound multimedia assessments, which use situational judgment and empathic agent paradigms.

Richard D. Roberts, Educational Testing Service, *Chair*  
 Hye Joo Lee, Georgia Institute of Technology, *Co-Chair*  
 Nele Libbrecht, Ghent University, Filip Lievens, Ghent University, Stephane Cote, University of Toronto, *The Relation Between Emotional Intelligence and Academic Performance*

Hye Joo Lee, Georgia Institute of Technology, Lawrence R. James, Georgia Institute of Technology, Richard D. Roberts, Educational Testing Service, ***Emotional Management With Implicit Personality of Aggression***  
 Scott Bedwell, IPAT, ***High-Fidelity Measurement of Emotion Perception***

Richard D. Roberts, Educational Testing Service, Bobby D. Naemi, Educational Testing Service, Jennifer Minsky, Educational Testing Service, Steven Holtzman, Educational Testing Service, Carolyn E. MacCann, University of Sydney, Ralf Schulze, University of Wuppertal, ***Multimedia Assessment of Emotional Abilities***

Submitter: Hye Joo Lee, hlee32@gatech.edu

## 258. Symposium/Forum: 10:30 AM–11:50 AM Salon C

### Using Situational Judgment Tests to Measure Teamwork and Communication

Despite increased interest in situational judgment tests (SJTs), research examining the use of SJTs in team settings is lacking. This symposium presents 5 papers that examine the development, validation, and use of SJTs for the assessment of teamwork behavior and communication, and describe implications for practitioners and future research directions.

James N. Kurtessis, American Institute for Research, ***Co-Chair***  
 Kelley J. Krokos, American Institutes for Research, ***Co-Chair***  
 Daniel Miller, Mentoring and Workforce Development Lab,  
 Kimberly A. Smith-Jentsch, University of Central Florida,  
 Carollaine M. Hall, University of Central Florida, Jaclyn Schwartz, University of Central Florida, Carla B. Rivera-Cruz, Rollins College, ***Screening Out Potentially Aggressive Teammates Using Situational Judgment Tests***

Carolyn E. MacCann, University of Sydney, Richard D. Roberts, Educational Testing Service, ***How Do Test Characteristics of SJTs Affect the Constructs Measured?***

Catherine C. Maraist, Valtera, Mary L. Doherty, Valtera, ***Using SJTs to Measure Teamwork in Applied Settings***

James N. Kurtessis, American Institute for Research, Sarah N. Gilbert, American Institutes for Research, Tanya S. Taylor, American Institutes for Research, Alexander Alonso, American Institutes for Research, ***Development and Validation of a Teamwork SJT for Hospital Staff***

Autumn D. Krauss, Kronos, Aarti Shyamsunder, Infosys Leadership Institute, ***Selecting Frontline Workers Using Teamwork and Communication Situational Judgment Items***

Barbara A. Fritzsche, University of Central Florida, ***Discussant***

Submitter: James Kurtessis, jnk7711@gmail.com

## 259. Panel Discussion: 10:30 AM–11:50 AM Salon D

### To Share or Not to Share Survey Data With Employees

Employee surveys are important to many businesses and for an organization to benefit from the survey process some form of feedback must occur. This panel will bring together various approaches to survey feedback with topics to be discussed on organizational culture, transparency, level of reporting, and communication strategy.

Jennifer D. Saavedra, Dell Inc., ***Chair***  
 Jacqueline Bassani, Sirota Survey Intelligence, ***Chair***  
 Michelle A. Donovan, Google, ***Panelist***  
 Niloofer Ghods, Dell Inc., ***Panelist***  
 Brandon Sullivan, Target, ***Panelist***  
 Shawn Del Duco, Microsoft Corp., ***Panelist***

Submitter: Jacqueline Bassani, jlbassani@sirota.com

## 260. Symposium/Forum: 10:30 AM–11:50 AM Salon E

### Theme Track Symposium: Shift Happens—The Changed Workforce and Employment Relationship

The global economic downturn seems to have caused a tipping point in changing workplace dynamics. The changes require a return to some very basic questions our profession is highly qualified to answer: How are we working, with whom are we working; what are we working toward? Our expert panelists, through panel and group discussion, will help us answer these questions.

Rick H. Pollak, Rick Pollak & Associates, ***Co-Chair***

Corinne B. Donovan, MetLife, ***Co-Chair***

Gwenith G. Fisher, University of Michigan, Todd C. Harris, PI Worldwide, ***The C-Suite Diaries: What It Takes to Thrive in the "New Normal"***

Amy Titus, Deloitte, ***The Corporate Lattice as the New Career Pathing Model***

Submitter: Rick Pollak, rickpollak@optonline.net

## 261. Interactive Posters: 11:30 AM–12:20 PM 213-214

### Job Satisfaction: Don't Worry Be Happy

Lisa Lambert, Georgia State University, ***Facilitator***

#### 261-1 Implicit Job Satisfaction

A new method of measuring job satisfaction implicitly is developed that circumvents some limitations of self-report (explicit) measures and previous attempts to measure job satisfaction implicitly. Implicit job satisfaction was found to be positively related to explicit measures of job satisfaction, affective commitment, and job involvement, demonstrating preliminary validity evidence.

Brittany Boyd, Baruch College, CUNY

Charles A. Scherbaum, Baruch College, CUNY

Submitter: Brittany Boyd, brittanyboyd@yahoo.com

#### 261-2 Evaluating the Validity of Implicit Association Tests of Job Satisfaction

Employees ( $n = 78$ ) completed implicit association tests and self-report measures of job satisfaction. Performance data were also gathered. Results indicated self-report measures predicted self- and supervisor performance ratings better than implicit measures, though implicit measures predicted objective performance criteria equally well. Implications are discussed.

Brian Siers, Roosevelt University

Alan M. Kully, Roosevelt University

Submitter: Brian Siers, briansiers@yahoo.com

### 261-3 Measuring Person–Organization Fit With Values as Supplements to Satisfaction

Personal and organizational values were measured using global rather than work specific statements from 364 employees. Value congruence was conceptualized in terms of subjective fit and significantly predicted job satisfaction. The form of the congruence relationship differed across value dimensions and deviated from the traditionally hypothesized congruence relationship.

Kara Sonsky, Carlos Albizu University  
Shawn Bergman, Appalachian State University  
Submitter: Kara Sonsky, K.Sonsky@gmail.com

### 261-4 How Person–Organization Fit Impacts Job Satisfaction and Performance

The relationships between P–O fit and job satisfaction and performance have been studied; mediators of these relationships have been studied less frequently. We examine the impact of psychological empowerment on these relationships. Results suggest that psychological empowerment mediates the relationship between P–O fit and supervisor-rated performance and satisfaction.

Brian T. Gregory, Northern Arizona University  
David Albritton, Northern Arizona University  
Talai Osmonbekov, Northern Arizona University  
Submitter: Ann Huffman, ann.huffman@nau.edu

## 262. Posters: 11:30 AM–12:20 PM

### Galleria

#### Groups/Teams & Motivation/Rewards/Compensation & Strategic HR/Utility/Changing Role of HR

### 262-1 An Application of the Punctuated Equilibrium Model to Team Processes

The team processes of 24 5-person teams were coded according to Marks et al.'s (2001) taxonomy, using Gersick's (1988) punctuated equilibrium model as a lens for analysis. Results indicated that teams modified their processes as a deadline approached, and specific processes were differentially related to team performance.

Christopher K. Adair, DePaul University  
Suzanne T. Bell, DePaul University  
Brian J. Marentette, DePaul University  
David Fisher, DePaul University  
David Gerding, Columbia College of Chicago  
Submitter: Christopher Adair, ckadair@gmail.com

### 262-2 Predictors of Collective Efficacy

Social cognitive theory was used to explore collective efficacy. Previous perceptions of collective efficacy, cohesion, trust, and team performance in Session 2 predicted perceptions of collective efficacy in Session 2. Cross-level interaction was found between collective efficacy in Session 1 and team performance in Session 2.

Gene Alarcon, Wright State University  
Charlene K. Stokes, Air Force Research Laboratory

Joseph B. Lyons, Air Force Research Laboratory  
Tamera R. Schneider, Wright State University

Submitter: Gene Alarcon, alarcon.2@wright.edu

### 262-3 Development and Validation of the TeamSTEPPS Teamwork Perceptions Questionnaire

The purpose of this project was to develop the TeamSTEPPS Teamwork Perceptions Questionnaire. The T-TPQ is a 35-item instrument that can be used by team members to self-report the level of teamwork within a hospital. Results of 3 successive studies are reported.

David P. Baker, Carilion Clinic  
Andrea Amodeo, American Institutes for Research  
Jonathan R. Gallo, Radford University

Submitter: David Baker, dpbaker@carilion.com

### 262-4 The Cohesion and Performance Relationship Revisited: A Meta-Analysis

This meta-analysis sought to (a) reanalyze important moderators and (b) further explore the effect of different methodologies on the cohesion-performance relationship. Results suggest that different methodologies matter for social cohesion only. Differences in results from previous meta-analyses are discussed.

Thomas H. Watts, Wayne State University  
Mingzhu Yu, Wayne State University

Submitter: Nathalie Castano, nats2003@gmail.com

### 262-5 Team-Level Leader–Member Exchange and a Trickle-Down Model of Exchange Relationships

This paper discusses potential effects of supervisors' perceived organizational support (POS) and team-level leader–member exchange (TLMX) on work attitudes. Theoretically we argue that supervisors' POS trickles down to subordinates via TLMX and suggest its underlying mechanisms and boundary conditions. Contributions and implications for future research are also discussed.

Daejeong Choi, University of Iowa  
Russell Guay, University of Iowa

Submitter: Daejeong Choi, daejeong.choi@gmail.com

### 262-6 Team Members and Social Comparisons: A Comprehensive Literature Review

A literature search produced 19 empirical articles examining the involvement of social comparisons in teams. Support was found demonstrating the link between social comparisons and the Big 5 teamwork processes established by Salas, Sims, & Burke (2005). Results are presented and discussed in terms of the Salas et al. framework.

Joshua Douglas Cotton, U.S. Navy-NPRST  
Submitter: Joshua Cotton, josh.cotton@navy.mil

### 262-7 Examining Potential Moderators on the Behavioral Processes/Outcomes Relation: A Meta-Analysis

A meta-analysis of 142 studies examined the relationship between team behavioral processes (communica-

tion, cooperation, coordination, and conflict) and performance/affective outcomes. Results show main effects that were consistent with previous literature and suggest team and task familiarity, fidelity, and simulation level impact the relationships between team behavioral processes and outcomes.

Deborah DiazGranados, University of Central Florida  
 Christopher Wiese, University of Central Florida  
 Justin Marcus, University of Central Florida  
 Huy Le, University of Central Florida  
 Kimberly A. Smith-Jentsch, University of Central Florida  
 C. Shawn Burke, University of Central Florida  
 Mary Jane Potocnik, University of Central Florida  
 Eduardo Salas, University of Central Florida  
 Submitter: Deborah DiazGranados, debdiaz@gmail.com

### **262-8 Antecedents of Team Potency and Team Effectiveness**

Integrating social cognitive theory and role theory, we theorized and found that goal and process clarity served as an antecedent of team potency and subsequent team effectiveness. We also found that the positive relationship between goal and process clarity and team potency was stronger in the presence of servant leadership.

Jia Hu, University of Illinois-Chicago  
 Robert C. Liden, University of Illinois-Chicago  
 Submitter: Jia Hu, jhu9@uic.edu

### **262-9 Norm Type and Strength: Group Potency, Cohesion, and Performance Implications**

The study investigated the effect of different types of organizational norms and norm strength, as well as the influence of imposed versus self-generated norms on group potency, cohesion, and performance. Based on 95 groups, results indicated self-generated norms and norm strength are predictive of group potency and cohesion.

Urszula M. Kieszczynska, University at Albany, SUNY  
 Sylvia G. Roch, University at Albany, SUNY  
 Submitter: Urszula Kieszczynska,  
 urszula.kieszczynska@gmail.com

### **262-10 Adaptive Coordination Makes Better Anesthesia Crews**

Anesthesia crews have to handle critical situations where failures might endanger human life. By analyzing coordination behavior and performance during anesthesia inductions we found that physicians' higher levels of explicit coordination were related to higher performance during nonroutine. For nurses it was more efficient to rely on implicit coordination.

Michaela Kolbe, ETH Zurich  
 Barbara Kuenzle, ETH Zurich  
 Enikő Zala-Mező, Pädagogische Hochschule Zurich  
 Johannes Wacker, University Hospital Zurich  
 Spahn Donat, University Hospital Zürich  
 Gudela Grote, ETH Zurich  
 Submitter: Michaela Kolbe, mkolbe@ethz.ch

### **262-11 Reactions to Unique and Shared Information in Groups**

This study examined reactions to shared and unique information in an attempt to reconcile 2 conflicting perspectives: social validation and information processing. Consistent with the information processing perspective, findings indicate that unique information was more influential, but they also show that expertise moderates reactions to unique and shared information.

Glenn E. Littlepage, Middle Tennessee State University  
 Amanda H. Woller, Middle Tennessee State University  
 Submitter: Glenn Littlepage, glittlepage@mtsu.edu

### **262-12 Team Process Measurement: Comparing Team Member and Observer Ratings**

Data from 24 5-person teams were used to examine differences between self-report measures and coder observations of team processes outlined by the Marks et al. (2001) typology. Results indicated limited overlap for most processes highlighting the importance of considering the specific source of team process information when conducting team research.

Brian J. Marentette, DePaul University  
 Suzanne T. Bell, DePaul University  
 Christopher K. Adair, DePaul University  
 David Fisher, DePaul University  
 David D. Lewis, David D. Lewis Consulting  
 David Gerding, Columbia College  
 Submitter: Brian Marentette, bmarente@depaul.edu

### **262-13 The Influence of Group Characteristics on Leadership Schema Congruence**

This study examined leadership schema congruence for emergent leaders in a multilevel model using the social identity theory of leadership (SITL: Hogg, 2001b) as a framework. The results failed to support the theoretical propositions and the level of analysis underlying the SITL. Implications and future directions are discussed.

Joy Oliver, Human Resources Research Organization  
 David J. Woehr, University of Tennessee  
 Submitter: Joy Oliver, joliver@humrro.org

### **262-14 Predicting Team Processes: Feedback Sign and Computer Mediation**

This study manipulated task feedback sign and the work context (virtual vs. face-to-face) to observe subsequent effects on teamwork processes. Results indicated that positive feedback increases team efficacy but decreases subsequent adjustment behaviors. Virtual teams had lower cohesion and efficacy, particularly when receiving negative feedback.

Matthew S. Prewett, University of South Florida  
 Ashley G. Walvoord, Verizon Wireless  
 Anthony Phillips, University of South Florida  
 Iyshia Lowman, University of South Florida  
 Dieudonne Jean, University of South Florida  
 Mallory Hussin, University of South Florida  
 Submitter: Matthew Prewett, mprewett@mail.usf.edu

### 262-15 The Relationship Between Team Personality Composition and Teamwork Processes

Team Conscientiousness and Extroversion were related to team processes in virtual and face-to-face (FTF) teams. Results indicated that Conscientiousness related to discussion behaviors but not adjustment behaviors. Extroversion related positively to adjustment behaviors overall but affected team cohesion (positively) and discussion behaviors (negatively) only in FTF teams.

Matthew S. Prewett, University of South Florida

Julia Russell, University of South Florida

Samica Headley, University of South Florida

Natalie Compas, University of South Florida

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

### 262-16 Interpersonal Aggression and Team Effectiveness: Test of a Mediation Model

This study investigated the mediating role of team goal commitment in the relationships between interpersonal aggression and 2 dimensions of team effectiveness, namely team performance and team viability. Results, based on 97 work teams (341 members and 97 immediate supervisors) from a public safety organization, corroborate the expected mediation model.

Vincent Rousseau, Université de Montréal

Caroline Aubé, HEC Montréal

Submitter: Vincent Rousseau, vincent.rousseau@umontreal.ca

### 262-17 Trust in Temporary Teams: It's About the Trustor

This study used the social relations model (Kenny, 1994) to examine the relative importance of the trustor versus the trustee in trust development in temporary teams. Temporary teams have limited time to interact. Thus, we proposed and found that the trustor is the driver of trust perceptions in these teams.

Jacqueline Z. Bergman, Appalachian State University

Erika E. Small, Coastal Carolina University

Shawn Bergman, Appalachian State University

Joan R. Rentsch, University of Tennessee

Submitter: Erika Small, esmall@coastal.edu

### 262-18 Virtual Team Communication Behaviors and Cognitive Outcomes

Behaviors that assist virtual team members in communicating their knowledge effectively were assessed with respect to their impact on several team-level cognitive outcomes. Results showed that behaviors differentially predicted knowledge transfer and knowledge interoperability. Furthermore, results indicated that an optimal progression of communication behaviors may exist.

Melissa Staniewicz Zullo, University of Tennessee, Knoxville

Nancy Scott, University of Tennessee, Knoxville

Abby L. Mello, University of Tennessee, Knoxville

Lisa Delise, University of Tennessee

Joan R. Rentsch, University of Tennessee

Michael Letsky, Office of Naval Research

Submitter: Melissa Staniewicz Zullo, mzullo@utk.edu

### 262-19 Reexamining Training Motivation: A Meta-Analytic Investigation of Differential Validity

Training researchers differ in their conceptualization and measurement of motivation. This paper seeks to meta-analytically elucidate the relationships among 5 types of motivation (e.g., motivation to learn, expectancy motivation) and 5 key training outcomes. Results from 118 studies are discussed, along with directions for future research.

Kristina N. Bauer, Old Dominion University

Karin A. Orvis, Old Dominion University

Katherine Ely, George Mason University

Traci Sitzmann, Advanced Distributed Learning Co-Laboratory

Submitter: Kristina Bauer, kbauer@odu.edu

### 262-20 Overall Self-Efficacy Moderates Within-Person Effects on Performance

Belief in one's ability to perform a task, or self-efficacy, has generally been thought to improve performance. However, research at the within-person level of analysis suggests that self-efficacy may not always facilitate performance. The current research suggests that within-person effects of self-efficacy on performance depend on one's overall self-efficacy level.

James W. Beck, University of Minnesota

Aaron M. Schmidt, University of Minnesota

Submitter: James Beck, beckjam2@gmail.com

### 262-21 Intrinsic Motivation, Goal Orientation, and Performance: Testing Self-Determination Theory

Using self-determination theory, this study contends employers should take into account that intrinsic and extrinsic forms of motivation may have differential effects on job performance. Findings indicate intrinsic motivation and general achievement motivation predict performance but extrinsic motivation, domain-specific motivation, and goal orientation do not.

Christopher P. Cerasoli, University at Albany, SUNY

Michael T. Ford, University at Albany, SUNY

Submitter: Christopher Cerasoli, cerasolic@yahoo.com

### 262-22 A Within-Person Evaluation of the Regulatory Resource Model

The self-regulatory resource model proposes that self-regulation relies on a limited resource that is depleted with use. In contrast to previous studies, this research tested the model using a theory-consistent, within-subjects design. Results indicated self-regulation may improve over time, supporting the power law of practice rather than the resource model.

Patrick D. Converse, Florida Institute of Technology

Richard P. DeShon, Michigan State University

Submitter: Patrick Converse, pconvers@fit.edu



### **262-23 Motivational Traits as Predictors of Task Self-Efficacy**

This study examined a model delineating the relationships between motivational traits and self-efficacy, goal setting, and performance. Results demonstrated that both motivation related to anxiety and competitive excellence predicted self-efficacy, which in turn related to goal setting and task performance. Supplemental analyses suggested that motivational traits also directly impact performance.

Tanner Bateman, Virginia Polytechnic Institute  
John J. Donovan, Rider University

Submitter: John Donovan, jdonovan@rider.edu

### **262-24 Influence of Regulatory Focus on Performance Feedback and Motivation**

We hypothesized that participants under a promotion focus would be more motivated by excellent ratings, whereas participants under a prevention focus would be more motivated by good ratings. Results did not provide support for this hypothesis. However, prevention-focused participants reported higher levels of motivation than did promotion-focused participants.

C. Allen Gorman, Radford University  
Benjamin Overstreet, Angelo State University  
Wayne Harrison, University of Nebraska at Omaha

Submitter: C. Gorman, cgorman6@radford.edu

### **262-25 Perceived Organizational Support: An Antecedent of Autonomous Motivation**

We tested links among employees' perceived organizational support (POS), autonomous motivation, and outcomes. Drawing on theories of self-determination and organizational support, we hypothesized that POS would positively influence autonomous motivation, which, in turn, facilitated outcomes. We also anticipated direct relationships between POS and outcomes. Our hypotheses were supported.

Laura M. Graves, Clark University  
Jennifer J. Deal, Center for Creative Leadership  
William A. Gentry, Center for Creative Leadership  
Marian N. Ruderman, Center for Creative Leadership  
Todd J. Weber, University of Nebraska-Lincoln

Submitter: Laura Graves, lgraves@clarku.edu

### **262-26 Personality, Self-Efficacy, and Planning Effects on Performance: A Process Model**

We examined relationships between personality, self-efficacy, planning, and performance. Results revealed unique effects for Conscientiousness, proactive personality, and self-efficacy on planning and for proactive personality, self-efficacy, and planning on performance. Results highlight the importance of planning in self-efficacy effects and the unique influences of personality, motivation, and cognition on performance.

Zach Kalinoski, Wright State University  
Debra Steele-Johnson, Wright State University  
Dorothy Carter, Wright State University  
Keith A. Leas, Wright State University

Submitter: Zach Kalinoski, kalinoski.2@wright.edu

### **262-27 Psychological Ownership: The Importance of Having a Say**

This study examined perceived control in one's job (self-management) and in one's organization (participative decision making) are important determinants of psychological ownership and outcomes. We found that perceived control's positive effects on organizational outcomes were partially mediated by psychological ownership and moderated by power distance.

Chun Hui, University of Hong Kong  
Cynthia Lee, Northeastern University  
Jun Liu, Renmin University of China  
Hui Wang, Peking University

Submitter: Cynthia Lee, c.lee@neu.edu

### **262-28 Let's Not Get Personal: Power Orientation and Aversive Conflict Management**

We know a lot about the outcomes of poorly managed interpersonal conflict but relatively little about the antecedents that may lead to aversive conflict management behaviors. This study borrows from Mclelland's (1979) theory of personal versus social power orientations to understand the motivational underpinnings of aversive conflict management styles.

Cort W. Rudolph, Wayne State University  
Anne C. Bal, Wayne State University

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

### **262-29 Positive and Negative Self-Efficacy Effects Revisited: A Longitudinal Field Study**

The study examines the role of self-efficacy on behavior at the within-person level in job search context. Job search self-efficacy is shown to positively affect both preparatory and active job search behavior, which in turn affects job seekers' cognitive and affective reactions and strengthens their self-efficacy perceptions.

Shuhua Sun, National University of Singapore  
Zhaoli Song, National University of Singapore  
Vivien Kim Geok Lim, National University of Singapore  
Don J. Q. Chen, National University of Singapore  
Xian Li, National University of Singapore

Submitter: Shuhua Sun, sunshuhua@nus.edu.sg

### **262-30 Examining the Stability of Trait Goal Orientation During Long-Term Training**

Goal orientation has received much attention as an important motivational construct in training contexts. This study answers calls to examine the temporal stability of goal orientation. Results indicated measurement invariance/equivalence over time for a commonly used instrument, as well as evidence of some instability in the underlying facets.

Aaron Watson, SWA Consulting Inc.  
Reanna P. Harman, SWA Consulting Inc.  
Eric A. Surface, SWA Consulting Inc.

Submitter: Aaron Watson, amwatson@ncsu.edu

**262-31 Socially Responsible Supply Chains and I-O Psychology**

Operational concepts such as 0 inventory, flexibility through postponement, outsourcing, free riding, supply chain surplus, the bullwhip effect, and changing the givens all have important implications for integrating human resource supply chains. We introduce and discuss these concepts with novel approach to incorporating socially responsible, sustainable models for organizations.

Wendy S. Becker, Shippensburg University  
 Jerry A. Carbo II, Esq., Shippensburg University  
 Ian M. Langella, Shippensburg University  
 Submitter: Wendy Becker, wsbecker@ship.edu

**262-32 Causal Chain Analysis as an Alternative to Single-Attribute Utility Analysis**

This study contrasts single-attribute utility analysis with causal chain analysis as an alternative way of conducting utility analysis. Based on the HR information success model, 144 managers' reactions to both methods of utility analysis yielded higher results for causal chain analysis than single-attribute analysis on all model variables.

Cornelius J. König, University of Zurich  
 Martin Kleinmann, University of Zurich  
 Submitter: Silvan Winkler, s.winkler@psychologie.uzh.ch

**263. Symposium/Forum: 11:30 AM–12:50 PM  
Salon B****Aging and Work Motivation: Future Research Directions**

In this symposium we want to extend existing knowledge on the effects of aging on work motivation by presenting 4 papers grounded in lifespan theories that examine the influence of job characteristics, person–job fit of older workers, and age-related personal factors, such as time perspective and regulatory goal focus.

Dorien Kooij, VU University Amsterdam, *Chair*  
 Janet L. Barnes-Farrell, University of Connecticut, *Co-Chair*  
 Margaret E. Beier, Rice University, Daniel J. Beal, Rice University, *The Importance of Job Characteristics in the Age–Job Performance Relation*

Anna Grube, University of Münster, Guido Hertel, University of Münster, *Age Effects on the Fit of Work Values and Characteristics*

Ruth Kanfer, Georgia Institute of Technology, Julie Nguyen, Georgia Institute of Technology, *Age and the Economy: Different Motivational Pathways Influencing Retirement Intentions?*

Annet de Lange, University of Groningen, Beatrice I. van der Heijden, Maastricht School of Management, Nicole de Jong, University of Groningen, Matthijs Bal, Erasmus University Rotterdam, Wilmar B. Schaufeli, Utrecht University, *Psychological Contract Breach and Motivation: The Influence of Age-Related Variables*  
 Jeanette N. Cleveland, Pennsylvania State University, *Discussant*

Submitter: Dorien Kooij, tkooij@feweb.vu.nl

SATURDAY AM

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## 2010 SIOP Conference Symposia

**Sirota Welcomes You to Join Us at:**

**Building Organizational Resilience during Financial Crisis:  
Multiple Pathways and Perspectives**

Patrick Hyland and Angela Grotto from Sirota  
Seymour Uranowitz [UnitedHealth Group]  
Shujing Huang [Virginia Tech]  
Maura Mills [Kansas State University]

*April 8<sup>th</sup>, 12PM Room 202*

**The Impact of Internal Customer-Supplier Relationships  
on Employee Engagement**

Douglas Klein and Patrick Hyland from Sirota

*April 9<sup>th</sup>, 9AM Grand Ballroom D*

**To Share or Not to Share Survey Data with Employees**

Jacki Bassani from Sirota  
Jennifer Saavedra [Dell Inc.], Michelle Donovan [Google], Niloofar  
Ghods [Dell Inc.], Brandon Sullivan [Target], and Shawn Del Duco  
[Microsoft Corp.]

*April 10<sup>th</sup>, 10:30AM Salon D*

*Please refer to the Conference Program for the latest dates and times.*



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Metrus Group experts are pleased to be presenting in the following sessions:

- Innovation in Benchmarking Employee Survey Results, Thursday, 10:30am, Room 212
- The Impact of Internal Customer Service on Organizations, Friday, 9:00am, Grand Ballroom D
- Beyond Engagement! What's Next in the New Economic Climate?, Friday, 2:00pm, Salon E
- Leadership Succession and Retention: What Do We Know?, Saturday, 10:30am, Room 204

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**264. Symposium/Forum: 12:00 PM–1:20 PM  
202****LGBT Working Professionals: Perceptions, Policies, and Enhancing Engagement**

Our goal was to gain a broader perspective on LGBT employees' experiences in the workplace by examining gay versus straight employee performance evaluations and rating accuracy, the effectiveness of LGBT policies in the workplace, and diversity-related predictors of LGBT professionals' engagement at work.

Brian Roote, PreVisor, *Co-Chair*

Lisa Baranik, East Carolina University, *Co-Chair*

Irwin J. Jose, George Mason University, David Geller, George Mason University, *The Effects of Disclosure on Performance Perceptions*

Brian Roote, PreVisor, *The Role of Actor (Employee) Identity on Performance Evaluations*

Larry R. Martinez, Rice University, Charlie Law, Pennsylvania State University-Schuylkill, Michelle (Mikki) Hebl, Rice University, *Leaders' Shifting Reactions to Subordinate Gays in the Military*

Ashley Morrison, University of Georgia, Wendy R. Reynolds-Dobbs, University of Georgia, *Predicting LGBT Employee Engagement in Organizations*

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

Submitter: Brian Roote, brianroote@gmail.com

**265. Roundtable Discussion/Conversation Hour:  
12:00 PM–1:20 PM  
203****The Impact of Generational Differences in Talent Management Practices**

This session will engage participants in a discussion of generational differences and how these differences impact (or should impact) the talent management practices in organizations. A key objective will be for participants to leave with practical tools and best practice approaches for addressing generational differences in talent management.

Lorraine C. Stomski, Aon Consulting, *Host*

Brian J. Ruggeberg, Aon Consulting, *Host*

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

Submitter: Lorraine Stomski, lorraine\_stomski@aon.com

**266. Community of Interest: 12:00 PM–1:20 PM  
205****Issues in Multilevel Research**

Thomas D. Fletcher, State Farm Ins., *Host*

Linda R. Shanock, University of North Carolina at Charlotte, *Coordinator*

**267. Symposium/Forum: 12:00 PM–1:20 PM  
210-211****New Developments in Modeling Longitudinal and Dynamic Data**

Four papers discuss new approaches to analyzing longitudinal and dynamic data. The symposium covers issues

such as how to control for initial status when studying change, assess the effectiveness of interventions, identify qualitative changes in latent classes, and model dynamic attitude. In addition, we will discuss applications and extensions of these models.

Paul J. Hanges, University of Maryland, *Co-Chair*

Ashley Fulmer, University of Maryland, *Co-Chair*

William I. MacKenzie, University of South Carolina, Robert

E. Ployhart, University of South Carolina, Chad H. Van

Iddekinge, Florida State University, *Single Autoregressive*

*Latent Trajectory Models: Controlling for Prior Time Periods*

Ashley Fulmer, University of Maryland, Michele J. Gelfand,

University of Maryland, Paul J. Hanges, University of

Maryland, *Modeling Trust as a Growth Mixture Model*

David Chan, Singapore Management University, Mo Wang,

University of Maryland, *Mixture Latent Markov*

*Modeling: Unobserved Heterogeneity in Longitudinal Qualitative Change*

Daniel A. Newman, University of Illinois-Urbana-Champaign,

Seth M. Spain, University of Illinois-Urbana Champaign,

Dana Joseph, University of Illinois, Cynthia D. Fisher,

Bond University, Andrew G. Miner, Target Corporation,

Theresa M. Glomb, University of Minnesota, *Intrinsic*

*Dynamic Regulation of Work Satisfaction and Mood*

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

Submitter: C. Ashley Fulmer, afulmer@psyc.umd.edu

**268. Symposium/Forum: 12:00 PM–1:20 PM  
212****The Role of I-O Psychology in Mergers and Acquisitions**

Presenters will describe how they influence work with mergers and acquisitions within their companies or clients. We will inform attendees about the value I-O can bring to this unique side of business, share best practices, and give ideas to those who may be considering transitioning into working with M&As.

Lindsay A. Bousman, Paris Phoenix Group, *Chair*

Laura S. Hamill, Paris Phoenix Group, Patricia R. Pedigo, IBM,

*Managing Acquisition Integration to Achieve Success*

Eric P. Braverman, Merck, *Talent Assessment and Selection*

*for a Large-Scale Merger*

Jennifer D. Saavedra, Dell Inc, Angeline W. Tucker, Dell, Inc.,

*Retaining Key Talent at Dell*

Submitter: Lindsay Bousman, lbousman@hotmail.com

**269. Symposium/Forum: 12:00 PM–12:50 PM  
Crystal Ballroom A/F****Mentoring and Underexamined Populations (The Military and Marginalized Workforce)**

To remain competitive in a global workforce, private corporations and the U.S. military have instituted mentoring programs to foster career-building opportunities. The research presented in this symposium will provide insight on precursors and outcomes associated with formal and informal mentoring programs for military personnel, women, and ethnic minorities.

Kizzy M. Parks, K. Parks Consulting Inc., *Chair*



Indicates Saturday Theme Track Session.

Kenneth Matos, Defense Manpower Data Center, Rachel N. Lipari, Defense Manpower Data Center, *Mentoring in the Military*

Tammalette Mattison, Baker College, *The Female Mentoring Experience*

Felicia O. Mokuolu, University of Oklahoma, Kizzy M. Parks, K. Parks Consulting Inc., *Trust/Mentoring Effectiveness: Roles of Equal Opportunity Climate and Commitment*

Daniel P. McDonald, Defense Equal Opportunity Management Institute, *Discussant*

Submitter: Kizzy Parks, [kparks@kparksconsulting.com](mailto:kparks@kparksconsulting.com)

## 270. Symposium/Forum: 12:00 PM–1:20 PM

### Crystal Ballroom B/E

#### Environmental Sustainability: Exploring the Dimensions and Prediction of Green Behavior

Organizations are being swept into the green revolution at a rapid pace, and implementation of environmental sustainability (ES) initiatives has important implications for a range of behavior change in the workplace. This session explores the dimensions and prediction of ES behavior and behavior change from both empirical and theoretical perspectives.

Cathy L. Z. DuBois, Kent State University, *Co-Chair*

David A. DuBois, PSRI, *Co-Chair*

Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Brenton Wiernik, University of Minnesota, Susan D'Mello, University of Minnesota, Rachael Klein, University of Minnesota, Lauren Hill, University of Minnesota, Andrew Biga, Procter & Gamble, *Understanding "Green" Behaviors at Work: 3Rs Are Not Enough!*

Cathy L. Z. DuBois, Kent State University, Marina Astakhova, Kent State University, David A. DuBois, PSRI, *I Expect My Organization to Be Green, But Am I?*

Elise L. Amel, University of St. Thomas, Christie M. Manning, Macalester College, Jacob W. Forsman, University of St. Thomas, Britain A. Scott, University of St. Thomas, *Openness to Experience and Organization-Wide Environmental Sustainability Efforts*

David A. DuBois, PSRI, Cathy L. Z. DuBois, Kent State University, *Adoption of Sustainable Behaviors: Towards an Integrated Model of Change*

Lance E. Anderson, ICF International, *Discussant*

Submitter: Cathy L. DuBois, [cdubois@kent.edu](mailto:cdubois@kent.edu)

## 271. Symposium/Forum: 12:00 PM–12:50 PM

### Crystal Ballroom C/D

#### Between- and Within-People Investigations of Affect and Behavior at Work

Interdependencies between worker behaviors and feelings are explored in 3 sets of within-person and between-person investigations. Different forms of mutual influence are identified, as are mediating variables in both affect-to-behavior and behavior-to-affect sequences.

Sharon Parker, University of Sheffield, *Chair*

Nikos Dimotakis, Michigan State University, *Co-Chair*

Uta K. Bindl, Institute of Work Psychology, Peter B. Warr, University of Sheffield, Sharon Parker, University of Sheffield, Ilke Inceoglu, SHL Group Ltd, *Multiple Patterns of Affect-Behavior Associations*

Remus Ilies, Michigan State University, Nikos Dimotakis, Michigan State University, Linda C. Wang, Michigan State University, *Within-Individual Effects of Recovery Processes on Mood and Citizenship Behavior*

Bennett J. Tepper, Georgia State University, James M. Conway, Central Connecticut State University, Steven G. Rogelberg, University of North Carolina-Charlotte, Virginia Pitts, Colorado State University, *Perpetrators' Affective Reactions to CWBs: The Moderating Effects of Empathy*

Submitter: Nikos Dimotakis, [dimotakis@bus.msu.edu](mailto:dimotakis@bus.msu.edu)

## 272. Panel Discussion: 12:00 PM–1:20 PM

### Grand Ballroom A

#### Lessons Learned in Validating and Implementing Technology-Based Front-Line Manager Assessments

Technological advances have permitted the development of highly appealing and realistic multimedia assessments for front-line manager (FLM) positions. Validating and deploying such assessments can be particularly complex. In this session, a panel of experts will provide practical guidelines and strategies for managing the validation and implementation of technology-based FLM assessments.

Jolene M. Meyer, PreVisor, *Co-Chair*

Jay Janovics, PreVisor, *Co-Chair*

Michael D. Blair, CenturyLink, *Panelist*

Rick Hense, Bank of America, *Panelist*

David Ivester, Time Warner Cable, *Panelist*

Debora D. Mitchell, Sprint, *Panelist*

Submitter: Jolene Meyer, [jmeyer@previsor.com](mailto:jmeyer@previsor.com)

## 273. Panel Discussion: 12:00 PM–1:20 PM

### Grand Ballroom C

#### GRA to 401K: Navigating Your First I-O Psychology Job

In this session, 5 new I-O psychology professionals will respond to questions identified in a recent survey of SIOP Student Affiliates. The purpose is to provide current graduate students with first-hand accounts of the transition from graduate school to the workplace and to offer decision-making and career-development support.

Robert D. Pritchard, University of Central Florida, *Chair*

Melissa M. Harrell, APT, Inc., *Panelist*

Shannon A. Scielzo, University of Texas at Arlington, *Panelist*

Renee E. DeRouin-Jessen, Marriott Vacation Club, *Panelist*

Jessica M. Cornejo, CVS, *Panelist*

Nic Bencaz, Cognitive Performance Group, *Panelist*

Submitter: Renee DeRouin-Jessen, [renee.e.derouin@gmail.com](mailto:renee.e.derouin@gmail.com)

## 274. Symposium/Forum: 12:00 PM–12:50 PM

### Salon C

#### Information Sharing in Teams and Multiteam Systems

Research suggests team success is heavily influenced by the extent to which team members effectively combine informational resources. This symposium brings together 3 papers examining knowledge sharing in teams and multiteam systems. Results shed light on the role of support, trust, and virtuality in information sharing within and across teams.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, **Co-Chair**

Meredith F. Burnett, Florida International University, **Co-Chair**

Meredith F. Burnett, Florida International University, Miliani Jimenez, University of Central Florida, Saarah Kison, University of Central Florida, Daniel Doty, University of Central Florida, Toshio Murase, University of Central Florida, John E. Mathieu, University of Connecticut, C. Shawn Burke, University of Central Florida, **Trust and Information Sharing Within and Across Team Boundaries**

Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Jessica L. Wildman, University of Central Florida, Leslie A. DeChurch, University of Central Florida, Marissa S. Porter, University of Central Florida, Miliani Jimenez, University of Central Florida, **The Role of Virtuality in Team Information Sharing**

Debra L. Shapiro, University of Maryland, **Discussant**

Submitter: Meredith Burnett, meredith.burnett@fiu.edu

## 275. Master Tutorial: 12:00 PM–1:50 PM

### Salon D

#### Legal Update: *Ricci*, OFCCP Enforcement, and Implications for Selection

*Earn 2 CE credits for attending.*

This tutorial reviews some legal front headlines from 2009 that focused on adverse impact in personnel selection. This includes (a) the Supreme Court ruling in *Ricci vs. Destefano*, (b) the implications of this ruling for test construction and validation, (c) recent OFCCP enforcement, and (d) recommendations for managing OFCCP challenges.

Arthur Gutman, Florida Institute of Technology, **Presenter**

Eric M. Dunleavy, DCI Consulting Group, **Presenter**

Submitter: Arthur Gutman, artgut@aol.com

## 276. Panel Discussion: 12:30 PM–1:50 PM

### 201

#### Teaching Leadership: Questions, Approaches, and New Directions

Scientific research provides strong evidence that leadership positively impacts individual, team, and group performance. Although evidence also suggests that leadership can be learned, questions remain about how best to teach leadership—if it can be taught at all. Four expert panelists will discuss the opportunities and challenges in teaching leadership.

Jennifer D. Nahrang, Arizona State University, **Co-Chair**

Daniel S. Derue, University of Michigan, **Co-Chair**

John R. Hollenbeck, Michigan State University, **Panelist**

Paul E. Tesluk, University of Maryland, **Panelist**

Jennifer W. Martineau, Center for Creative Leadership, **Panelist**

Brad Borland, Kelly Services, Inc., **Panelist**

Submitter: Daniel Derue, dsderue@umich.edu

## 277. Symposium/Forum: 12:30 PM–1:50 PM

### 206-207

#### Stop Being So Self-Centered! Researching and Applying Personality via Observer Reports

This symposium presents 4 papers showing the unique and invaluable insights afforded by measuring personality via

observer ratings. A combination of meta-analyses and primary studies identify sources of inaccuracy in observer ratings and show that observers inside and outside the workplace yield stronger predictive validities than self-raters.

Brian S. Connelly, University of Connecticut, **Chair**

Luye Chang, University of Connecticut, **Co-Chair**

Brian S. Connelly, University of Connecticut, Deniz S. Ones,

University of Minnesota, **Beyond Self-Validation:**

**Predictions From Observer Ratings of Personality Traits**

Radostina Purvanova, Drake University, **Are Judgments of Teammates' Personality in Virtual Project Teams Accurate?**

Alexis A. Geeza, University of Connecticut, Brian S. Connelly, University of Connecticut, Luye Chang, University of Connecticut, **A Meta-Analytic Examination of Consistency in Observers' Perspectives Across Contexts**

Ute R. Hulsheger, Maastricht University, Brian S. Connelly, University of Connecticut, **Validity of Observer Ratings With Raters From Outside the Workplace**

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

Submitter: Alexis Geeza, alexis.geeza@uconn.edu

## 278. Interactive Posters: 12:30 PM–1:20 PM

### 213-214

#### Truth, Organizational Justice, and the I-O Way

Sylvia Roch, University at Albany, SUNY, **Facilitator**

#### 278-1 Justice and OCB: Do Emotions and Self-Esteem Matter?

A survey study investigates the moderation role of trait anger and self-esteem (implicit and explicit) in regards to the relationship between justice and organizational citizenship behavior (OCB). Results support 3-way interactions that show patterns consistent with self-verification and self-enhancement theory. The effect of justice on implicit processing is also addressed.

Jeremy Bauer, University of South Florida

Liu-Qin Yang, Portland State University

Russell E. Johnson, University of South Florida

Submitter: Jeremy Bauer, jbauer58@gmail.com

#### 278-2 A Multifoci Integration of Justice, Commitment, and Positive Affective Well-Being

We integrated the constructs of justice, commitment, and well-being using a multi-foci framework. Justice perceptions of a source (organization, supervisor, coworkers) generally predicted affective commitment toward the source. Organizational commitment mediated the relationships between distributive and procedural justice and well-being. Distributive and supervisor informational justice also directly predicted well-being.

Edith C. Knight, Canadian Forces

Camilla M. Holmval, Saint Mary's University

Submitter: Camilla Holmval, camilla.holmval@smu.ca

#### 278-3 Organizational Justice, Discrete Emotions, and Counterproductive Work Behaviors

The study examined the relationship of justice facets, that is, distributive, procedural, and interpersonal with two negative discrete emotions, namely anger and sad-

ness. The effects of anger and sadness were further investigated on 5 dimensions of counterproductive work behaviors. The study also explored the mediating mechanism of these emotions.

Abdul K. Khan, Universite Paul Cezanne  
Samina Quratulain, Universite Paul Cezanne  
Jean-Marie Peretti, ESSEC Business School, France  
Submitter: Abdul Khan, karimkhan2002@yahoo.com

#### **278-4 Who Cares About Justice? Trait Moderators of Justice-Counterproductivity Relationships**

People react to workplace injustice in different ways. Some compensate/retaliate (e.g., withhold effort, take merchandise) but others do not. This study investigated the role of several personality traits—trait fairness and Big 5—in explaining differences in reactions to perceived injustice in the workplace.

Rhys Lewis, University of Western Ontario  
Julie J. Carswell, Sigma Assessment Systems  
Submitter: Rhys Lewis, rlewis@gmail.com

#### **279. Posters: 12:30 PM–1:20 PM Galleria**

**Testing/Assessment (e.g., selection methods; validation; predictors)**

#### **279-1 Modeling the Employee Promotion Decision-Making Process**

This study examined models of the employee promotion process. Evidence supports a model in which a district manager's past performance, current job tenure, and prior job tenure predict the district manager's promotability rating, which in turn predicts whether or not the manager is promoted.

James A. Breaugh, University of Missouri-St Louis  
Submitter: James Breaugh, jbreugh@umsl.edu

#### **279-2 Test-Taker Reactions to Item Formats Used in Online Selection Assessments**

Data from 3 organizations indicated that there are significant differences in test-taker reactions (e.g., transparency and face validity) to different item formats. Although Likert items were perceived favorably overall, reactions might be influenced by factors such as contextualizing items to the workplace and language fluency.

Aarti Shyamsunder, Infosys Leadership Institute  
Elizabeth A. McCune, Portland State University  
Submitter: Elizabeth McCune, mccunee@pdx.edu

#### **279-3 Research Versus Organizational Performance Ratings: Are Practitioner Assumptions Correct?**

This study clarifies the relation between performance ratings collected for research purposes and performance ratings collected for organizational purposes. The use of organizational ratings as a reliability check to clean research

performance ratings for validation studies is investigated. Data from 4 organizations and 14 assessments were used.

K. D. Zaldivar, Aon Consulting  
Matthew J. Such, First Advantage  
Kristina Barr, First Advantage  
Submitter: Kristina Barr, kristinarenebarr@gmail.com

#### **279-4 The Predictive Validity of Implicit Policies in Situational Judgment Tests**

The purpose of this study was to extend the findings of Motowidlo, Hooper, and Jackson (2006) by examining the relationships between implicit trait policies as measured with a situational judgment test, leadership experience, and leadership effectiveness. Our results demonstrated that implicit trait policies can predict leadership effectiveness of employees.

Marise Ph. Born, Erasmus University Rotterdam  
Alec W. Serlie, Erasmus University Rotterdam/GITP  
Henk T. Van der Molen, Erasmus University Rotterdam  
Janneke K. Oostrom, Erasmus University Rotterdam/GITP  
Submitter: Marise Born, born@fsw.eur.nl

#### **279-5 Development and Validation of a Practitioner-Oriented Impression Management Scale**

This research developed and validated an 8-item impression management scale for use with an existing Big 5 applicant-screening tool. Real-world applicants' ( $n = 21,017$ ) scores on the scale were found to have satisfactory reliability and correlated as one might expect with the 5 personality scales.

Brennan D. Cox, Auburn University  
Adrian Thomas, Auburn University  
Submitter: Brennan Cox, cox.brennan@gmail.com

#### **279-6 Antecedents, Correlates, and Outcomes of Adjustment to College: A Meta-Analysis**

A meta-analytic summary of the college adjustment literature is presented ( $k = 192$ ,  $N = 35,322$ ). Adjustment constructs exhibit moderate relationships with important college outcomes such as GPA and drop-out decisions. Antecedent variables exhibit substantial relationships with adjustment, including social support, core self-evaluations, personality traits, stress, coping styles, and student's relationship with their parents.

Marcus Crede, SUNY Albany  
Sarah Niehorster, SUNY Albany  
Submitter: Marcus Crede, mcrede@albany.edu

#### **279-7 The Influence of Class Attendance on College Grades: A Meta-Analysis**

The study provides meta-analytic review on the relationship between class attendance and grades in college. Results show that attendance has a strong relationship with grades and GPA, and a weak relationship with student characteristics (Conscientiousness, motivation). Class attendance appears to be better predictor of grades than SAT scores and high school GPA.

Marcus Crede, University at Albany, SUNY  
 Sylvia G. Roch, University at Albany, SUNY  
 Urszula Kieszczyńska, University at Albany, SUNY  
 Submitter: Marcus Crede, mcrede@albany.edu

### **279-8 Predicting Employee Performance: Pattern Versus Variable Approach**

This study investigated the usefulness of latent profile analysis (LPA) in determining the personality-performance relationship. Results support LPA as profile membership increased the explained variance in performance. Profile membership variables were significantly related to performance even though the individual difference variables used to create these profiles were not.

Amy DuVernet, North Carolina State University  
 Mark A. Wilson, North Carolina State University  
 Clara E. Hess, North Carolina State University  
 Submitter: Amy DuVernet, amyduv@gmail.com

### **279-9 Working Memory at Work: Relations With Motivation, Learning, and Performance**

Cognitive mechanisms such as working memory have received little attention from industrial-organizational psychologists. This longitudinal study investigated how working memory interacts with motivation to influence the work-related outcomes of task performance and learning. Implications for selection and training are discussed.

Jessica Lynn Dzielwczynski, Federal Management Partners  
 Jared A. Linck, Pennsylvania State University  
 Daniel J. Weiss, Pennsylvania State University  
 Submitter: Jessica Dzielwczynski, jessicadzi@gmail.com

### **279-10 Assessment Centers Can Measure Dimensions: Evidence From Leadership Development**

The gloomy picture of assessment center construct validity is based on data generated while our understanding of design features was nascent and subsequent meta-analyses of the same data. To show measurement of dimensions is possible, we present analyses of a large new dataset that shows strong evidence of dimensions.

Nigel Guenole, Goldsmiths University of London  
 Oleksandr Chernyshenko, Nanyang Technological University  
 Stephen Stark, University of South Florida  
 Tony Cockerill, Centre for High Performance Development  
 Submitter: Nigel Guenole, n.guenole@gold.ac.uk

### **279-11 An Indirect Measure of Writing Proficiency: More Than Face Validity**

To measure writing proficiency, researchers have compared using multiple-choice assessment forms and essay forms. Although previous research has shown that the 2 forms can have construct equivalence, no studies have examined the validity of indirect measures. This study validates an indirect measure of writing proficiency.

Jeremy M. Hof, San Diego Gas & Electric  
 Steven D. Ashworth, San Diego Gas & Electric  
 Submitter: Jeremy Hof, JHof@semprautilities.com

### **279-12 Range Shrinkage of Cognitive Ability Test Scores in Applicant Pools**

Range restriction corrections are frequently conducted using population estimates when applicant pool standard deviations are not available. This study used data from 9 large German applicant pools (total  $N = 8,276$ ) for 2 cognitive-ability tests. Results revealed that applicant pool standard deviations for these tests were about 10% smaller than population estimates.

Jonas W. B. Lang, Maastricht University  
 Martin Kersting, Federal University of Applied Administrative Sciences  
 Ute R. Hulsheger, Maastricht University  
 Submitter: Ute Hulsheger, ute.hulsheger@maastrichtuniversity.nl

### **279-13 Development of a Situational Judgment Test to Assess Leader Counterproductivity**

Despite the significant negative impact counterproductive leaders have on organizations and the prevalence of unethical decision making, there are few methods to assess and select leaders for these behaviors. A situational judgment test was created based on an empirical model of leader counterproductivity, revealing criterion-related validity with multiple samples.

Kevin Impelman, Batrus Hollweg International  
 Heather Graham, Batrus Hollweg International  
 Chloe Lemelle, Batrus Hollweg International  
 Submitter: Kevin Impelman, kimpelman@yahoo.com

### **279-14 Criterion-Related Validity of the General Mental Ability Measure for Adults**

Across 2 samples, we examined the criterion-related validity of the General Mental Ability Measure for Adults (GAMA), a nonverbal measure of cognitive ability. Results show that GAMA predicted job performance in both samples ( $r$ s between .27 - .50). No evidence was found for differential prediction across gender and age.

Dan Ispas, University of South Florida  
 Alexandra Ilie, University of South Florida  
 Dragos Iliescu, National School of Political and Administrative Studies  
 Russell E. Johnson, University of South Florida  
 Kevin L. Askew, University of South Florida  
 Submitter: Dan Ispas, dispas@gmail.com

### **279-15 Predicting Multitasking Performance: Stress Tolerance, Affect, and Locus of Control.**

This study extends research on predictors of multitasking. Previous research has investigated stress tolerance as a predictor of multitasking with mixed results. This study extends past research by investigating a moderated-mediation model including locus of control and negative affect in 2 independent samples ( $n_1 = 1068$ ;  $n_2 = 700$ ).

Ted B. Kinney, Select International  
 Kristin M. Delgado, Select International/Wright State University  
 Mei-Chuan Kung, Select International  
 Submitter: Ted Kinney, tkinney@selectintl.com

### 279-16 So Much to Do, So Little Time: Multitasking and Performance

Previous research on applied multitasking has investigated predictors of multitasking behaviors; this study investigates the relationship between multitasking and job performance ( $n = 109$  CSRs). Criterion measures included objective and subjective measures of task and contextual performance; differential prediction hypotheses between Conscientiousness and multitasking were also tested and supported.

Ted B. Kinney, Select International, Inc.  
Mei-Chuan Kung, Select International, Inc.  
Ashley G. Walvoord, Verizon Wireless  
J. Adam Shoemaker, Verizon Wireless

Submitter: Ted Kinney, tkinney@selectintl.com

### 279-17 Biodata Response Elaboration: A Large-Scale Field Experiment

The response elaboration technique is examined in a field experiment ( $N = 18,326$ ). The results indicate that asking job applicants to elaborate their responses leads to lower scores on a biodata measure. The effect of this technique is greater for nonverifiable than verifiable items, and cognitive demands of responses may be increased.

Julia Levashina, Kent State University  
Frederick P. Morgeson, Michigan State University  
Michael A. Campion, Purdue University

Submitter: Julia Levashina, jlevashi@kent.edu

### 279-18 A Novel Look at Behavior Elicitation in Assessment Center Exercises

Whereas extant exercise design approaches mainly focus on the whole exercise as a vehicle for evoking candidate behavior, this study posits to plant multiple dimension-related stimuli in exercises via role-player prompts. Results among 571 actual candidates showed that reliability and construct-related validity was highest in the high behavior elicitation condition.

Filip Lievens, Ghent University  
Gert Keen, DPBO  
Eveline Schollaert, Ghent University

Submitter: Filip Lievens, filip.lievens@ugent.be

### 279-19 Are Role Players Able to Use Prompts in Assessment Center Exercises?

This study focused on the "role" of role players in assessment centers. In a sample of 233 candidates, we examined the effects of instructing role players to use prompts. Results suggest that role players are able to use prompts and that there is no risk of a negative influence on candidate reactions.

Eveline Schollaert, Ghent University  
Filip Lievens, Ghent University

Submitter: Filip Lievens, filip.lievens@ugent.be

### 279-20 Optimizing the Efficiency-Adverse Impact Trade-Off in Personnel Classification Decisions

The paper presents an analytic method for estimating the efficiency and the adverse impact of general personnel classification decisions. In addition, the method is integrated in

a decision-making framework to obtain predictor composites that show Pareto-optimal efficiency/adverse impact trade-offs in a mixture population classification context.

Celina Druart, Ghent University  
Wilfried De Corte, Ghent University

Submitter: Filip Lievens, filip.lievens@ugent.be

### 279-21 Situational Judgments Tests, Self-Insight, and Personality: A Suppression Situation

A self-insight measure and a situational judgment test (SJT) resulted in a suppression situation in predicting Big 5 personality dimensions. The suppression situation improved prediction from 24% for Openness to Experience to 98% for Extraversion. Past research has likely and substantially underestimated the construct overlap between SJTs and personality.

Michael A. McDaniel, Virginia Commonwealth University  
Joseph Psotka, U.S. Army Research Institute  
Peter Legree, U.S. Army Research Institute

Submitter: Michael McDaniel, mamcdani@vcu.edu

### 279-22 More Than 2%! Incremental Validity of an AC Beyond GMA

This study ( $N = 311$ ) investigated the incremental validity of an AC for predicting training performance during officer training. In contrast to claims that ACs explain only 2% additional variance in performance once GMA is considered (Schmidt & Hunter, 1998), we found that the AC substantially improved criterion-related validity.

Klaus G. Melchers, University of Zurich  
Hubert Annen, Swiss Military Academy at ETH Zurich

Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

### 279-23 The Smart or Right Choice: Exploring Job-Related Intelligence and Faking

This study examined the relationship between job-related intelligence and faking. Specifically, mechanical aptitude and conscientiousness were assessed using a within subjects design in an applicant condition (automotive assembler position) and an honest condition. The results suggest there may be a relationship between job-related intelligence and faking on a personality scale.

Paul Merlini, General Dynamics Information Technology  
Mary Margaret Sudduth, Florida Institute of Technology  
Maria F. Ricci-Twitchell, University of Central Florida  
Mei-Chuan Kung, Select International, Inc.  
Richard L. Griffith, Florida Institute of Technology

Submitter: Paul Merlini, merlini.paul@gmail.com

### 279-24 The Situational Specificity of Assessors' Ratings

Trait activation theory was used to predict the situational specificity of assessors' ratings of dimensions. An experimental vignette study was conducted. Two situations were created that differed by the dimension relevance of situational cues. As hypothesized, differences in situational cues affected assessors' dimension ratings of performance but not behavior.



Thomas C. Oliver, University of Guelph  
 Peter Hausdorf, University of Guelph

Submitter: Thomas Oliver, tolover@uoguelph.ca

### **279-25 What Are the Best Predictors of Medical School Performance?**

We investigated the ability of traditional medical school predictors (MCAT, GPA, interview) to predict medical students' ( $N = 330$ ) academic and clinical performance and the potential value of adding personality. Results showed that the MCAT predicted academic performance with personality accounting for incremental variance. Only personality was related to clinical performance.

Amanda Poole, University of Western Ontario  
 Mitchell Rothstein, University of Western Ontario  
 Richard D. Goffin, University of Western Ontario  
 Michael J. Rieder, University of Western Ontario  
 Henryk Krajewski, Right Management, Toronto  
 Deborah M. Powell, University of Guelph  
 R. Blake Jelley, University of Prince Edward Island  
 Allison Boyd, University of Toronto  
 Tracy Mestdagh, University of Western Ontario

Submitter: Amanda Poole, aepoole@uwo.ca

### **279-26 Individual-Difference Predictors of African-American Academic Achievement at PWIs and HBCUs**

Based on ideas from Peters and O'Connor (1980), this study tested whether type of academic institution (historically Black college or university [HBCU], predominantly White institution [PWI]) moderates relationships between individual differences (academic motivation and judgment) and academic achievement. Mean-level differences in individual-difference characteristics between HBCUs and PWIs were also assessed.

Matthew C. Reeder, Michigan State University  
 Neal W. Schmitt, Michigan State University

Submitter: Matthew Reeder, reederm1@msu.edu

### **279-27 The Effect of Applicant Uniqueness in Selection Interviews**

This study tested empirically how an applicant providing unique responses to traditional interview questions was evaluated by participants as compared to applicants providing qualitatively equivalent but non-unique responses. Results showed that unique applicants obtained higher evaluations and improved their chances to get the job.

Nicolas Roulin, University of Neuchatel  
 Adrian Bangerter, University of Neuchatel

Submitter: Nicolas Roulin, nicolas.roulin@unine.ch

### **279-28 Moving Beyond Validity Generalization: What About the Remaining Variance?**

Previous research has shown that cognitive test validities generalize across situations. Our study demonstrates that although cognitive tests show predictive power across situations, this does not mean that validity is constant. Instead, substantial variance in validities can still remain, which are predictable by situational characteristics.

Winnie Shen, University of Minnesota  
 Paul R. Sackett, University of Minnesota  
 Nathan R. Kuncel, University of Minnesota  
 Adam Beatty, University of Minnesota  
 Jana Rigdon, University of Minnesota  
 Thomas Kiger, University of Minnesota

Submitter: Winnie Shen, shenx094@umn.edu

### **279-29 Employee Anger Influences the Validity of Situational Judgment Tests**

The purpose of this research was to study how angry hostility influences the validity of situational judgment tests (SJTs). Results from a sample of healthcare employees ( $N = 225$ ) showed that the relations between SJT scores and performance criteria were significantly stronger among those who were lower on angry hostility.

Jerel E. Slaughter, University of Arizona  
 Evan F. Sinar, Development Dimensions International

Submitter: Jerel Slaughter, jsslaught@eller.arizona.edu

### **279-30 Asian-White Differential Validity of the SAT: Accounting for Criterion Contamination**

Previous SAT validity research has used college GPA as the measure of academic success, despite that GPA is contaminated by individual differences in course choice. We examined predictive validity in a large dataset using less contaminated individual course grades criteria and found that validity remains comparable for Asians and Whites.

Amy E. Sund, Wayne State University  
 Christopher M. Berry, Texas A&M University

Submitter: Amy Sund, asund@wayne.edu

### **279-31 Meta-Analysis Clerical Performance Predictors: Pearlman, Hunter, and Schmidt Update**

As a result of changes in technology and their effect on clerical occupations, this paper reviews the validity of predictors of clerical job performance since the publication of Pearlman, Schmidt, and Hunter's (1980) comprehensive meta-analysis. This paper describes a predictor taxonomy and determines the validity of predictor constructs using meta-analysis.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO)  
 Rodney A. McCloy, Human Resources Research Organization (HumRRO)  
 Amy C. Hooper, Gettysburg College  
 Teresa L. Russell, Human Resources Research Organization (HumRRO)  
 Shonna D. Waters, Human Resources Research Organization (HumRRO)

Wanda J. Campbell, Edison Electric Institute  
 Robert A. Ramos, Edison Electric Institute

Submitter: Deborah Whetzel, dwhetzel@humro.org

### **279-32 When Searching for Multiple Accurate Mental Models Test for Interactions**

This study demonstrated that more than one distinct method of structuring task knowledge may lead to effective task performance. Researchers are unlikely to detect

this, however, unless they test for interactions among indices of similarity to alternative accurate mental models.

Christopher Wiese, University of Central Florida  
 Kimberly A. Smith-Jentsch, University of Central Florida  
 Elizabeth J. Sanz, University of Central Florida  
 Ariel Afek, University of Central Florida  
 Kendra Brown, University of Central Florida

Submitter: Christopher Wiese, ChrisWWiese@gmail.com

## 280. Panel Discussion: 12:30 PM–1:50 PM Grand Ballroom B

### **Trials, Tribulations, and Joys: Challenges of Teaching Diversity Management**

This panel discussion addresses issues and choices in teaching diversity management in academic settings. Participants are experienced faculty members who have developed and taught such courses at graduate and/or undergraduate levels. Questions will address course construction and delivery, instructional philosophy and dynamics, and the future of diversity studies.

Rosemary Hays-Thomas, University of West Florida, *Chair*  
 Donna Chrobot-Mason, University of Cincinnati, *Panelist*  
 Bernardo M. Ferdman, Alliant International University, *Panelist*  
 Brenda K. Johnson, Cleveland State University, *Panelist*

Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

## 281. Symposium/Forum: 12:30 PM–1:50 PM Grand Ballroom D

### **Advancing Cultural Intelligence Research: Moderating Influences of Person and Context**

Prior cultural intelligence research has focused on measurement, predictors, and outcomes but has not addressed boundary conditions of these relationships. This symposium addresses this gap by exploring theoretically driven person and contextual moderators of cultural identities, majority status, flexibility, and diversity in the nomological network of CQ.

Linn Van Dyne, Michigan State University, *Co-Chair*  
 Soon Ang, Nanyang Technological University, *Co-Chair*  
 Yih-Teen Lee, IESE Business School, Aline D. Masuda, EADA Business School, Pablo Cardona, IESE Business School, *Multiple Cultural Identities in CQ and Global Leadership*  
 You Jin Kim, Michigan State University, Linn Van Dyne, Michigan State University, *Majority-Minority Status and the Development of Cultural Intelligence*  
 Thomas Rockstuhl, Nanyang Technological University, Soon Ang, Nanyang Technological University, K. Yee Ng, Nanyang Technological University, Linn Van Dyne, Michigan State University, Filip Lievens, Ghent University, *Mental CQ in Multicultural Teams: Moderating Role of Behavioral CQ*  
 Kevin Groves, Pepperdine University, *Leader CQ in Context: Testing Moderating Effects of Team Diversity*

Submitter: Linn Van Dyne, vandyne@msu.edu

## 282. Panel Discussion: 12:30 PM–1:50 PM Salon A

### **Lead Us Out of This Mess! Leadership in Difficult Economic Times**

During economic downturn, enormous pressure is placed on leaders to perform. The purpose of this panel discussion is to provide an overview on how current theory and practice can increase leader performance. Topics include changes in leader expectations, developing leaders on tight budgets, and how leaders can boost morale.

Jill Mowry Strange, APT, Inc., *Chair*  
 Michael D. Mumford, University of Oklahoma, *Panelist*  
 William H. Berman, Berman Leadership Development, *Panelist*  
 Gordon J. Curphy, Self-employed, *Panelist*  
 Ginamarie Ligon, Villanova University, *Panelist*

Submitter: Jill Strange, globalba@gmail.com

## 283. Symposium/Forum: 12:30 PM–1:20 PM Salon E

### **Theme Track Symposium: People Analytics**

Employing people metrics and analytics allows organizations to evaluate the components of their talent/HR initiative and how they influence business outcomes. This session will use a combination of expert speakers and interactive discussion formats to help us understand how to gain strategic insight by examining employee, customer, and business performance data together.

Anne E. Herman, Kenexa Research Institute, *Chair*  
 Wayne F. Cascio, University of Colorado, Robin Wilson, Luxottica Retail, *Using Talent Intelligence to Be a More Effective Business Partner*  
 Al Adamsen, People-Centered Strategies, LLC, Anne E. Herman, Kenexa Research Institute, *So You Want to Get Started With Analytics?*

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

## 284. Symposium/Forum: 1:00 PM–2:50 PM 204

### **Leaders, Followers, and Emotion Regulation: Processes and Outcomes**

Emotion regulation is important in leadership contexts. Leaders must often regulate not only their own emotions but also those of their followers. This symposium explores antecedents, processes, and consequences of emotion regulation from several perspectives, including relational (i.e., resonance/dissonance), cognitive appraisal theory, regulation strategies, psycho-physiological processes, and leader self-awareness.

Shane Connelly, University of Oklahoma, *Chair*  
 Ronald H. Humphrey, Virginia Commonwealth University, John H. Batchelor, Virginia Commonwealth University, *Leading With Emotional Labor Creates Resonance and Positive Emotional Contagion*  
 Chase E. Thiel, University of Oklahoma, Shane Connelly, University of Oklahoma, *Regulating Follower Emotions: Different Strategies, Different Outcomes*  
 Laura M. Little, University of Georgia, Chris C. Eldredge,

University of Georgia, Janaki Gooty, Binghamton University, *Leader Emotion Regulation Strategies: Follower Affective Reactions and Consequences*  
 Richard E. Boyatzis, Case Western Reserve University, *Creating Effective Leadership Relationships: Emotional Contagion and Emotional Attractors*  
 Greg C. Ashley, Bellevue University, Roni Reiter-Palmon, University of Nebraska-Omaha, *Self-Awareness: The Missing Link in Leader Development?*  
 Joyce E. Bono, University of Minnesota, *Discussant*  
 Submitter: Mary Shane Connelly, sconnelly@ou.edu

## 285. Symposium/Forum: 1:00 PM–2:20 PM 208-209

### Filling in the Gaps: Individual Differences and the Work–Family Interface

Four presentations focus on individual differences (gender, personality, specific coping styles, workaholism) with implications for the work–family interface. The roles of coping and work supports are investigated in diverse samples including male and female breadwinners, abused women, and professionals. Two of the studies advance measurement of coping and workaholism.

Charmane Harrison, University of Akron, *Co-Chair*  
 Rosalie J. Hall, University of Akron, *Co-Chair*  
 Ru-Shuin Liou, University of Arkansas, Daniel C. Ganster, Colorado State University, *Female Breadwinners' Work Support in Dealing With Family–Work Conflicts*  
 Rebecca H. Bryant, Bank of America, Tammy D. Allen, University of South Florida, *Personality and Work–Family Conflict: Mediation Role of Coping Styles*  
 Charmane Harrison, University of Akron, Rosalie J. Hall, University of Akron, Katey E. Foster, University of Akron, Stephanie J. Woods, University of Akron, *Family-to-Work Conflict in an Intimate Partner Violence Sample*  
 Wendy J. Casper, University of Texas-Arlington, Tae Seok Yang, University of Texas-Arlington, Meghna Virick, San Jose State University, *Workaholism and Its Dimensions: A Scale Development Study*  
 Wendy J. Casper, University of Texas-Arlington, *Discussant*  
 Submitter: Charmane Harrison, clh66@zips.uakron.edu

## 286. Panel Discussion: 1:00 PM–2:50 PM Crystal Ballroom A/F

### Making Matrix Management Work: Emerging and Innovative Approaches

Despite criticism and concern about the matrix form of organization, this approach to managing the enterprise is still alive and well today. The purpose of this panel discussion is to describe emerging and innovative practices to make matrix management work, especially in complex global and team-based business environments.

Ramon M. Henson, Henson Consulting International, *Chair*  
 James D. Eyring, Organisation Solutions, *Panelist*  
 David A. Rodriguez, Marriott International, *Panelist*  
 Hernan Vaisman, International Flavors and Fragrances, *Panelist*  
 Joseph Faranda, Independent consultant, *Panelist*  
 Gregory J. Smith, ITT Corporation, *Panelist*  
 Submitter: Ramon Henson, rmhenson@comcast.net

## 287. Symposium/Forum: 1:00 PM–2:20 PM Crystal Ballroom C/D

### Gender-Related Individual Differences in Career Choices

This symposium discusses gendered occupational choices in light of the relationship that gender has with social contexts and individual attributes. Unlike many psychological attributes, gender differences on vocational interests are substantial. The research presented in this symposium on vocational interests and values seeks to inform selection, development, and retention practices.

James Rounds, University of Illinois at Urbana-Champaign, *Chair*  
 Serena Wee, University of Illinois at Urbana-Champaign, *Co-Chair*  
 Serena Wee, University of Illinois at Urbana-Champaign, Rong Su, University of Illinois at Urbana-Champaign, *Gender Differences in Basic Interests: A Meta-Analysis*  
 Sif Einarsson, University of Iceland, James Rounds, University of Illinois at Urbana-Champaign, *Sex Differences in Vocational Interests in Iceland*  
 Heather Ureksoy, University of South Florida, *The Role of Occupational Values and Support in Career Choice*  
 Submitter: Serena Wee, swee2@uiuc.edu

## 288. Symposium/Forum: 1:00 PM–2:20 PM Salon B

### Job Demands and Worker Well-Being

The purpose of this symposium is to examine a variety of job demands by employing different measures and research designs. In addition, several buffers to job demands are examined, with a focus on both person- and event-level factors that can mitigate the negative effects of demands on employee well-being.

James M. Diefendorff, University of Akron, *Co-Chair*  
 Allison S. Gabriel, University of Akron, *Co-Chair*  
 Remus Ilies, Michigan State University, Nikos Dimotakis, Michigan State University, Linda C. Wang, Michigan State University, *Job Demands and Strain: Persistent Effects and Moderating Processes*  
 James M. Diefendorff, University of Akron, Jane Yang, City University of Hong Kong, Allison S. Gabriel, University of Akron, *Event-Level Demands and Resources: Psychological Need Satisfaction as a Mediator*  
 Allison S. Gabriel, University of Akron, James M. Diefendorff, University of Akron, Rebecca J. Erickson, University of Akron, *Job Demands and Job Resources: A Multilevel Test With Nurses*  
 Jason M. Kain, Bowling Green State University, Bing C. Lin, Portland State University, Charlotte Fritz, Portland State University, *Don't Interrupt Me! Intrusions at Work and Employee Well-Being*  
 Submitter: Allison Gabriel, allison.gabriel@gmail.com

## 289. Symposium/Forum: 1:00 PM–2:20 PM Salon C

### Internal–External Candidate Differences in Selection/Promotion: Insights From Research and Practice

Applicant behavior research focuses almost exclusively on external candidates, yet organizations commonly

draw candidates from both internal and external applicant pools. Few studies exist to guide interpretation and management of potential differences between these groups. Presenters share research and experience-based insights highlighting consequential distinctions and provide corresponding recommendations.

Gary Giumetti, Clemson University, **Co-Chair**  
Jeanne Makiney, Development Dimensions International, **Co-Chair**

Kristin Charles, Kronos Talent Management, Autumn D. Krauss, Kronos Talent Management, **Exploring Assessment Performance Differences Between Internal and External Applicants**

Jeanne Makiney, Development Dimensions International, Gary Giumetti, Clemson University, **Examining Differences in Test Performance Between Internal and External Candidates**

Julie M. McCarthy, University of Toronto, Chad H. Van Iddekinge, Florida State University, Michael A. Campion, Purdue University, **Test Perceptions of Internal Candidates: Anxiety, Motivation, Justice, and Fakability**

Gary Giumetti, Clemson University, Evan F. Sinar, Development Dimensions International, **Applicant Reactions From Inside Out: Candidate Status Differences in Reactions–Outcomes Relationships**

Danita Harris, Cox Communications, Patrick Connell, Development Dimensions International, **Practical Implications of Differences Between Internal and External Applicants**

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

Submitter: Gary Giumetti, ggiumetti@gmail.com

## 290. Symposium/Forum: 1:30 PM–2:20 PM 202

### Executive Assessment Validity: Earning a “Seat at the Table”

With few exceptions, I-O psychologists do not participate in executive-level selection decisions. Consequently, very little research has surfaced on the success of these high-stakes decisions. This symposium pulls together 4 studies from 4 separate consulting firms to highlight recent findings on the effectiveness of executive assessment in organizations.

Carolyn A. Lees-Hotton, Select International, **Chair**  
Keith Francouer, PCI Human Resource Consulting, Alfred C. Schnur, PCI Human Resource Consulting, Deborah Bell, PCI Human Resource Consulting, Ted Kinney, Select International, **Using Individual Assessment to Predict Executive “Promotability”**

Carolyn A. Lees-Hotton, Select International, Ted Kinney, Select International, Mei-Chuan Kung, Select International, **Using Executive Assessment in Predicting Success on the Job**

Keith L. Goudy, MICA Management Resources, David Sowinski, MICA Consulting Partners, **Individual Assessment Validation and Success Profiles for Midlevel Managers**

Suzanne M. Miklos, O.E. Strategies, Inc., **The Incremental Validity of Executive Assessment Components**  
Jerilyn Hayward, ServiceMaster, **Discussant**

Submitter: Carolyn Lees-Hotton, clees-hotton@selectintl.com

## 291. Roundtable Discussion/Conversation Hour: 1:30 PM–2:20 PM 203

### Job Analysis in the Real World: Perspectives From the Trenches

Practitioners continue to face challenges and difficult decisions when conducting job analysis. These include hard-to-observe and flattened jobs, data maintenance issues, and dealing with the legacy of poor job analyses. This roundtable offers practitioners and researchers the opportunity to explore useful approaches to these challenges.

Robert E. Lewis, APT, **Host**  
Erica L. Hartman, APT, Inc., **Host**  
Michael S. Henry, APT, Inc., **Host**

Submitter: Robert Lewis, blewis@APTMetrics.com

## 292. Community of Interest: 1:30 PM–2:50 PM 205

### Executive Assessment

Robert T. Hogan, Hogan Assessment Systems, **Host**  
Robert C. Muschewske, Personnel Decisions International, **Host**  
Kristen Horgen, PDRI, **Coordinator**

## 293. Symposium/Forum: 1:30 PM–2:50 PM 210-211

### Designing Effective Longitudinal Work–Family Research: Practical Lessons Learned

This symposium presents 4 longitudinal work–family studies, wherein each paper views the work–family interface through a different lens, emphasizing different collection methodologies and analytic strategies. Audience members will be exposed to ground-breaking research and gain a better understanding of how to design, implement, and analyze their own longitudinal study.

Russell A. Matthews, Louisiana State University, **Chair**  
Satoris S. Culbertson, Kansas State University, Ann H. Huffman, Northern Arizona University, Stephanie C. Payne, Texas A&M University, Laura M. Koehly, NHGRI/NIH, Carl Castro, U.S. Army Medical Research and Materiel Command, **Examining Work–Family Conflict: Initial Impact Versus Exposure Time Effects**  
Michael T. Ford, University at Albany, SUNY, **A Three-Wave Study of Work–Family Conflict, Enrichment, and Health**  
Adam B. Butler, University of Northern Iowa, Joseph G. Grzywacz, Wake Forest University, Brenda Bass, University of Northern Iowa, **Work Hours, Schedule Control, and New Mothers Mental Health**  
Amy Nicole Salvaggio, University of New Haven, Jennifer E. Hopper, University of Tulsa, **Collecting Longitudinal Data on Dual-Earner Couples: Lessons Learned**

Submitter: Russell Matthews, Matthews@lsu.edu

## 294. Symposium/Forum: 1:30 PM–2:20 PM 212

### Never the Twain Shall Meet? New Cognitive Ability–Personality Relationships

It is common in research and practice to treat cognitive ability and personality as unrelated variables. Recent findings suggest that doing so may miss some important

relationships. Three scientist-practitioners will present research suggesting nuances that link cognitive ability and personality more than we originally conceived.

John P. Muros, Batrus Hollweg International, *Chair*  
 Kevin Impelman, Batrus Hollweg International, Heather  
 Graham, Batrus Hollweg International, *Cognitive Ability  
 as a Moderator of Openness in Leader Potential*  
 John D. Morrison, Kronos, Victor Jockin, PSI, *Conscientiousness  
 and Performance on Cognitive Tests in High-Stakes Settings*  
 John P. Muros, Batrus Hollweg International, Mark Rose,  
 Pearson, John D. Trent, Harcourt Assessment, Inc.,  
*Beyond Cognitive Ability: Expanding the Nomological  
 Network of Critical Thinking*

Submitter: John Muros, john.muros@pearson.com

## 295. Interactive Posters: 1:30 PM–2:20 PM 213-214

### OrgHarmony.com

Bradley Brummel, University of Tulsa, *Facilitator*

## 295-1 Components of Organizational Attachment and the Potential for Ambivalence

Using vignettes, researchers explore whether ambivalent employee attachment to the organization can be defined as differing levels of cognitive and affective attachment. Affective commitment and organizational identification are explored as the affective and cognitive components of employee attachment, respectively.

Victoria M. Harmon, Illinois Institute of Technology  
 Elizabeth Howard, Illinois Institute of Technology  
 Sarah Rusakiewicz, Illinois Institute of Technology  
 Samantha Paruchuri, Illinois Institute of Technology

Submitter: Victoria Harmon, vicky.harmon@gmail.com

## 295-2 Values Fit and Age

This paper investigates whether employees' ideal and perceived work values and the fit between the 2 is related to age. Data collected with a Dutch sample of 1505 employees show some differences on ideal values and values fit for different age groups.

Ilke Inceoglu, SHL Group Ltd  
 Jesse Segers, University of Antwerp  
 Daniel Vloeberghs, University of Antwerp

Submitter: Ilke Inceoglu, ilke.inceoglu@shlgroup.com

## 295-3 How Interviewees Consider Content and Context Cues to Person–Organization Fit

A policy-capturing study modeled how job candidates detect and interpret cues from the interview to inform their determinations of person–organization fit. Evidence showed that participants considered context factors (interview procedure practices and interviewer behaviors) more than the values-relevant content of interview questions when assessing their P–O Fit.

Eugene J. Kutcher, Rider University  
 Jennifer D. Bragger, Montclair State University  
 Jamie L. Masco, Montclair State University  
 Neil M. A. Hauenstein, Virginia Tech

Submitter: Eugene Kutcher, ekutcher@rider.edu

## 295-4 Applicant Attraction to Eco-Friendly Organizations

Organizations often use ecofriendly policies to attract applicants, but it is unknown which policies are effective. A sample of 157 students found that incentives for ecofriendly behaviors were significantly related to organizational attraction but that recycling and energy conservation policies were ineffective. Implications for green organizational recruitment practices are discussed.

Boris I. Yanovsky, Xavier University  
 Mark S. Nagy, Xavier University

Submitter: Boris Yanovsky, yanovskiyb@gmail.com

## 296. Panel Discussion: 1:30 PM–2:50 PM Crystal Ballroom B/E

### Managing Organizational Change—Experience and Learning From Practical Applications

Managing enterprise-wide change in large organizations poses significant challenges for both HR and I-O practitioners. Meanwhile, unprecedented economic and competitive factors have placed unrelenting pressure on such professionals to implement significant change in their organizations. This panel examines strategies for managing large-scale change in 3 *Fortune* 500 companies.

Ren Nygren, Development Dimensions International, *Chair*  
 Jennifer R. Burnett, Bank of America, *Panelist*  
 Alan G. Frost, Payless ShoeSource, *Panelist*  
 Brent McCombs, Waste Management, *Panelist*

Submitter: Ren Nygren, ren.nygren@ddiworld.com

## 297. Posters: 1:30 PM–2:20 PM

### Galleria

### Organizational Justice & Emotion/Emotional Labor

## 297-1 A Multilevel Investigation of Emotional Labor, Affect, Withdrawal, and Gender

This study was conducted to examine within-person relationships among emotional labor, state affect, and work withdrawal, as moderated by gender. Surface acting was positively associated with work withdrawal, and this relationship was mediated by negative affect. These relationships were stronger for women than men.

Brent A. Scott, Michigan State University  
 Christopher M. Barnes, U.S. Military Academy

Submitter: Christopher Barnes, christopher.barnes@usma.edu

## 297-2 Understanding Turnover Propensity via Job-Specific and Identity-Based Emotional Beliefs

We examined situation-specific frustration and trait affectivity to determine (a) the nature of interrelationships between these distinct emotional beliefs, and (b) whether both affective constructs relate to work withdrawal. Hiring data from 2,030 retail sales representatives showed that situation-specific beliefs covary with personality traits and increment explanations of work withdrawal.

John F. Binning, The DeGarmo Group, Inc.  
Adam L. Bradshaw, Illinois State University  
James M. LeBreton, Purdue University  
Kelly Scherer, Purdue University

Submitter: John Binning, jbinning@ilstu.edu

### **297-3 Green-Eyed Monster at Work: An Integrated Model of Workplace Envy**

Drawing on affective events theory and group engagement model, I conceptualize and develop a model of envy in work groups. This model considers the antecedents and consequences of workplace envy on both group and individual level. This article also discusses implications for both researchers and practitioners.

Yu-Ping Chen, University of Wisconsin-Milwaukee

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

### **297-4 Faking It Well: Effects of Surface Acting on Task Performance**

This study tests a model of antecedents (e.g., self-control and assertiveness) and performance consequences associated with surface acting, a type of emotional labor. Although surface acting is typically evaluated as an undesirable strategy, our results show that it is positively associated with performance ratings in a call center environment.

Jason Dahling, The College of New Jersey  
Marisa Gianvito, Shaker Consulting Group  
Nikki M. Dudley-Meislahn, Shaker Consulting Group  
Samantha Le Chau, Novo Nordisk Inc.

Submitter: Jason Dahling, dahling@tcnj.edu

### **297-5 The Initial Validation of the Workplace Emotion Regulation Preference Inventory**

A measure of workplace emotion regulation was developed and validated with respect to several reference measures and customer service performance. Results indicated different regulation strategies have unique relationships with customer service. Four classifications of individuals were identified by preferences in emotion regulation, and corresponding differences in customer service were observed.

Josh Davis, University of Oklahoma  
Shane Connelly, University of Oklahoma  
Lauren V. Blackwell, University of Oklahoma  
Erica L. Hauck, University of Oklahoma  
Chase E. Thiel, University of Oklahoma  
Amanda D. Angie, U.S. Dept. of Health and Human Services  
Vykinta Kligyte, University of Oklahoma  
Ethan P. Waples, University of Central Oklahoma  
Prutha Shah, W. W. Grainger

Submitter: Joshua Davis, davis1163@gmail.com

### **297-6 An Experience Sampling Investigation of Workplace Interactions, Affect, and Well-Being**

We report a study examining the within-individual effects of workplace interpersonal interactions on affect at work and daily well-being. Results indicated that interaction characteristics were associated with affective

states and job satisfaction, and affect mediated the effects of interactions on job satisfaction. Furthermore, job satisfaction was associated with life satisfaction.

Nikos Dimotakis, Michigan State University  
Joel Koopman, Michigan State University  
Brent A. Scott, Michigan State University

Submitter: Nikos Dimotakis, dimotakis@bus.msu.edu

### **297-7 Are the Negative Effects of Emotional Labor Exacerbated Among Machiavellians?**

In this study, we examined the moderating effect of Machiavellianism on the relation between emotional labor and negative outcomes. In our sample of 170 employed undergraduates, results indicated that, as Machiavellianism increased, higher frequency of emotional labor was related to increased burnout and decreased empowerment.

Stephanie Hastings, University of Western Ontario  
Leah Hamilton, University of Western Ontario  
Jessica A. Fife, University of Western Ontario  
Joan E. Finegan, University of Western Ontario

Submitter: Stephanie Hastings, shastin@uwo.ca

### **297-8 Sweet Success: The Nature and Implications of Savoring Personal Achievement**

Whereas much is known about how individuals cope with stressors, relatively less research has focused on reactions to positive events. This study investigated the effects of writing about a recent success on affective, motivational, and relational outcomes. The construct of savoring and its practical implications for organizations are discussed.

Jessica Keeney, Michigan State University

Submitter: Jessica Keeney, jkeeney@msu.edu

### **297-9 Negative Affect and Job Performance: A Density Distribution Approach**

The transitory nature of affect is challenging in investigating the affect-performance link. Using a density distribution approach and with 250 employees in a call center, we propose and find that the mean level interacts with the variability of negative affect in predicting job performance. Moreover, affective commitments have moderating effects.

Wu Liu, Hong Kong Polytechnic University  
Jane Yang, City University of Hong Kong  
Xu Huang, Hong Kong Polytechnic University

Submitter: wu liu, msliuwu@inet.polyu.edu.hk

### **297-10 The Role of Humor in the Workplace: A Meta-Analysis**

Prior research suggests humor has benefits in the workplace. Results from a meta-analysis of 49 independent studies ( $N = 8,532$ ) indicate employee and supervisor humor improve personal and work-related outcomes such as performance, satisfaction, cohesion, health, and coping effectiveness, and reduce negative outcomes, such as burnout, stress, and work withdrawal.

David J. Glew, University of North Carolina Wilmington  
Jessica Mesmer-Magnus, University of North Carolina-Wilmington



Chockalingam Viswesvaran, Florida International University  
Alexandra N. Horowitz, University of North Carolina-  
Wilmington

Chak Fu Lam, University of Michigan

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

### **297-11 How Will It Feel: Affective Forecasts and Feedback-Seeking Behavior**

Our study explored the motivational effects of affective forecasts in a performance feedback context. We examined anticipated emotional reactions to performance feedback and the implications of these forecasts for the seeking of process feedback during task performance. We found that forecasts surrounding negative performance outcomes influenced the feedback decision.

Alison L. O'Malley, Butler University

Paul E. Levy, University of Akron

Submitter: Alison O'Malley, aomalley@butler.edu

### **297-12 Sexual Harassment Policies and Justice Perceptions**

Six policies crossed on 2 levels of detail (high and low) and 3 levels of explanation (none, justification, excuse) were presented to 174 women. Participants reading high-detail policies were better able to recognize and identify appropriate reporting actions in response to sexual harassment, and they had higher justice perceptions.

Kristina Barr, First Advantage

Submitter: Kristina Barr, kristinarenebarr@gmail.com

### **297-13 Interaction of Personality and Justice on Leadership Perceptions**

Using a social exchange framework, this project empirically tests how personality and the workplace environment influence ratings of ethical leadership. Results from a for-profit field sample compare how interpersonal justice affects follower perceptions of leader ethicality between individuals with high and low core self-evaluations.

Brian J. Collins, University of Southern Mississippi

K. Michele Kacmar, University of Alabama

Submitter: Brian Collins, brian.collins@usm.edu

### **297-14 Moderating Effects of Turnover Intentions on Justice and Job Performance**

Results from a sample of 206 matched supervisor-subordinate pairs suggest that employee turnover intentions moderate relations between employees' fairness perceptions and their job performance. The relations of interactional and procedural justice with performance were stronger for employees who planned to stay than for those who intended to leave the organization.

Brian J. Collins, University of Southern Mississippi

Kevin W. Mossholder, Auburn University

Shannon G. Taylor, Louisiana State University

Submitter: Brian Collins, brian.collins@usm.edu

### **297-15 Context Matters: How Organizational Structure Moderates the Fair Process Effect**

This study examines how macrolevel organizational structure influences individuals' perceptions of justice. Results illustrated that organic structures were associated with higher levels of perceived justice compared to mechanistic structures. Further, the positive effects of fair processes on individuals' reactions were found to be different under different structural conditions.

Deshani B. Ganegoda, University of Central Florida

Submitter: Deshani Ganegoda, dganegoda@bus.ucf.edu

### **297-16 Investigating Empathy, Sex, and Situational Ambiguity in Justice Perception Formation**

Gender, situational ambiguity, and empathy were hypothesized to relate to justice perceptions. Results indicate that ambiguity moderates the relationship between empathy and perceived justice. Empathy mediates the relationship between sex and justice in ambiguous and unambiguous situations. This suggests that the sex-justice link varies depending on empathy and situational ambiguity.

Wanyi Ma, University of Missouri-St Louis

Stephanie M. Merritt, University of Missouri-St. Louis

Thomas D. Fletcher, State Farm Insurance

Submitter: Wanyi Ma, wm4xf@umsl.edu

### **297-17 Effects of Environmental Policies on Individual Perceptions of Corporate Personality**

This study uses an experimental framework to examine the effects of media representations of corporate environmental policies on perceptions of corporate personality. We show that both positive and negative information about environmental policies differentially affect 4 of the 5 corporate personality factors in both predictable and unpredictable ways.

Kyle G. Mack, Portland State University

Donald M. Truxillo, Portland State University

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

### **297-18 Explanations and Prior Relationship on Organizational Outcomes Following Service Failures**

Explanations for service failures and customer relationships were manipulated in service recovery scenarios. Explanations that were detailed and had an external cause had the most influence on satisfaction, loyalty, and negative word of mouth. Having a prior relationship with the organization impacted loyalty and NWOM but not satisfaction with recovery.

Kevin D. Masick, Hofstra University

Terri Shapiro, Hofstra University

Justin O'Neal, Liz Claiborne

Submitter: Kevin Masick, Kevin.Masick@Hofstra.edu

### 297-19 What Happened to Distributive Justice? An Extension of Equity Theory

Although early research on organizational justice examined distributive justice, research has waned in recent years. We argue that recent advances allow for an extension of equity theory. Results from a field study using polynomial regression reveal that comparison processes explain distributive justice judgments, and preference for merit moderates these relationships.

Tae-Yeol Kim, City University of Hong Kong  
David M. Mayer, University of Michigan  
Samir Nurmohamed, University of Michigan  
Submitter: David Mayer, dmmayer@umich.edu

### 297-20 The Role of Participation and Organizational Support on Justice Perceptions

This research explores the influence of participative decision making (PDM) and perceived organizational support (POS) on perceptions of justice. The results showed a positive relation with both POS and PDM on perceptions of justice. In addition, when PDM was low, the presence of POS buffered the negative effects on justice perceptions.

Christine A. Yip, University of Guelph  
Deborah M. Powell, University of Guelph  
Submitter: Christine Yip, cyip@uoguelph.ca

### 298. Panel Discussion: 1:30 PM–2:50 PM Grand Ballroom A

#### Pattern-Oriented Methodology in I-O Psychology: Taking the Next Step

Pattern-oriented research involves classifying people according to their scores across relevant variables then studying each group's outcomes. These panelists have used the "pattern approach" within different domains (leadership, commitment, personality, career development, and retirement) and will discuss pattern-oriented design issues, best practices, "don't dos," and the approach's strengths and weaknesses.

Patrick Gavan O'Shea, Human Resources Research Organization, *Chair*  
Roseanne J. Foti, Virginia Tech, *Panelist*  
Sigrid B. Gustafson, American Institutes for Research, *Panelist*  
Matthias J. Reitzle, Friedrich Schiller University of Jena, *Panelist*  
Robert R. Sinclair, Clemson University, *Panelist*  
Mo Wang, University of Maryland, *Panelist*  
Submitter: Patrick O'Shea, goshea@humrro.org

### 299. Symposium/Forum: 1:30 PM–2:50 PM Grand Ballroom C

#### New Directions and Developments in Interpersonal Skills Assessment

The importance of hiring, developing, and rewarding effective interpersonal skills is evident for both leadership/supervisory roles and entry-level positions. However, defining and measuring interpersonal skills in an organizationally useful way can be problematic. This symposium presents new perspectives about interpersonal

skills constructs and new ideas for leveraging technological advancements in assessment.

Denise Potosky, Pennsylvania State University, *Co-Chair*  
Philip Bobko, Gettysburg College, *Co-Chair*  
Denise Potosky, Pennsylvania State University, Philip Bobko, Gettysburg College, *Interpersonal Skills Measurement From a Meaning-Centric Perspective*  
Kathleen A. Tuzinski, PreVisor, Jay Janovics, PreVisor, *Coaching Effectiveness in Supervisor and Front-Line Manager Roles*  
Tracy Kantrowitz, PreVisor, Ruth Kanfer, Georgia Institute of Technology, *Personality and Motivational Predictors of Interpersonal Work Competence*  
Charles D. Allen, University of Maryland, R. Craig Bullis, U.S. Army War College, Thomas J. Williams, U.S. Army War College, *Enhancing Self-Awareness and Improving Interpersonal Skills: An Executive Methodology*  
Cynthia D. McCauley, Center for Creative Leadership, *Discussant*  
Submitter: Denise Potosky, dxp16@psu.edu

### 300. Symposium/Forum: 1:30 PM–2:50 PM Salon E



#### Theme Track Symposium: It's All About Me: The Issues of Renewal and Revitalization on an Individual Level

This session will explore how organizations can help individuals through stressful times and how we as I-O psychologists can renew ourselves as well. We will explore the 3 arenas of coping, recovery, and respite and their respective roles in helping to restore balance and focus. The session will end with an experiential exercise allowing participants to evaluate the potential effectiveness of these exercises for ourselves and others.

Paula A. Schlesinger, ITO Development, *Chair*  
Dov Eden, Tel Aviv University, Israel, Sabine Sonnentag, University of Konstanz, *How Recovery Is Critical in Revitalization*  
Catherine McCarthy, The Energy Project, *Experiential Learning: A Personal Encounter With Renewal*  
Submitter: Paula Schlesinger, Paula@ITODDevelopment.com

### 301. Symposium/Forum: 2:00 PM–2:50 PM 201

#### Leveraging Technology to Engage Candidates and Deepen Assessments

Organizations and candidates increasingly expect technology-based tests and assessments to be not only accurate and efficient but also to be engaging, interactive, and high fidelity. Mechanisms and design principles for achieving these goals are underexplored. Presenters draw on successes and setbacks to share related guidance, insights, and innovative applications.

Evan F. Sinar, Development Dimensions International, *Chair*  
Sara L. Gutierrez, PreVisor, Darrin Grelle, PreVisor, Tracy Kantrowitz, PreVisor, Kathleen A. Tuzinski, PreVisor, Ryan Downey, Knowledge Technologies, Pearson, *Successful Implementation of Innovative Item Formats Within Preemployment Selection Settings*  
Lisa Teeter, Development Dimensions International, Evan F. Sinar, Development Dimensions International, *Research and Design Principles for Developers of Technology-*

**Based Test Items**

Eric J. Sydell, Shaker Consulting Group, Nikki M. Dudley-Meislahn, Shaker Consulting Group, Marisa Gianvito, Shaker Consulting Group, *Walking the Line Between High Fidelity and High Validity*

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

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**302. Symposium/Forum: 2:00 PM–2:50 PM  
206-207**
**Verification of Unproctored Online Testing: Considerations and Research**

The confluence of technology advances and economic pressures has led many employers to adopt self-service unsupervised online testing programs. A key concern with such programs is cheating. A diverse panel of presenters will discuss verification testing models to address cheating, including research and considerations for practice in this uncharted area.

John A. Weiner, PSI, *Chair*

John A. Weiner, PSI, Eugene Burke, SHL Group PLC, *From Simulations to Live Data: Does Verification Work?*

Robert E. Gibby, Procter & Gamble, Angela K. Pratt, Procter & Gamble, Andrew Biga, Procter & Gamble, Lindsay E. Sears, Clemson University, Michal Gradshtein, IIT, Brad Schlessman, Wright State University, *Verification of Unproctored Online Noncognitive and Adaptive Cognitive Tests*

Michael S. Fetzter, PreVisor, Darrin Grelle, PreVisor, *An Innovative Use of CAT for Unproctored Internet Testing*

Submitter: John Weiner, jweiner@psionline.com

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**303. Symposium/Forum: 3:30 PM–4:20 PM  
202**
**There's More to Selection Than Correlation Coefficients:  $r$  You Serious?**

Establishing an assessment's validity does not ensure its success within an organization. In this session, we bring together diverse perspectives from the field to focus attention on other criteria important for the adoption and long-term success of an assessment system. Presenters will discuss what made assessments successful within their organizations.

Scott A. Goodman, Shaker Consulting Group, *Chair*

Nikki M. Dudley-Meislahn, Shaker Consulting Group, *Co-Chair*

Richard T. Cober, Marriott International Inc., Adam B. Malamut, Marriott International, Inc., Jonathan M. Canger, Marriott Vacation Club International, *Managing Selection on a Global Scale: Change Management/Coping Strategies*

Carrie Rulis, CVS Caremark, Kathy Gagne, CVS Caremark, *Staffing From an Internal Talent Pool: CVS' Prescription for Success*

Aaron Hudy, Toshiba Americas Medical Systems, *Driving Business Outcomes Through Higher Resolution Candidate Imaging*

Steven T. Hunt, SuccessFactors, *Discussant*

Submitter: Scott Goodman, scott.goodman@shakercg.com

**304. Roundtable Discussion/Conversation Hour:  
3:30 PM–4:20 PM  
203**
**Meet the TIP Editorial Board!**

An informal forum is provided for interested parties to learn how to contribute to *TIP*. Participants will interact with Editorial Board members to discuss new ideas. Topics published in *TIP* are revealed to be rich and diverse within the domain of the practice, science, and teaching of I-O psychology.

Wendy S. Becker, Shippensburg University, *Host*

Lori Foster Thompson, North Carolina State University, *Host*

Submitter: Wendy Becker, wsbecker@ship.edu

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**305. Symposium/Forum: 3:30 PM–4:20 PM  
204**
**Measurement of Work–Family Integration: U.S., Spain, and Sweden**

This symposium includes 3 factor analytical studies on the measurement of work family constructs using single- and multi-item measures in diverse cultural contexts, including the United States, Spain, and Sweden. The papers contribute to the growing body of research evaluating measurement and generalizability of work–family issues across cultures.

Armando X. Estrada, Washington State University-Vancouver, *Co-Chair*

Kristine J. Olson, Washington State University-Vancouver, *Co-Chair*

Russell A. Matthews, Louisiana State University, Gwenith G. Fisher, University of Michigan, *Facilitating Work–Family Research: The Utility of Single-Item Measures*

Kristine J. Olson, Washington State University-Vancouver, Armando X. Estrada, Washington State University-Vancouver, Colin Harbke, Western Illinois University, Anders Berggren, Sweden National Defence College, Sophia Ivarsson, Swedish National Defence College, *Psychometric Properties of WFC Measurement With the Swedish Armed Forces*

M. Gloria Gonzalez-Morales, University of Delaware, Lois E. Tetrick, George Mason University, *Measurement of Work–Family Positive Spillover: Spain and the USA*

Steven A. Y. Poelmans, IESE Business School, *Discussant*

Submitter: Kristine Olson, kristine\_olson@vancouver.wsu.edu

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**306. Panel Discussion: 3:30 PM–4:20 PM  
205**
**First-Line Supervisor Selection: Roadblocks, Triumphs, and Revelations**

The development and implementation of systems designed to select first-line supervisors require that unique factors be considered, including a determination of how to identify those candidates able to move from being highly successful individual contributors to becoming high-performing supervisors. Panelists will share their experiences and insights regarding first-line supervisory selection.

Jan L. Boe, Valtera Corporation, *Co-Chair*

Mary L. Doherty, Valtera Corporation, *Co-Chair*

Michael N. Bazigos, IBM Corporation, *Panelist*  
 Juan Benavidez, TeleTech Inc., *Panelist*  
 Sarah C. Evans, Children's Healthcare of Atlanta, *Panelist*  
 Arlene P. Green, Frito-Lay, Inc., *Panelist*  
 Sergio Bernardi, IBM, *Panelist*  
 Michael Crespo, Columbia University, *Panelist*  
 Submitter: Jan Boe, jboe@valtera.com

### 307. Symposium/Forum: 3:30 PM–4:20 PM 206-207

#### **Native Americans and Organizational Assessments: Exploring Diversity Issues**

Scores for Native Americans on constructs important to the science and practice of I-O psychology will be compared to other groups. Research examining differences for 2 different personality assessments, occupational interests, and job satisfaction will be presented. Results of the studies will provide the stimulus for discussion and audience interaction.

Scott A. Davies, Walden University, *Chair*  
 Richard C. Thompson, CPP, Inc., Nicole Herk, CPP, Inc.,  
*Persistent Personality Differences on the CPI*  
 Scott A. Davies, Walden University, Patrick L. Wadlington,  
 Birkman International, Inc., Tammie K. Frederick, Native  
 American Management Consulting, LLC, *Exploring*  
*Personality Test Scores and Occupational Interests for*  
*Native Americans*  
 Andrew Belinsky, Walden University, Scott A. Davies, Walden  
 University, *Native American Job Satisfaction in a*  
*Multiorganization Archival Database*  
 Eugene F. Stone-Romero, University of Texas-San Antonio,  
*Discussant*

Submitter: Scott Davies, tula2319@hughes.net

### 308. Symposium/Forum: 3:30 PM–4:20 PM 208-209

#### **Toward Better Structural Modeling: Effect Size, Residuals, and Multilevel Mediation**

Structural models provide valuable analytic tools for testing the relationships among organizational variables. However, the conclusions that are drawn from these techniques are only valid to the extent that the results are interpreted correctly. These papers provide recommendations for improving the evaluation and interpretation of structural analyses.

Hock-Peng Sin, Michigan State University, *Chair*  
 Christopher D. Nye, University of Illinois, *Co-Chair*  
 Larry J. Williams, Virginia Commonwealth University, Ernest  
 O'Boyle, Virginia Commonwealth University, *Guidelines*  
*for the Analysis of Residuals in Latent Variable Models*  
 Songqi Liu, University of Maryland, Mo Wang, University of  
 Maryland, Yujie Zhan, University of Maryland, Le Zhou,  
 University of Maryland, *Multilevel Mediation Analyses:*  
*A New Procedure Using Bootstrap Methods*  
 Christopher D. Nye, University of Illinois, *An Effect Size*  
*Index for Studies of Measurement Equivalence*

Submitter: Christopher Nye, cnye2@uiuc.edu

### 309. Symposium/Forum: 3:30 PM–4:20 PM 210-211

#### **Leadership Development in Practice: Unique Challenges, Unique Solutions**

This symposium will focus on 3 unique approaches to developing leaders in organizations with different cultures. Presentations will include detail about the leadership challenges addressed by each program, program content, the challenges faced and overcome in the implementation and administration of the programs, and how program success has been evaluated.

Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc, *Chair*  
 Nataliya Lomakina, Verizon, Matthew J. Dreyer, Verizon,  
*Ensuring a Diverse Succession Pipeline Through*  
*Leadership Development*  
 Amy Dawgert Grubb, Federal Bureau of Investigation,  
*Aligning Leadership Development With a Changing*  
*Mission at the FBI*

Submitter: Matthew Dreyer, matthew.j.dreyer@verizon.com

### 310. Panel Discussion: 3:30 PM–4:20 PM 212

#### **Optimizing Global Resources in a Recession: Outsourcing I-O Work Offshore**

Given the 2009 global recession, the value proposition of HR outsourcing/offshoring (outsourcing jobs outside the U.S.) continues to grow (Gartner Group, 2009). Global Assessor Pool (2009) reports that 18% of organizations offshore I-O work. This panel is the first-known examination of trends, benefits, drawbacks, and best-practices in this emerging area.

Tasha L. Eurich, CH2M HILL, *Chair*  
 Martin Lanik, Global Assessor Pool, Ltd, *Panelist*  
 Kevin M. Kramer, Accenture, *Panelist*  
 Tommie Mobbs, TeleTech Holdings, *Panelist*

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

### 311. Interactive Posters: 3:30 PM–4:20 PM 213-214

#### **Self Regulation and Performance: Just Control Yourself**

John Donovan, Rider University, *Facilitator*

#### **311-1 Values in Motivation: Support for a Self-Regulatory Approach**

The literature surrounding motivation is often criticized for the abundance of perspectives. We use a common framework for understanding motivation theory, the content-process approach, to expose commonalities surrounding the values construct in motivation. These commonalities provide support for an integrative theory of values based on control theory.

Kristen M. More, Ohio University  
 Jeffrey B. Vancouver, Ohio University

Submitter: Kristen More, kristenmore@verizonmail.com

### 311-2 Self-Regulation of Goals and Performance: Effects of Discrepancy Feedback

This laboratory study examines the effects of discrepancy feedback on personal goal-revision processes. The results demonstrated that discrepancy information is a strong and independent predictor of goal revision across multiple trials. Self-efficacy also predicted goal revision, and a GPD x self-efficacy interaction was found. Implications are discussed.

Jessica M. Nicklin, University of Hartford  
Kevin J. Williams, University at Albany, SUNY  
Submitter: Jessica Nicklin, jn0702@gmail.com

### 311-3 Interactive Effects of Regulatory Fit and Goal Characteristics on Performance

The purpose of this study was to integrate stop rules and goal-setting research to provide a more complete view of the influences on task persistence and performance. We show that goal characteristics (specificity, difficulty) interact with feelings from regulatory fit/nonfit to impact target task persistence and performance.

Zhivka Petkova, University of Akron  
Aaron M. Schmidt, University of Minnesota  
Submitter: Zhivka Petkova, zyp1@uakron.edu

### 311-4 Trait-Like Goal Orientation, Self-Regulation, and Performance: A Meta-Analysis

Existing research on trait-like goal orientation was meta-analyzed to identify and examine relationships with self-regulation as well as ability and performance. As expected, some of the largest positive relationships were with self-regulatory processes and mastery goal orientation rather than performance, performance-approach, or performance-avoid goal orientations.

Douglas F. Cellar, DePaul University  
Alice F. Stuhlmacher, DePaul University  
Samuel K. Young, DePaul University  
David Fisher, DePaul University  
Christopher K. Adair, DePaul University  
Sarah M. Haynes, DePaul University  
Emily Twichell, DePaul University  
Kathleen M. Arnold, DePaul University  
Kendra Palmer, DePaul University  
Bethany Lynn Denning, DePaul University  
Devon Riester, DePaul University

Submitter: Samuel Young, syoung27@depaul.edu

### 312. Symposium/Forum: 3:30 PM–4:20 PM Crystal Ballroom A/F

#### The Importance of Collegial Relationships in Burnout and Work Behaviors

Three presentations provide a thorough consideration of the role of social relationships at work on employees' quality of worklife, considering models based on the JD/R model and Kanter's empowerment. The intervention study tested concepts within the cross-sectional studies demonstrating that improvements in worklife quality accompany improvements in collegiality.

Michael Leiter, Acadia University, *Chair*  
Heather Laschinger, University of Western Ontario, Laura Petitta, University of Rome "Sapienza," *Job Burnout, Absenteeism, and Extra Role Behaviors*  
Michael Leiter, Acadia University, Heather Laschinger, University of Western Ontario, *Improved Civility to Alleviate Burnout: An Intervention Study*

Submitter: Michael Leiter, michael.leiter@acadiau.ca

### 313. Debate: 3:30 PM–4:20 PM Crystal Ballroom B/E

#### Between Cognitive Structure and Organizational Chaos: Quo Vadis Innovation Research?

We shall debate 4 issues: Should the chaotic process of innovation be the starting point or is a cognitive theory enough? What do the stage models tell us? Does serendipity explain creativity and innovation? What kind of theory is needed for practical suggestions and for advancing research?

Miriam Erez, Technion, *Chair*  
Michael Frese, University of Singapore, *Presenter*  
Michael D. Mumford, University of Oklahoma, *Presenter*  
Ryan Fehr, University of Maryland, *Presenter*  
Roni Reiter-Palmon, University of Nebraska-Omaha, *Presenter*  
Ashley M. Guidroz, Denison Consulting, *Presenter*  
Daniel R. Denison, International Institute for Management Development, *Presenter*

Submitter: Michael Frese, michfrese@gmail.com

### 314. Symposium/Forum: 3:30 PM–4:20 PM Crystal Ballroom C/D

#### Training for Emotional Labor: Impact on Performance and Well-Being

Emotional labor (EL) is a critical aspect of service work but can be stressful for the employee. Our 3 papers show that training for EL is rarely used but may be effective, particularly for those with hostile customer interactions and who have a promotion-regulatory focus.

Alicia A. Grandey, Pennsylvania State University, *Co-Chair*  
Patricia E. Grabarek, Pennsylvania State University, *Co-Chair*  
Patricia E. Grabarek, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Understanding "Smile School": Emotional Labor Training Occurrence and Consequences*

Andrea Silke McCance, University of Illinois-Urbana-Champaign, Sharmin Spencer, DePaul University, *Emotion Regulation Training Reaps Psychological and Organizational Rewards*

Jason Dahling, College of New Jersey, Hazel-Anne M. Johnson, Rider University, *Effects of Trait and State Regulatory Focus on Emotional Labor*

Submitter: Patricia Grabarek, peg128@psu.edu

### 315. Panel Discussion: 3:30 PM–4:20 PM Salon B

#### Employee Engagement...Who Cares?

Employee engagement has enjoyed a meteoric rise in corporate and research settings. Has this popularity limited critical thinking on the subject? Is engagement a

unique construct, with predictive and descriptive powers beyond that of other constructs? This provocative session will explore the truth and the myth of engagement.

Sarah R. Johnson, CLC Genesee, *Chair*

Paul Sanders, Intel Corp., *Panelist*

Paul M. Mastrangelo, CLC Genesee, *Panelist*

Sean DelDuco, Microsoft Corp., *Panelist*

Submitter: Sarah Johnson, srjohnson@executiveboard.com

### 316. Symposium/Forum: 3:30 PM–4:20 PM Salon C

#### **Race Still Matters: Racial Identity, Perceived Discrimination, and Organizational Attraction**

This session will focus on the effects of race in the workplace. Presentations will examine the nature and prevalence of racial identity, its organizational consequences, and methods to proactively buffer negative effects. An extended question-and-answer period will also allow for audience interaction.

Brian K. Griepentrog, Fors Marsh Group, *Chair*

Tessa Basford, George Washington University, Salman A.

Jaffer, George Washington University, Raluca Graebner,

George Washington University, Sumona Basu, Bloomberg

LP, Lynn R. Offermann, George Washington University,

*Microaggressions: Comparing Minority and Nonminority Perceptions of Ambiguous Racial Interactions*

Jessica Badger, George Washington University, Brian K.

Griepentrog, Fors Marsh Group, Amanda Anderson, Fors

Marsh Group, Sean Marsh, Fors Marsh Group, *Racial*

*Identity and Perceived Discrimination: Do Values Make a Difference?*

Brian K. Griepentrog, Fors Marsh Group, Amanda Anderson,

Fors Marsh Group, Sean Marsh, Fors Marsh Group,

*Competing Identities: How Strong Organizational*

*Identities Repel Strong Racial Identities*

Submitter: Brian Griepentrog, bg@forsmarshgroup.com

### 317. Special Events: 3:30 PM–4:20 PM Salon E

#### **Theme Track Closing Keynote: Leading Well and Living Well in Challenging Times**

Dr. Goldsmith will share recent research results on finding meaning and happiness in life including using the concepts of “stop” and “feed forward” in leadership development.

Mariangela Battista, OrgVitality LLC, *Chair*

Marshall Goldsmith, Alliant International University, *Presenter*

### 318. Special Events: 4:30 PM–5:20 PM Grand Ballroom A

#### **Closing Plenary Session**

Eduardo Salas, University of Central Florida, *Chair*

Dave Ulrich, University of Michigan/RBL Group, *Presenter*

SATURDAY PM

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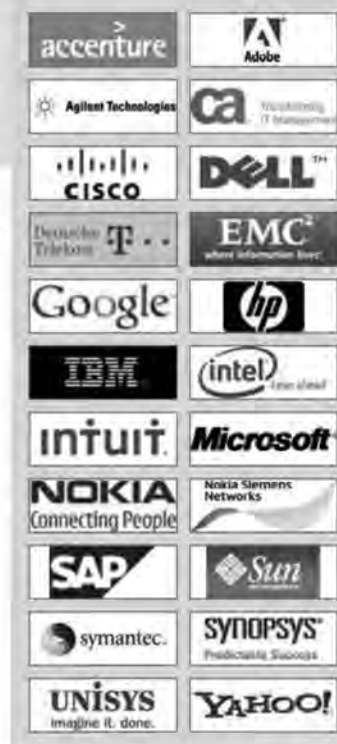
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### **Sample of SIOP presentations by ITSG members**

#### **Innovation in Benchmarking Employee Survey Results**

- Thursday 10:30am. ITSG participant: SAP.

#### **Identified Employee Surveys: Pros, Cons, What We Know/Don't Know**

- Friday 12:00pm. ITSG participant: Microsoft.

#### **Reading Between the Lines: Analyzing & Visualizing Text/Qualitative Data**

- Friday 1:30pm. ITSG participants: Google and Sun.

#### **To Share or Not to Share Survey Data with Employees**

- Saturday 10:30am. ITSG participants: Dell, Google, and Microsoft.

#### **Employee Engagement: Who cares?**

- Saturday 3:30pm. ITSG participants: Intel and Microsoft.

*Please check the conference program for the latest dates and times.*



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## Primary Content Areas

(listed by session number; numbers following hyphens are posters)

This index shows the main title of every item accepted for the SIOP program, grouped by the primary content area as designated by its submitter. Titles are shown in order of presentation within areas. Numbers with hyphens are posters. For presentation formats other than posters (symposia/forums, discussions, and so forth) only the main title is indexed, not subsidiary presentation titles. Visit <http://www.siop.org/programsearch> to search the electronic version of the conference program by keywords, all content area codes, and authors' names.

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- 15-1 Modesty, Political Skill, and Career Success: A Predictive Study, Galleria, 10:30 AM
- 15-2 The Temporal Dynamics of Unemployment on Psychological Well-Being: Gender Effects, Galleria, 10:30 AM
- 15-3 Bases of Commitment to Academic Majors and Expected Career Outcomes, Galleria, 10:30 AM
- 15-4 Onboarding Externally Hired Executives in Six Critical Areas, Galleria, 10:30 AM
- 15-5 An Experimental Investigation of an Interactive Model of Academic Cheating, Galleria, 10:30 AM
- 15-6 Perception or Reality? How Early Protégé Expectations Predict Subsequent Perceptions, Galleria, 10:30 AM
- 15-7 Development of the Mexican Organizational Citizenship Behavior: A Cross-Cultural Study, Galleria, 10:30 AM
- 15-8 Self-Directed Career Management: Towards an Integrative Framework, Galleria, 10:30 AM
- 15-9 Relative Importance of Abilities–Demands and Needs–Supplies Fit, Galleria, 10:30 AM
- 15-10 Behavioral Integrity, Mentoring Behavior, and Interpersonal Citizenship Behaviors, Galleria, 10:30 AM
- 15-11 A Qualitative Study Investigating the Onboarding of the Hourly Workforce, Galleria, 10:30 AM
- 15-12 Work History and Job Search Process for Older Job Seekers, Galleria, 10:30 AM
- 15-13 Examining the Role of Change in Stressors During Organizational Socialization, Galleria, 10:30 AM
- 15-14 Mentoring Relationship Perceptions and Behaviors: Attempting to Understand the Discrepancies, Galleria, 10:30 AM
- 15-15 Adaptability and Newcomer Outcomes: The Mediating Role of P–O Fit, Galleria, 10:30 AM
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- 67-4 Do Mentor and Protégé Personality Predict Relationship Quality?, 213-214, 2:00 PM
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- 242 Bridging the Science–Practice Gap, 205, 10:30 AM
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- 175-4 Gendered Reactions to Counterproductive Work Behavior, Galleria, 1:30 PM
- 175-5 Taking a Virtual Break: Cyberloafing as On-the-Job Recovery Mechanism, Galleria, 1:30 PM
- 175-6 Clarifying the Justice-Deviance Relationship: The Moderating Role of Values, Galleria, 1:30 PM
- 175-7 Negative Impression Management and Machiavellianism, Galleria, 1:30 PM
- 175-8 Why Do Overqualified Incumbents Deviate? Examining Multiple Mediators, Galleria, 1:30 PM
- 175-9 Trust as an Antecedent of CWB, as Moderated by Race, Galleria, 1:30 PM
- 175-10 Blowing the Whistle: The Role of Ethical Leadership and Coworkers, Galleria, 1:30 PM
- 175-11 The Effect of Mentor Gender on Protégé Counterproductive Workplace Behaviors, Galleria, 1:30 PM
- 175-12 Individual and Situational Characteristics Predicting Work Personal Web Usage, Galleria, 1:30 PM
- 175-13 Job Stressors and Counterproductive Work Behavior: A Meta-Analysis, Galleria, 1:30 PM
- 186-1 Anger, Workplace Stressors, and Counterproductive Work Behaviors: A Longitudinal Investigation, 213-214, 2:00 PM
- 186-2 Workplace Bullying: Examining Self-Monitoring and Organizational Chaos, 213-214, 2:00 PM
- 186-3 Validation of the Hostile Attributional Style Short Form, 213-214, 2:00 PM
- 186-4 Observing Workplace Aggression: What Intervention Strategies Should I Use?, 213-214, 2:00 PM
- 189 Sexual Harassment: Some New Perspectives on an Old Problem, 202, 3:30 PM
- 216 Workplace Mistreatment: Advances on Understanding Perpetration, Effects, and Interventions, 204, 8:00 AM
- 247-1 Short-Timer's Syndrome: The Downside of Autonomy, 213-214, 10:30 AM
- 250 An Examination of the Sources and Targets of Workplace Deviance, Crystal Ballroom C/D, 10:30 AM

**Emotions/Emotional Labor**

- 95-2 The Relationship Between Explicitness of Display Rules and Sales, Grand Ballroom A, 6:00 PM
- 165 New Directions for Studying Individual Differences in Affect, Salon E, 12:00 PM
- 198 Understanding Emotion Regulation in Context, Crystal Ballroom B/E, 3:30 PM
- 257 Assessing Emotional Intelligence With Multimedia and a Broader Criteria Space, Salon B, 10:30 AM
- 271 Between- and Within-People Investigations of Affect and Behavior at Work, Crystal Ballroom C/D, 12:00 PM
- 284 Leaders, Followers, and Emotion Regulation: Processes and Outcomes, 204, 1:00 PM
- 297-1 A Multilevel Investigation of Emotional Labor, Affect, Withdrawal, and Gender, Galleria, 1:30 PM
- 297-2 Understanding Turnover Propensity via Job-Specific and Identity-Based Emotional Beliefs, Galleria, 1:30 PM
- 297-3 Green-Eyed Monster at Work: An Integrated Model of Workplace Envy, Galleria, 1:30 PM
- 297-4 Faking It Well: Effects of Surface Acting on Task Performance, Galleria, 1:30 PM
- 297-5 The Initial Validation of the Workplace Emotion Regulation Preference Inventory, Galleria, 1:30 PM
- 297-6 An Experience Sampling Investigation of Workplace Interactions, Affect, and Well-Being, Galleria, 1:30 PM
- 297-7 Are the Negative Effects of Emotional Labor Exacerbated Among Machiavellians?, Galleria, 1:30 PM
- 297-8 Sweet Success: The Nature and Implications of Savoring Personal Achievement, Galleria, 1:30 PM
- 297-9 Negative Affect and Job Performance: A Density Distribution Approach, Galleria, 1:30 PM
- 297-10 The Role of Humor in the Workplace: A Meta-Analysis, Galleria, 1:30 PM
- 297-11 How Will It Feel: Affective Forecasts and Feedback-Seeking Behavior, Galleria, 1:30 PM
- 314 Training for Emotional Labor: Impact on Performance and Well-Being, Crystal Ballroom C/D, 3:30 PM

**Employee Withdrawal (e.g., absence, turnover)/Retention**

- 3 Recent Advances in Voluntary Turnover Research: Expanding the Horizon, 202, 10:30 AM
- 31 Maximizing the Value of Your Exit Survey Process, 201, 12:00 PM
- 192 P-E/P-O/P-J Fit, 205, 3:30 PM
- 218-1 The Influence of Weather on the Motivation to Attend, 213-214, 8:00 AM
- 218-2 Meditational Effects of Burnout on the Job Satisfaction-Family Satisfaction Relationship, 213-214, 8:00 AM
- 218-3 Testing Competing Models of Interrelationships Between Withdrawal Behaviors: A Meta-Analysis, 213-214, 8:00 AM
- 218-4 A Self-Determination Perspective on Turnover: Examining Personality and Context Predictors, 213-214, 8:00 AM
- 247-2 Who Are the Hobos? Personality of Frequent Quitters in Korea, 213-214, 10:30 AM



**Global/International/Cross-Cultural Issues**

- 18 Taking Competency Models Global: A Practitioner Perspective, Salon C, 10:30 AM
- 44 International Perspectives on the Practice of I-O Psychology, Crystal Ballroom A/F, 12:30 PM
- 45-1 Entrepreneurial Orientation: Testing a Framework in Chinese and U.S. Contexts, Galleria, 12:30 PM
- 45-2 Guanxi Quality and Knowledge Transfer: An Interpersonal Trust Perspective, Galleria, 12:30 PM
- 45-3 Prior Intercultural Experience: Moving From Quantity to Quality, Galleria, 12:30 PM
- 45-4 A Team Effectiveness (IMO) Framework for Unique Expatriate Team Challenges, Galleria, 12:30 PM
- 45-5 Validating the Cultural Intelligence Scale: What Does It Really Measure?, Galleria, 12:30 PM
- 45-6 The Cross-Cultural Generalizability of the CRT-RMS to Korean Samples, Galleria, 12:30 PM
- 45-7 Individualism–Collectivism and Cooperative Behavior in Workgroups: A Meta-Analysis, Galleria, 12:30 PM
- 45-8 Cross-Cultural Differences in Business Request E-Mails, Galleria, 12:30 PM
- 45-9 Continued Validation of a U.S. Social Self-Efficacy Inventory in China, Galleria, 12:30 PM
- 45-10 A Cross-National Examination of the Technology Acceptance Model, Galleria, 12:30 PM
- 45-11 Cross-National Differences in Cultural Positivity and Organizational Commitment, Galleria, 12:30 PM
- 45-12 Culture's Role in the Relationship Between Climate Strength and Commitment, Galleria, 12:30 PM
- 45-13 Family Involvement in Chinese and German Small Businesses, Galleria, 12:30 PM
- 45-14 Self-Constraint and Morality, Galleria, 12:30 PM
- 45-15 Development and Initial Validation of the Cross-Cultural Competence Inventory, Galleria, 12:30 PM
- 45-16 The Relationship Between Personality, Cross-Cultural Adjustment, and Turnover Intentions, Galleria, 12:30 PM
- 61 Balancing Globalization With Localization: Successfully Implementing Global Talent Management Programs, Salon C, 1:30 PM
- 63 Global Leadership Assessment and Development: Challenges and Lessons Learned, 202, 2:00 PM
- 80 Capturing the Global Mindset: Current Definitions, Metrics, and Directions, 210-211, 3:30 PM
- 110 Developing a Global Mindset in Future Leaders, 210-211, 8:30 AM
- 114 Global Mindset as a Key Competency for Global Leadership Effectiveness, Salon A, 8:30 AM
- 125 Understanding Humanitarian Work Psychology Through Case Studies and Student Opportunities, 204, 10:30 AM
- 139 Going Global: Ensuring Successful Adaptation and Implementation of Preemployment Assessments, Grand Ballroom D, 10:30 AM
- 183 The Global Task Force for Humanitarian Work Psychology, 208-209, 2:00 PM
- 194 The Birth of the International Affairs Committee: Goals and Actions, 208-209, 3:30 PM
- 215 An Applicant Reactions Research Incubator: Expanding the Cross-Cultural Frontier, 203, 8:00 AM
- 240 I-O Psychology Practices in China: East Meets West, 203, 10:30 AM
- 249 Going Global: Nuggets of Wisdom From the Professional Practice Series, Crystal Ballroom B/E, 10:30 AM
- 281 Advancing Cultural Intelligence Research: Moderating Influences of Person and Context, Grand Ballroom D, 12:30 PM
- 307 Native Americans and Organizational Assessments: Exploring Diversity Issues, 206-207, 3:30 PM
- 310 Optimizing Global Resources in a Recession: Outsourcing I-O Work Offshore, 212, 3:30 PM

**Groups/Teams**

- 14 Team Effectiveness: Concepts, Causes, Correlates, and Consequences, Crystal Ballroom C/D, 10:30 AM
- 28-7 The Effects of Shared Leadership on Team Learning, Galleria, 11:30 AM
- 35 Multiteam Imperatives for Leadership and Organization, 210-211, 12:00 PM
- 62 Theme Track Symposium: Building and Managing Virtual Teams in a Global Environment: Moving Forward Through Matching Insights, Tools, and Technology, Salon E, 1:30 PM
- 78 Team Processes and Outcomes: Relationships Across Levels and Cultures, 206-207, 3:30 PM
- 95-3 The Role of Sex Composition in Team Training Performance, Grand Ballroom A, 6:00 PM
- 108 New Ideas in Team Development, 205, 8:30 AM
- 141 Advances in the Science and Practice of Team Composition, Salon B, 10:30 AM
- 162 Forging the Way Forward for Team Mental-Model Research, Salon B, 12:00 PM
- 166-1 Selection in Teams: Examining Knowledge, Personality, and Cognitive Ability, Galleria, 12:30 PM
- 181 Current Perspectives on Leadership in Collective Work Arrangements, Salon D, 1:30 PM
- 205 A Discussion of Current Research on Multiteam Systems, Salon A, 3:30 PM
- 217 High-Risk Teams: Transferability of Findings Between Domains, 206-207, 8:00 AM
- 226 Predicting Virtual Team Effectiveness: Focusing on the Micro Level, 212, 8:30 AM
- 230 Taking a Structural Approach to Understanding and Managing Team Performance, Grand Ballroom B, 8:30 AM
- 258 Using Situational Judgment Tests to Measure Teamwork and Communication, Salon C, 10:30 AM
- 262-1 An Application of the Punctuated Equilibrium Model to Team Processes, Galleria, 11:30 AM
- 262-2 Predictors of Collective Efficacy, Galleria, 11:30 AM
- 262-3 Development and Validation of the TeamSTEPPS Teamwork Perceptions Questionnaire, Galleria, 11:30 AM
- 262-4 The Cohesion and Performance Relationship Revisited: A Meta-Analysis, Galleria, 11:30 AM
- 262-5 Team-Level Leader–Member Exchange and a Trickle-Down Model of Exchange Relationships, Galleria, 11:30 AM
- 262-6 Team Members and Social Comparisons: A Comprehensive Literature Review, Galleria, 11:30 AM
- 262-7 Examining Potential Moderators on the Behavioral Processes–Outcomes Relation: A Meta-Analysis, Galleria, 11:30 AM
- 262-8 Antecedents of Team Potency and Team Effectiveness, Galleria, 11:30 AM
- 262-9 Norm Type and Strength: Group Potency, Cohesion, and Performance Implications, Galleria, 11:30 AM
- 262-10 Adaptive Coordination Makes Better Anesthesia Crews, Galleria, 11:30 AM
- 262-11 Reactions to Unique and Shared Information in Groups, Galleria, 11:30 AM
- 262-12 Team Process Measurement: Comparing Team Member and Observer Ratings, Galleria, 11:30 AM

- 262-13 The Influence of Group Characteristics on Leadership Schema Congruence, Galleria, 11:30 AM  
 262-14 Predicting Team Processes: Feedback Sign and Computer Mediation, Galleria, 11:30 AM  
 262-15 The Relationship Between Team Personality Composition and Teamwork Processes, Galleria, 11:30 AM  
 262-16 Interpersonal Aggression and Team Effectiveness: Test of a Mediation Model, Galleria, 11:30 AM  
 262-17 Trust in Temporary Teams: It's About the Trustor, Galleria, 11:30 AM  
 262-18 Virtual Team Communication Behaviors and Cognitive Outcomes, Galleria, 11:30 AM  
 274 Information Sharing in Teams and Multiteam Systems, Salon C, 12:00 PM  
 286 Making Matrix Management Work: Emerging and Innovative Approaches, Crystal Ballroom A/F, 1:00 PM  
 312 The Importance of Collegial Relationships in Burnout and Work Behaviors, Crystal Ballroom A/F, 3:30 PM

**Human Factors/Ergonomics**

- 86-1 Extending the Resource Depletion Model of Vigilance, Galleria, 3:30 PM

**Inclusion/Diversity (e.g., sexual orientation, race, gender)**

- 6 Diversity and Inclusion, 205, 10:30 AM  
 11-1 Attitudes About Pregnant Employees: Change Over Twenty Years, 213-214, 10:30 AM  
 11-2 Investigating Pregnancy and Marital Status Discrimination in Employee Performance Appraisals, 213-214, 10:30 AM  
 11-3 The Psychology of Female Quick-Service Restaurant Franchisees, 213-214, 10:30 AM  
 45-17 Workplace Experiences of Bilingual Employees: A Replication and Extension, Galleria, 12:30 PM  
 45-18 Double Jeopardy Upon Resumé Screening: Is Aisha Less Employable Than Ahmed?, Galleria, 12:30 PM  
 45-19 The Correspondence Between Asian-American Stereotypes and Successful Leader Attributes, Galleria, 12:30 PM  
 45-20 See No Evil: Colorblindness, Meritocratic Worldview, and Microaggression Perceptions, Galleria, 12:30 PM  
 45-21 Employment Decisions as a Function of an Applicant's Accent, Galleria, 12:30 PM  
 47 Diversity in a Changing Workplace: Policies and Climates, Grand Ballroom B, 12:30 PM  
 64 Recruitment and Adverse Impact: Vocational Interests, Advertisements, and Job Acceptance, 204, 2:00 PM  
 89 Diversity Ideology of Choice: Multiculturalism or Colorblindness, Salon B, 3:30 PM  
 93-1 Resolving the Fairness Paradox: Successfully Navigating Diversity Change Management, Galleria, 4:30 PM  
 93-2 Gender Differences in Faculty Turnover: Disparate Views and Paths, Galleria, 4:30 PM  
 93-3 Effects of Sexual Orientation Antidiscrimination Legislation on Interpersonal Discrimination, Galleria, 4:30 PM  
 93-4 Workplace Paternalism, Galleria, 4:30 PM  
 93-5 Effects of Perceived Diversity on Justice Perception via Social Networks, Galleria, 4:30 PM  
 93-6 A Scholarly Investigation of Generational Workforce Differences: Debunking the Myths, Galleria, 4:30 PM  
 93-7 Bias in Mock Juror Decisions: Harassment of Blacks and Latinas, Galleria, 4:30 PM  
 93-8 Diversity Climate Dimensionality: Relationships With Organizational Support and Commitment, Galleria, 4:30 PM  
 93-9 Diversity Framed as an Ethical Issue, Galleria, 4:30 PM  
 93-10 Employment Discrimination Against Minority Immigrants: Decision Context and Applicant Characteristics, Galleria, 4:30 PM  
 93-11 Doubly Damned: Effects of Stereotypicality and Race on Blacks' Social Networks, Galleria, 4:30 PM  
 93-12 Is It Offensive or Funny? Reporting Sexual and Sexist Humor, Galleria, 4:30 PM  
 93-13 The Role of Individuating Information on Perceived Diversity Trainer Effectiveness, Galleria, 4:30 PM  
 93-14 Applicant Acknowledgement of Visible Physical Disabilities in Employment Interviews, Galleria, 4:30 PM  
 93-15 Diversity Training: Examining Minority Employees' Organizational Attitudes, Galleria, 4:30 PM  
 93-16 Managerial Diversity Attributions: Why We Should Care, Galleria, 4:30 PM  
 93-17 Diversity and Turnover Intentions: Can Tenure Moderate Differential Racioethnic Effects?, Galleria, 4:30 PM  
 93-18 Dissatisfied and Overworked: Effects of Structural Integration on Racioethnic Minorities, Galleria, 4:30 PM  
 93-19 Observers' Responses to Racial Harassment in the Workplace, Galleria, 4:30 PM  
 93-20 Leadership Style Preferences and Gender Stereotyping in Generation Y, Galleria, 4:30 PM  
 93-21 Race-Related Beliefs Shape Perceptions of White Disadvantage and Policy Unfairness, Galleria, 4:30 PM  
 93-22 Investigation of Attitudinal Differences Among Individuals of Differing Employment Status, Galleria, 4:30 PM  
 93-23 Implicit Measures of Attitudes Toward Persons With Disabilities: Current Status, Galleria, 4:30 PM  
 93-24 The Selection of Leaders: The Influence of Social Dominance Orientation, Galleria, 4:30 PM  
 93-25 Sexual Orientation Discrimination in the Workplace: Examining the Victims' Perspectives, Galleria, 4:30 PM  
 93-26 Racioethnic Similarity, Support, and Work-Family Enrichment, Galleria, 4:30 PM  
 93-27 Reading Between the Lines: Reactions to Gendered Managerial Communications, Galleria, 4:30 PM  
 93-28 Differentiating Cognitive Subtests to Minimize Adverse Impact, Galleria, 4:30 PM  
 95-4 Valuing Diversity Attitudinal Variables: A Structural Equation Modeling Study, Grand Ballroom A, 6:00 PM  
 95-5 The Role of Diversity Climate Perceptions Among Employees With Disabilities, Grand Ballroom A, 6:00 PM  
 115 "Let's Talk": Bridging the Gap Between Diversity Researchers and Practitioners, Salon C, 8:30 AM  
 126 Multigenerational Issues in Organizations, 205, 10:30 AM  
 150 Furthering LGBT Leadership and Employee Resource Group Development, 203, 12:00 PM  
 175-14 Does Individuating Information Reduce Gender Bias? A Meta-Analysis, Galleria, 1:30 PM  
 176 Situational Moderators of Gender-Based Backlash, Grand Ballroom B, 1:30 PM  
 208 Leadership and Diversity: Science Meets Practice, Salon D, 3:30 PM  
 243 Relational Influences on Race and Sex Discrimination in Organizations, 206-207, 10:30 AM  
 264 LGBT Working Professionals: Perceptions, Policies, and Enhancing Engagement, 202, 12:00 PM  
 280 Trials, Tribulations, and Joys: Challenges of Teaching Diversity Management, Grand Ballroom B, 12:30 PM  
 316 Race Still Matters: Racial Identity, Perceived Discrimination, and Organizational Attraction, Salon C, 3:30 PM

**Innovation/Creativity**

- 29 Lighting the Spark: Organizational Practices That Ignite Innovation, Salon A, 11:30 AM
- 135-1 How Creativity Relevant Attitudes Trigger Behaviors, Skills, and Performance, Galleria, 10:30 AM
- 135-2 Daily Creativity: The Interplay Between Affect, Stressors, and Job Control, Galleria, 10:30 AM
- 135-3 Development of a Dimensionalized Measure of Innovative Performance, Galleria, 10:30 AM
- 135-4 Creative Climate in Virtual Environments, Galleria, 10:30 AM
- 135-5 Creative Identity, Creativity, and Fairness for Others in the Workplace, Galleria, 10:30 AM
- 135-6 Creative Performance and the Conscientiousness Components of Achievement and Dependability, Galleria, 10:30 AM
- 135-7 Ties With Potential: Linking Social Network Structure and Innovation Orientation, Galleria, 10:30 AM
- 135-8 Is Self-Evaluation of Creativity a Useful Criterion?, Galleria, 10:30 AM
- 135-9 The Paradox of Innovation Championing: Deviating From the Social Context, Galleria, 10:30 AM
- 135-10 Relationship Among Cognitive Style, Person–Organization Fit, and Innovative Behavior, Galleria, 10:30 AM
- 152 Technology in the Workplace, 205, 12:00 PM
- 212 Do You Tweet? Social Media and the Implications for I-O Psychology, Crystal Ballroom C/D, 4:30 PM
- 219 Human Resource Management Interventions for Innovation, Crystal Ballroom C/D, 8:00 AM
- 248 Contexts of Creativity: Challenging the Assumptions, Crystal Ballroom A/F, 10:30 AM
- 313 Between Cognitive Structure and Organizational Chaos: Quo Vadis Innovation Research?, Crystal Ballroom B/E, 3:30 PM

**Job Analysis/Job Design/Competency Modeling**

- 21 Legal Issues in Job Analysis: Avoiding Lawsuits Without Breaking Budgets, Grand Ballroom A, 11:00 AM
- 66 Industry Spotlight: Applying I-O to Aviation, 212, 2:00 PM
- 147-1 Discriminant Validity Concerns With the O\*NET Holistic Rating Scales, Galleria, 11:30 AM
- 147-2 Work Design and Performance: Learning and Development as a Mediator, Galleria, 11:30 AM
- 147-3 Creative Job Analysis Techniques of Astronaut Using Archival Data, Galleria, 11:30 AM
- 147-4 An Empirical Test of Situational Strength's Functional Mechanisms, Galleria, 11:30 AM
- 147-5 Identification of Effective Behaviors of Reemployment Counselors: A Critical Incident Study, Galleria, 11:30 AM
- 147-6 Competency Modeling and Gender Perceptions in Managerial Positions, Galleria, 11:30 AM
- 147-7 A Combinatorial Method for Judging the Similarity of Jobs, Galleria, 11:30 AM
- 147-8 The Changing Nature of Job Characteristics: A Cross-Temporal Meta-Analysis, Galleria, 11:30 AM
- 291 Job Analysis in the Real World: Perspectives From the Trenches, 203, 1:30 PM

**Job Attitudes/Engagement**

- 10 Innovation in Benchmarking Employee Survey Results, 212, 10:30 AM
- 11-4 Job Insecurity and Sexual Harassment on Swedish Women's Work Outcomes, 213-214, 10:30 AM
- 23 Work Conditions That Maximize the Performance of Engaged Employees, Grand Ballroom C, 11:00 AM
- 59 Engagement and Related Constructs: Antecedents and Outcomes, Crystal Ballroom C/D, 1:30 PM
- 82-1 Work Engagement: Are Some Workers Predisposed to Become Engaged?, 213-214, 3:30 PM
- 82-2 An Implicit Theory Perspective on Understanding and Fostering Employee Engagement, 213-214, 3:30 PM
- 82-3 Work Engagement as a Mediator Between Personality and Citizenship Behavior, 213-214, 3:30 PM
- 82-4 Personality and Employee Attitudes: Role of Engagement and Job Characteristics, 213-214, 3:30 PM
- 95-6 Industry Membership and Outcomes Related to Trust in Management, Grand Ballroom A, 6:00 PM
- 95-7 A Meta-Analytic Review of the Core Self-Evaluations Scale, Grand Ballroom A, 6:00 PM
- 95-8 Moderators of Relationships With Perceived Organizational Support: A Meta-Analysis, Grand Ballroom A, 6:00 PM
- 95-9 Personality and Participative Climate: Predictors of Distinct Voice Behaviors, Grand Ballroom A, 6:00 PM
- 104 Navigating the Recession: Managing Human Capital During the Economic Downturn, Grand Ballroom D, 8:00 AM
- 121-1 Age and Psychological Contract Fulfillment in Relation to Work Outcomes, Galleria, 9:00 AM
- 121-2 Second-Class Citizens? Contractor Employee Perceptions of Status and Commitment, Galleria, 9:00 AM
- 121-3 Final Four Fever and Traditional Work Attitudes: A Longitudinal Investigation, Galleria, 9:00 AM
- 121-4 Personality, Negative Social Behaviors, and Satisfaction: A Moderated-Mediation Model, Galleria, 9:00 AM
- 121-5 Multifoci Commitment, Organizational Citizenship Behavior, and Performance in Teams, Galleria, 9:00 AM
- 121-6 Perceived Overqualification: An Exploration of Outcomes, Galleria, 9:00 AM
- 121-7 Private Eyes Are Watching You: Reactions to Location-Sensing Technologies, Galleria, 9:00 AM
- 121-8 Controlling Polychronicity: Implications for Person–Job Fit, Galleria, 9:00 AM
- 121-9 Manipulating Polychronicity: Implications for Person–Job Fit, Galleria, 9:00 AM
- 121-10 Mediating Role of Engagement on the Relationship Between POS-OCB, Galleria, 9:00 AM
- 121-11 Deep Structured Organizational Identification in Army OCS Candidates, Galleria, 9:00 AM
- 121-12 The Effects of Office Gossip on Workplace Cognitions and Behaviors, Galleria, 9:00 AM
- 121-13 Generalizing Meyer and Allen's Three-Component Model to Foci, Galleria, 9:00 AM
- 121-14 Job Attitudes, Employee Effectiveness, and the Mediating Role of Proactivity, Galleria, 9:00 AM
- 121-15 Can Learning Goal Orientation Decrease Student Withdrawal?, Galleria, 9:00 AM
- 144 Invited Speaker: Arnold Bakker, EAWOP President: Engaged Employees Create Their Own Great Place to Work, Salon E, 10:30 AM
- 147-9 Interplay Among Core Self-Evaluation, Motivation Orientations, and Job Performance, Galleria, 11:30 AM
- 163 Identified Employee Surveys: Pros, Cons, What We Know/Don't Know, Salon C, 12:00 PM
- 187 Beyond Engagement! What's Next in the New Economic Climate?, Salon E, 2:00 PM
- 195 Multilevel Perspectives on Perceived Organizational Support, 210-211, 3:30 PM

- 246 Role of Surveys in Maintaining a Positive Employee Relations Climate, 212, 10:30 AM
- 259 To Share or Not to Share Survey Data With Employees, Salon D, 10:30 AM
- 261-1 Implicit Job Satisfaction, 213-214, 11:30 AM
- 261-2 Evaluating the Validity of Implicit Association Tests of Job Satisfaction, 213-214, 11:30 AM
- 261-3 Measuring Person–Organization Fit With Values as Supplements to Satisfaction, 213-214, 11:30 AM
- 288 Job Demands and Worker Well-Being, Salon B, 1:00 PM
- 295-1 Components of Organizational Attachment and the Potential for Ambivalence, 213-214, 1:30 PM
- 295-2 Values Fit and Age, 213-214, 1:30 PM
- 315 Employee Engagement...Who Cares?, Salon B, 3:30 PM

#### Job Performance/Citizenship Behavior

- 8 Distinguished Early Career Contributions Award: A Multilevel Approach to Service Quality, Justice, and Diversity Research, 208-209, 10:30 AM
- 39 The Dangers of Helping: When OCB Can Hurt Employees, Salon C, 12:00 PM
- 106 Proactivity at Work: Applying Positive Psychology to Organizations, 201, 8:30 AM
- 121-16 Perceived Organizational Support, Affective Commitment, and Performance: A Meta-Analytic Mediation, Galleria, 9:00 AM
- 121-17 Social Interaction Motivations and Employees' Discretionary Behaviors, Galleria, 9:00 AM
- 121-18 Gender and Organizational Citizenship Behavior: An Implicit Association Approach, Galleria, 9:00 AM
- 121-19 Proactivity and Promotability: The Mediating Effects of Interpersonal Leadership Skills, Galleria, 9:00 AM
- 121-20 Situational Constraints and Organizational Outcomes: A Meta-Analysis, Galleria, 9:00 AM
- 121-21 The Effects of Subliminal Stimuli on Task Satisfaction and Performance, Galleria, 9:00 AM
- 121-22 Collective Citizenship Behavior: Theoretical Explication and a Cross-Level Examination, Galleria, 9:00 AM
- 121-23 Perceptions of Politics, Proactive Personality, and Performance, Galleria, 9:00 AM
- 121-24 Uncovering the Upward Ingratiation Process: Roles of Political Skill, Galleria, 9:00 AM
- 121-25 Citizenship Performance: Development of a Culturally Universal Measure, Galleria, 9:00 AM
- 121-26 Impression Management Motives, Positive Affective Tone of a Team, and Organizational Citizenship Behaviors, Galleria, 9:00 AM
- 121-27 Effects of Organizational Citizenship Behaviors on Interviewer Evaluations, Galleria, 9:00 AM
- 121-28 Antecedents and Outcomes of Proactive Customer Service: A Cross-Level Model, Galleria, 9:00 AM
- 121-29 Managerial Social Power Differentially Influences Organizational Citizenship Behaviors, Galleria, 9:00 AM
- 121-30 Do Good Soldiers Equal Good Intentions? Measuring OCB Motives, Galleria, 9:00 AM
- 121-31 Voluntary Work Behavior: Relationship With Stressors, Job Satisfaction and Affective Commitment, Galleria, 9:00 AM
- 121-32 Determinants of Interpersonal Trust and OCB—A Social Network Perspective, Galleria, 9:00 AM
- 147-10 A Multilevel Investigation of Overall Job Performance Ratings, Galleria, 11:30 AM
- 147-11 Interactive Effects of Regulatory Fit and Challenge-Hindrance Stressors on Performance, Galleria, 11:30 AM
- 147-12 Proposing an Integrative Model of Task-Specific Performance, Galleria, 11:30 AM
- 147-13 Developing a Model of First-Line Supervisor Performance, Galleria, 11:30 AM
- 147-14 Impact of HR Practices and Psychological Contracts on Perceived Performance, Galleria, 11:30 AM
- 147-15 Multiplex Ties and Job Performance: Beyond Instrumental and Friendship Networks, Galleria, 11:30 AM
- 147-16 Model of Dynamic Job Performance: Theoretical and Methodological Suggestions, Galleria, 11:30 AM
- 154 Rethinking Role Breadth: Relationships to Antecedents and Outcomes, 210-211, 12:00 PM
- 247-3 The Impact of Multilevel Identifications on OCBs and Turnover Intentions, 213-214, 10:30 AM
- 261-4 How Person–Organization Fit Impacts Job Satisfaction and Performance, 213-214, 11:30 AM

#### Judgment/Decision Making

- 77 Linking I-O Principles to Managerial Decisions, 205, 3:30 PM
- 213-1 Effect of Supervisors' Personality on Evaluations of Subordinate Effectiveness, Galleria, 4:30 PM
- 213-2 Antecedents to Escalation of Commitment: A Meta-Analysis, Galleria, 4:30 PM
- 213-3 Investigating the Relationship Among Political Skill, Trust, and Negotiation Outcomes, Galleria, 4:30 PM
- 213-4 A Criterion-Related Validation Study of the Advice-Seeking Tendency Scale, Galleria, 4:30 PM
- 213-5 Understanding the Individual-Level Adaptation Process: A Dynamic Approach, Galleria, 4:30 PM
- 213-6 A Multitrait–Multimethod Approach to Isolating Judgment From Situational Judgment, Galleria, 4:30 PM
- 213-7 Working Memory as a Predictor of Error Capture and Monitoring, Galleria, 4:30 PM
- 213-8 Control Charts: Minimizing Fundamental Attribution Error in Appraisal Decisions, Galleria, 4:30 PM
- 213-9 Effects of Precise Salary Offers on Counteroffers and Perceptions, Galleria, 4:30 PM
- 213-10 Self-Regulatory Control and Moral Behavior in the Workplace, Galleria, 4:30 PM
- 213-11 Felt Stress Mediates the Relationship Between Stressors and Performance, Galleria, 4:30 PM

#### Leadership

- 1 Opening Plenary Session, Grand Ballroom A, 8:30 AM
- 16 Front-Line Supervisors: Getting Selection and Development Right, Salon A, 10:30 AM
- 28-8 Psychological Health Effects of Supervisory Pressure to Behave Unethically, Galleria, 11:30 AM
- 28-9 Leader Influence on Intrinsic Motivation and Performance: Self-Determination Theory Applied, Galleria, 11:30 AM
- 28-10 Psychometric Characteristics of Transformational Bosses' Performance Evaluations, Galleria, 11:30 AM
- 28-11 Social and Economic Exchanges With Organizations: Do Leader Behaviors Matter?, Galleria, 11:30 AM
- 28-12 Leadership Errors in M&As: Impact on Employee Behaviors, Galleria, 11:30 AM
- 28-13 Are Different Generations Showing Different Managerial Derailment Signs?, Galleria, 11:30 AM
- 28-14 Effects of Transformational Leadership on Follower Self-Efficacy and Self-Esteem, Galleria, 11:30 AM

- 28-15 The Interplay Between Follower Core Self-Evaluation and Leadership, Galleria, 11:30 AM
- 28-16 Leader-Member Exchange (LMX) and Trait Activation, Galleria, 11:30 AM
- 28-17 Predisposed to Derail: The Personality Correlates of Risk for Derailment, Galleria, 11:30 AM
- 28-18 Preferred Managerial Tactics of Health Care Organization Employees, Galleria, 11:30 AM
- 28-19 The Structure and Characteristics of Supervisor Dyadic Attachment Relationships, Galleria, 11:30 AM
- 28-20 Environmentally Specific Transformational Leadership, Modeling, and Subordinates' Pro-Environmental Behaviors, Galleria, 11:30 AM
- 28-21 Narcissism Levels and Ratings of Executive Leadership Potential, Galleria, 11:30 AM
- 28-22 Leading Change Through the Minds not the Hearts of Followers, Galleria, 11:30 AM
- 28-23 A Process Perspective on the Personality—Leader-Member Exchange Relationship, Galleria, 11:30 AM
- 28-24 Progressing by Stepping Back: An Assessment of Negative Leader Behavior, Galleria, 11:30 AM
- 28-25 Understanding the Effects of Authentic Leadership: A Cross-Level Investigation, Galleria, 11:30 AM
- 55 Teaching Leadership, 205, 1:30 PM
- 57 Early Identification and Acceleration of Talent for Critical Leadership Roles, 210-211, 1:30 PM
- 79 S. Rains Wallace Dissertation Award: Power to the People: Exploring Personal Agency in Leadership Development, 208-209, 3:30 PM
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- 109 Measuring Adaptability and Its Development: New Findings and Innovations, 206-207, 8:30 AM
- 129 Leadership Behaviors in Context: Considering Organizational Culture and Individual Differences, 210-211, 10:30 AM
- 130 Collective Leadership: Disentangling Collective Leadership From Collective Performance, 212, 10:30 AM
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- 251-3 Negative Leadership Characteristics and Leadership Effectiveness in 360° Feedback, Galleria, 10:30 AM
- 251-4 Leader-Induced Emotion Episodes: Impact on Follower Attitude-Driven Behavior Over Time, Galleria, 10:30 AM
- 251-5 The Theoretical Implications of Leading Employees With Autism Spectrum Disorders, Galleria, 10:30 AM
- 251-6 Leader Caregiving: An Investigation of Follower Experiences and Outcomes, Galleria, 10:30 AM
- 251-7 Transformational Leadership Behavior and Outcomes: Role of Supervisor's Organizational Embodiment, Galleria, 10:30 AM
- 251-8 Selecting Leaders: Race, Gender, and Age and the 2008 Election, Galleria, 10:30 AM
- 251-9 Leader Deception Influences on Leader-Member Exchange and Subordinate Organizational Commitment, Galleria, 10:30 AM
- 251-10 Creating Person-Organization Fit for the Generations, Galleria, 10:30 AM
- 251-11 Developing a Shared and Vertical Leadership Short Scale, Galleria, 10:30 AM
- 251-12 LMX and Turnover Intentions: The Mediating Role of Job Satisfaction, Galleria, 10:30 AM
- 251-13 Destructive Leadership: Definition and Clarification of the Nomological Network, Galleria, 10:30 AM
- 251-14 How Transformational Leaders Increase Team Performance: Advice Centrality and Trust, Galleria, 10:30 AM
- 251-15 Investigation of Motive Between Transformational Leadership and Prosocial Voice, Galleria, 10:30 AM
- 251-16 Moderators of the Relationship Between Abusive Supervision and Job Satisfaction, Galleria, 10:30 AM
- 251-17 Does Leadership Experience Affect the Characteristics Valued in Other Leaders?, Galleria, 10:30 AM
- 251-18 Estimating the Subjective Nature of Job Perceptions, Galleria, 10:30 AM
- 251-19 The Leadership Circumplex, Galleria, 10:30 AM
- 251-20 Transformational Leader? Look for Committed Employees, Galleria, 10:30 AM
- 251-21 To Agree or To Disagree? Predicting LMX Disagreement, Galleria, 10:30 AM
- 251-22 When Leader Confidence Is Detrimental: Influence of Overconfidence on Performance, Galleria, 10:30 AM
- 251-23 Are Happy Leaders Engaged Leaders? Affect and Leadership Style, Galleria, 10:30 AM
- 251-24 Coworkers' Leader-Member Exchange Relationships and Emotions: A Social Comparison Perspective, Galleria, 10:30 AM
- 251-25 Vision Content and Leader Emotion Interact in Impacting Vision Effectiveness, Galleria, 10:30 AM
- 251-26 Interpersonal Leadership and Identification: Roles in Employee Engagement, Galleria, 10:30 AM
- 251-27 The Influence of Physical Attractiveness on Perceptions of Transformational Leadership, Galleria, 10:30 AM
- 251-28 Incremental Validity of Emotional Intelligence Predicting Leadership Effectiveness: A Meta-Analysis, Galleria, 10:30 AM
- 251-29 An Examination of Leader Self-Development: A Moderated Mediation Model, Galleria, 10:30 AM
- 251-30 Transformational Leadership, Psychological Empowerment, and Organizational Identification, Galleria, 10:30 AM
- 251-31 What Leaders Say and How They Say It, Galleria, 10:30 AM
- 253 Boundary-Spanning Leadership: Challenges, Capabilities, and Strategies, Grand Ballroom B, 10:30 AM
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- 309 Leadership Development in Practice: Unique Challenges, Unique Solutions, 210-211, 3:30 PM
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 222 Thugs and Drugs in the Workplace: Debating Employment Prescreening Procedures, 202, 8:30 AM  
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 237-3 Sexual Harassment: Implications for Counterproductive Work Behavior, Galleria, 9:00 AM  
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 244 Understanding Sexual Harassment Judgments: Social, Cognitive, and Cultural Factors, 208-209, 10:30 AM  
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 60-2 Verification of a Procedure for Evaluating Unidimensionality in Unfolding Responses, Galleria, 1:30 PM  
 60-3 Careless Responding in Surveys: Applying Traditional Techniques to Organizational Settings, Galleria, 1:30 PM  
 60-4 Using Secondary Ratings to Account for Rater Uncertainty, Galleria, 1:30 PM  
 60-5 New Dimensionality Assessment Tool for Generalized Graded Unfolding Model, Galleria, 1:30 PM  
 60-6 Allowing Correlated Errors in Structural Equation Modeling: A Meta-Analysis, Galleria, 1:30 PM  
 60-7 Statistical Power of Structural Equation Models in Work-Family Research, Galleria, 1:30 PM  
 60-8 Assessing Employees' Regulatory Focus Using Implicit Measurement Techniques, Galleria, 1:30 PM  
 60-9 Controlling for Common Method Variance Using Statistical Remedies, Galleria, 1:30 PM  
 60-10 Does "CSE" Mean Core Self-Evaluations or Common Source Effects?, Galleria, 1:30 PM  
 60-11 Cohen's *d* and the Homoscedasticity Assumption: Does Heteroscedasticity Matter?, Galleria, 1:30 PM  
 60-12 Application of Dyadic Analysis to Leader-Member Exchange (LMX) Research, Galleria, 1:30 PM  
 60-13 An Examination of Fit Indices for the Graded Response Model, Galleria, 1:30 PM  
 60-14 On the Meta-Analysis of Nonrandom, Quasi-Experimental Data, Galleria, 1:30 PM  
 60-15 The OOR as an Effect Size Index for Logistic Regression, Galleria, 1:30 PM  
 60-16 Reliability Generalization of the Core Self-Evaluation Scale (CSES), Galleria, 1:30 PM  
 60-17 A Simple, Parsimonious Overview of Interrater Agreement for Industrial-Organizational Psychologists, Galleria, 1:30 PM  
 60-18 More Than a Violated Assumption: A Theoretical Review of Heteroscedasticity, Galleria, 1:30 PM  
 60-19 Psychometric and Normative-Focused Reduction Strategies for the 2009 aJDI, Galleria, 1:30 PM  
 60-20 Trends in Use of Statistical Analyses: Perceptions of Methodological Alternatives, Galleria, 1:30 PM  
 60-21 Obtaining Measurement-Invariant Latent Classes Across Hierarchical Units, Galleria, 1:30 PM  
 60-22 A Practical Approach to Identifying and Creating Subgroup Survey Norms, Galleria, 1:30 PM  
 60-23 Tournament Tenure: Applying March Madness Methodology to Organizational Tenure, Galleria, 1:30 PM  
 60-24 A Meta-Analytic Investigation of Self-Rated Social Skill, Galleria, 1:30 PM  
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 170-3 An Examination of Item Response Theory in I-O Psychology, 213-214, 1:00 PM  
 170-4 A Comparison of IRT Item Fit Statistics for Dichotomous Responses, 213-214, 1:00 PM  
 175-15 An Ideal Point Account of the JDI Work Satisfaction Scale, Galleria, 1:30 PM  
 184 More Measurement Concerns for the I-O Practitioner (and Researcher), 210-211, 2:00 PM  
 200-1 Reference Group Effects in the Measurement of Personality and Attitudes, Galleria, 3:30 PM  
 200-2 DIF in Personality Assessment: Does Cognitive Ability Influence Item Interpretation?, Galleria, 3:30 PM  
 267 New Developments in Modeling Longitudinal and Dynamic Data, 210-211, 12:00 PM  
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 50 Means Efficacy: A Motivational Construct Whose Time Has Come, Salon D, 12:30 PM  
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 134 Why Do We Put Things Off? Self-Regulation, Task Characteristics, and Procrastination, Crystal Ballroom C/D, 10:30 AM  
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- 213-12 Perceptions of Procedural Justice in Compensation Negotiation, Galleria, 4:30 PM  
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 262-20 Overall Self-Efficacy Moderates Within-Person Effects on Performance, Galleria, 11:30 AM  
 262-21 Intrinsic Motivation, Goal Orientation, and Performance: Testing Self-Determination Theory, Galleria, 11:30 AM  
 262-22 A Within-Person Evaluation of the Regulatory Resource Model, Galleria, 11:30 AM  
 262-23 Motivational Traits as Predictors of Task Self-Efficacy, Galleria, 11:30 AM  
 262-24 Influence of Regulatory Focus on Performance Feedback and Motivation, Galleria, 11:30 AM  
 262-25 Perceived Organizational Support: An Antecedent of Autonomous Motivation, Galleria, 11:30 AM  
 262-26 Personality, Self-Efficacy, and Planning Effects on Performance: A Process Model, Galleria, 11:30 AM  
 262-27 Psychological Ownership: The Importance of Having a Say, Galleria, 11:30 AM  
 262-28 Let's Not Get Personal: Power Orientation and Aversive Conflict Management, Galleria, 11:30 AM  
 262-29 Positive and Negative Self-Efficacy Effects Revisited: A Longitudinal Field Study, Galleria, 11:30 AM  
 262-30 Examining the Stability of Trait Goal Orientation During Long-Term Training, Galleria, 11:30 AM  
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 41 Thirty Years of Safety Climate Research: Evidence From High-Risk Industries, 206-207, 12:30 PM  
 45-23 Cross-Cultural Examination on Job Autonomy and Conflicts With Supervisors, Galleria, 12:30 PM  
 81 An Aging Workforce: Processes, Outcomes, and Solutions, 212, 3:30 PM  
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 86-3 Counterproductive Work Behaviors in Response to Emotional Exhaustion, Galleria, 3:30 PM  
 86-4 Predictors of Treatment Seeking Among Reserve Component Combat Veterans, Galleria, 3:30 PM  
 86-5 Commitment as a Mediator Between Morale Age and Withdrawal Intentions, Galleria, 3:30 PM  
 86-6 Individual and Occupational Predictors of Multidimensional Well-Being: A Longitudinal Examination, Galleria, 3:30 PM  
 86-7 Effects of Role Stressors on Organizational Citizenship Behavior: A Meta-Analysis, Galleria, 3:30 PM  
 86-8 LMX as a Buffer of Role Stress in Nurse Managers, Galleria, 3:30 PM  
 86-9 The Relationship Between Health and Work Performance: A Quantitative Review, Galleria, 3:30 PM  
 86-10 Prosocial Motivations, Violence Climate, and Employee Strains, Galleria, 3:30 PM  
 86-11 Personality Resilience: Addition of Personality to the Job Demands–Control Model, Galleria, 3:30 PM  
 86-12 Examining Relationships Between Recovery Experiences, Goal Orientation, and Life Satisfaction, Galleria, 3:30 PM  
 86-13 Take Your Vacation: Work, Vacation, and Respite From Job Stress, Galleria, 3:30 PM  
 86-14 Work-Safety Tension, Perceived Risk, and Worker Accidents: A Meso-Mediation Model, Galleria, 3:30 PM  
 86-15 Thriving at Work: A Diary Study, Galleria, 3:30 PM  
 86-16 Demands–Abilities Fit and Psychological Strain: Moderating Effects of Personality, Galleria, 3:30 PM  
 86-17 Perceived Job Mobility Benefits on Life Satisfaction of Age-Discriminated Workers, Galleria, 3:30 PM  
 86-18 Wellness Programs: Relationship to Job Satisfaction, Manager, and Cultural Support, Galleria, 3:30 PM  
 86-19 Pressure to Produce = Pressure to Reduce Accident Reporting?, Galleria, 3:30 PM  
 86-20 Learning Opportunities as a Buffer Against Unmet Expectations, Galleria, 3:30 PM  
 86-21 Preparing for War: Activation and Training in the National Guard, Galleria, 3:30 PM  
 86-22 Fit With Nursing: A Longitudinal Study Examining Fit and Health, Galleria, 3:30 PM  
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 86-24 A Quasi-Experimental Study of Expressive Writing and Nurses' Job Attitudes, Galleria, 3:30 PM  
 86-25 Differences in Traditional and Nontraditional Work Hours on Conflict, Galleria, 3:30 PM  
 86-26 Job Characteristics and Employee Well-Being in the Technology Sector, Galleria, 3:30 PM  
 86-27 Core Self-Evaluations as Moderators: A Longitudinal Study, Galleria, 3:30 PM  
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 135-12 Safety Climate Perceptions Across the Organizational Hierarchy, Galleria, 10:30 AM



- 135-13 Embedding the Organizational Culture Profile Into a Universal Value Theory, Galleria, 10:30 AM  
 135-14 Do Incentive Rewards Increase Incentive? A Cross-Cultural Examination, Galleria, 10:30 AM  
 135-15 Proximal and Longitudinal Outcomes of Fit: A Positive Psychological Approach, Galleria, 10:30 AM  
 135-16 Interpreting Organizational Survey Results: An Application of Self-Serving Bias, Galleria, 10:30 AM  
 135-17 A Meta-Analysis of the Narrow Dimensions of Psychological Climate, Galleria, 10:30 AM  
 135-18 Adaptability: Does a Manager's Competency Matter After Culture Is Controlled?, Galleria, 10:30 AM  
 135-19 The Business of Ideology: Organizational Structure Determinants of Performance, Galleria, 10:30 AM  
 135-20 Social Undermining, Employee Involvement, and the Influences on Customer Service, Galleria, 10:30 AM  
 135-21 Factor Structure and Time Invariance of a Civility Survey Instrument, Galleria, 10:30 AM  
 135-22 Delta and Northwest Airlines: Managing Culture Change, Galleria, 10:30 AM  
 135-23 Seven Higher Order Factors of Climate: Generalizable or Culture Specific?, Galleria, 10:30 AM  
 135-24 Organizational Structure's Relationship to Job Satisfaction: Moderating Effects of Personality, Galleria, 10:30 AM  
 135-25 The Role of Diversity Climate in Preventing Sexual Harassment, Galleria, 10:30 AM  
 135-26 Learning From Mistakes: Learning Orientation Key to Patient Safety, Galleria, 10:30 AM  
 135-27 Individual Differences in Electronic Performance Monitoring, Galleria, 10:30 AM  
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 278-2 A Multifoci Integration of Justice, Commitment, and Positive Affective Well-Being, 213-214, 12:30 PM  
 278-3 Organizational Justice, Discrete Emotions, and Counterproductive Work Behaviors, 213-214, 12:30 PM  
 278-4 Who Cares About Justice? Trait Moderators of Justice-Counterproductivity Relationships, 213-214, 12:30 PM  
 297-12 Sexual Harassment Policies and Justice Perceptions, Galleria, 1:30 PM  
 297-13 Interaction of Personality and Justice on Leadership Perceptions, Galleria, 1:30 PM  
 297-14 Moderating Effects of Turnover Intentions on Justice and Job Performance, Galleria, 1:30 PM  
 297-15 Context Matters: How Organizational Structure Moderates the Fair Process Effect, Galleria, 1:30 PM  
 297-16 Investigating Empathy, Sex, and Situational Ambiguity in Justice Perception Formation, Galleria, 1:30 PM  
 297-17 Effects of Environmental Policies on Individual Perceptions of Corporate Personality, Galleria, 1:30 PM  
 297-18 Explanations and Prior Relationship on Organizational Outcomes Following Service Failures, Galleria, 1:30 PM  
 297-19 What Happened to Distributive Justice? An Extension of Equity Theory, Galleria, 1:30 PM  
 297-20 The Role of Participation and Organizational Support on Justice Perceptions, Galleria, 1:30 PM

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 32 Building Organizational Resilience During Financial Crisis: Multiple Pathways and Perspectives, 202, 12:00 PM  
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 71 Hitting the Mark on Talent Management When the Target's Moving, Grand Ballroom D, 2:00 PM  
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 175-17 Fairness Effect and Social Influence on Change Management Behavior, Galleria, 1:30 PM  
 175-18 Achieving Adaptive Performance: The Interactive Effects of Ability and Leadership, Galleria, 1:30 PM  
 175-19 Factors Contributing to Business Recovery Four Years After Hurricane Katrina, Galleria, 1:30 PM  
 175-20 Resources for Organizational Change: Individual Resilience and the Employment Relationship, Galleria, 1:30 PM  
 296 Managing Organizational Change—Experience and Learning From Practical Applications, Crystal Ballroom B/E, 1:30 PM

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 54 Round Two: Using 360-Degree Feedback to Create Organization Change, 203, 1:30 PM  
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 95-15 Personality Antecedents of Self-Other Rating Discrepancy, Grand Ballroom A, 6:00 PM  
 97 A Cross-Cultural Strategic Performance Management Research Incubator, 204, 8:00 AM  
 147-17 A Meta-Analytic Review of 25 Years of Feedback-Seeking Research, Galleria, 11:30 AM  
 147-18 Electronic Performance Monitoring and Performance: A Longitudinal Study, Galleria, 11:30 AM  
 147-19 Antecedents and Outcomes of the Feedback Environment, Galleria, 11:30 AM  
 147-20 The Complex Role of Rater Perceptual Self-Monitoring in Evaluating Performance, Galleria, 11:30 AM  
 147-21 Antecedents and Consequences of Feedback Orientation in Organizations, Galleria, 11:30 AM  
 147-22 Judicial References to Performance Appraisal Evidence in Racial Discrimination Cases, Galleria, 11:30 AM  
 147-23 A Multidimensional Measure of Feedback Acceptance, Galleria, 11:30 AM  
 147-24 An Equity-Based Approach to Rating Discrepancy, Galleria, 11:30 AM  
 147-25 The Effect of Dynamic Performance Characteristics on Evaluative Judgments, Galleria, 11:30 AM

- 147-26 The Social Context of Performance Appraisals and Employee Reactions, Galleria, 11:30 AM  
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 147-28 Enhancing Performance in Sports Teams With ProMES, Galleria, 11:30 AM  
 147-29 Evaluating Dynamic Performance: A Field Replication and Extension, Galleria, 11:30 AM  
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 60-26 Large Scale Meta-Analytic Evidence for a General Factor of Personality, Galleria, 1:30 PM  
 60-27 Gender Differences in the Variability of Personality Traits: A Meta-Analysis, Galleria, 1:30 PM  
 73 Applicant Faking Behavior: Prevalence, Consequences, and Remedies, 201, 3:30 PM  
 95-16 Trait and Method Effects in Personality Ratings: A Meta-Analytic Approach, Grand Ballroom A, 6:00 PM  
 95-17 Personality Variability Across Situations Can Be Captured With Frequency-Based Measurement, Grand Ballroom A, 6:00 PM  
 200-3 Sex-Based Differential Prediction in Employment-Oriented Five-Factor Model Personality Measures, Galleria, 3:30 PM  
 200-4 An Investigation of Major Personality Traits Underlying Self-Monitoring, Galleria, 3:30 PM  
 200-5 Trait and State Determinants of Reported Fatigue Levels, Galleria, 3:30 PM  
 200-6 Practice Makes Perfect: Extracting Personality Data From Resumes, Galleria, 3:30 PM  
 200-7 Empirical Keying of Personality Scales to Reduce Faking, Galleria, 3:30 PM  
 200-8 Trait Self-Control at Work: Relating Self-Control to Contextual Performance, Galleria, 3:30 PM  
 200-9 Narrow Personality Predictors of Technical Sales Performance, Galleria, 3:30 PM  
 200-10 Do Warnings on Personality Tests Result in Honest Responses?, Galleria, 3:30 PM  
 200-11 Further Investigation of an IAT for Workplace Integrity, Galleria, 3:30 PM  
 200-12 Validating Self-Monitoring as a Class Variable in Predicting Performance, Galleria, 3:30 PM  
 200-13 Identity Incongruence: Construct Definition and Scale Development, Galleria, 3:30 PM  
 200-14 Proactive Personality, Self-Control, and Career Success, Galleria, 3:30 PM  
 200-15 Predictors of Behavior and Attitudes: The Big Five Factors, Galleria, 3:30 PM  
 200-16 Predicting Interests in Organizing Positions From Personality Profiles, Galleria, 3:30 PM  
 200-17 Profiling the Faker: The Individual Differences Behind Applicant Faking Behavior, Galleria, 3:30 PM  
 200-18 Interpersonal Identification-Based Versus Collective Identification-Based Group Identity: A Field Investigation, Galleria, 3:30 PM  
 200-19 Implicit and Explicit Measures: A Dissociative Model of Aggression, Galleria, 3:30 PM  
 200-20 Employee Goal Orientation, LMX, and Task Performance, Galleria, 3:30 PM  
 200-21 Self-Monitoring as a Compound Trait: Relationships With Personality and Values, Galleria, 3:30 PM  
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 200-23 Person-Organization Congruence and Network Position: A Social Capital Perspective, Galleria, 3:30 PM  
 200-24 Does Openness Predict Job Performance? Yes, on a Facet Level!, Galleria, 3:30 PM  
 200-25 The Role of Traitedness in the Contextualization of Personality Assessments, Galleria, 3:30 PM  
 200-26 HEXACO Personality Traits and Job Performance, Galleria, 3:30 PM  
 200-27 A Comparison of General and Work-Specific Measures of Core Self-Evaluations, Galleria, 3:30 PM  
 200-28 Comparing MMPI-2, PRF-E, and CRT-A Law Enforcement Applicant Scores, Galleria, 3:30 PM  
 200-29 Navy SEALs BUD/S Training: Predicting Success With Conditional Reasoning, Galleria, 3:30 PM  
 251-32 Personality as a Predictor of Performance Across Levels of Leadership, Galleria, 10:30 AM  
 277 Stop Being So Self-Centered! Researching and Applying Personality via Observer Reports, 206-207, 12:30 PM

### Research Methodology (e.g., surveys)

- 7 Research Design and Statistical Issues in Tests of Mediation Models, 206-207, 10:30 AM  
 85 Studying Collective Leadership: Methodological Issues, Crystal Ballroom C/D, 3:30 PM  
 95-18 Self-Report Bias in the Observed Correlation: A Meta-Analysis, Grand Ballroom A, 6:00 PM  
 107 When Begging Is Not Enough: Detecting and Dealing With Nonresponse Bias to Organizational Surveys, 202, 8:30 AM  
 160 Interdisciplinary Research: Challenges and Solutions, Grand Ballroom C, 12:00 PM  
 174 Reading Between Lines: Analyzing and Visualizing Organizational Text/Qualitative Data, Crystal Ballroom C/D, 1:30 PM  
 175-21 State of Science in Industrial-Organizational Psychology: A Review of Self-Reported Limitations, Galleria, 1:30 PM  
 175-22 Validation of a Workplace Social Self-Efficacy Inventory: A Pilot Study, Galleria, 1:30 PM  
 175-23 Mandatory Items in an Internet Survey, Galleria, 1:30 PM  
 175-24 Agreement or Frequency? Does This Decision Affect Occupational Stress Research?, Galleria, 1:30 PM  
 175-25 Reviewers' Perspectives on Method Variance: Intractable Problem or Overemphasized Complaint?, Galleria, 1:30 PM  
 175-26 Development of a Brief Measure of Error-Related Motivational Tendencies, Galleria, 1:30 PM

- 175-27 Cut-Off Value for the Adjusted Chi Squared/*df* Ratio Test, Galleria, 1:30 PM  
 175-28 Power Estimates for Three Item Response Theory Fit Indices, Galleria, 1:30 PM  
 211 Temporal Illusions in Cross-Sectional Research, 208-209, 4:30 PM  
 234 Statistical and Methodological Myths and Urban Legends: Part V, Salon D, 8:30 AM  
 238 Archiving Data: Pitfalls and Possibilities, 201, 10:30 AM  
 254 Successful Field Experiments: Getting In, Getting the Data, Getting Published, Grand Ballroom C, 10:30 AM  
 266 Issues in Multilevel Research, 205, 12:00 PM  
 298 Pattern-Oriented Methodology in I-O Psychology: Taking the Next Step, Grand Ballroom A, 1:30 PM

**Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)**

- 4 Web 2.0 and Technology Innovation: Friends and Foes, 203, 10:30 AM  
 40 Online Recruiting and Selection: New Challenges and Strategies, 203, 12:30 PM  
 53 CEOs, Scientists, and Generals: Understanding Industry and Government Succession Management, 201, 1:30 PM  
 65 Networking Opportunity on Uses of Social Networking Web Sites in HR, 206-207, 2:00 PM  
 93-30 How Diversity Statements Affect Perceived Discrimination Among Rejected Job Applicants, Galleria, 4:30 PM  
 93-31 Job Promotions, Rater Gender, and the Attractiveness Bias, Galleria, 4:30 PM  
 95-19 Further Test of a New Faking-Mitigation Procedure: A Field Experiment, Grand Ballroom A, 6:00 PM  
 119 Leading Edge Consortium 2009 Reunion: Global Selection and Assessment, 208-209, 9:00 AM  
 123 Restructuring Organizations: Multiple and Multidisciplinary Perspectives, Salon B, 9:00 AM  
 136 Staffing High-Stakes Jobs: Implications of the *Ricci* Case, Grand Ballroom A, 10:30 AM  
 147-32 Development of a Competency Model for Entry-Level Selection, Galleria, 11:30 AM  
 166-3 Developing *g*-Loaded Selection Tests Without Adverse Impact, Galleria, 12:30 PM  
 166-4 Development and Validation of a Selection Tool That Predicts Engagement, Galleria, 12:30 PM  
 166-5 Applicant Withdrawal: The Effect of Accessibility on Reason for Withdrawal, Galleria, 12:30 PM  
 166-6 Development of a Classification Method for Advanced Aircraft Training, Galleria, 12:30 PM  
 166-7 Attracting Racioethnic Minorities: A Social Cognitive Perspective, Galleria, 12:30 PM  
 166-8 Hiring Discrimination Against Arabs: Skin Tone and Job Type Matter, Galleria, 12:30 PM  
 166-9 Generation Y Hide Your Secrets? The E-Impression and Interview Ratings, Galleria, 12:30 PM  
 166-10 Implicit Beliefs and the Research-Practice Gap in Employee Selection, Galleria, 12:30 PM  
 166-11 Toward a New Model of Interviewer Decision Making, Galleria, 12:30 PM  
 166-12 Examination of the Time-Lag Effect Between Organizational Commitment and Turnover, Galleria, 12:30 PM  
 166-13 Strategic Recruitment Using Marketing and Vocational Behavior Theory, Galleria, 12:30 PM  
 166-14 Investigating Determinants of Fairness Reactions to Selection Criteria, Galleria, 12:30 PM  
 166-15 Résumé Screening: A Policy-Capturing Study of Recruiter Judgments, Galleria, 12:30 PM  
 166-16 Does an Economic Recession Affect Personality and Cognitive Ability Scores?, Galleria, 12:30 PM  
 166-17 Appropriate Input Estimates in Personnel Selection Simulations, Galleria, 12:30 PM  
 166-18 The Role of Anticipated Organizational Support in Applicant Reactions, Galleria, 12:30 PM  
 166-19 Establishing Minimum Qualifications Using Multiple Lines of Validation Evidence, Galleria, 12:30 PM  
 166-20 Job Advertisements: Combined Influence of Central and Peripheral Processing, Galleria, 12:30 PM  
 166-21 E-Screening: The Consequences of Using "Smileys" When E-Mailing Prospective Employers, Galleria, 12:30 PM  
 166-22 The Effects of Video and Paper Resumés on Candidate Evaluation, Galleria, 12:30 PM  
 168 Defining Quality Hires: Evaluating Talent to Maximize Business Results, 204, 1:00 PM  
 177 Advancing Workforce Planning: Opportunities and Challenges, Grand Ballroom C, 1:30 PM  
 197 Solutions for Solving the Adverse Impact-Validity Dilemma, Crystal Ballroom A/F, 3:30 PM  
 201 User Reactions to and Perceptions of Computer-Mediated Assessment Tools, Grand Ballroom A, 3:30 PM  
 220 Meta-Analysis and Beyond: Extending the EI Nomological Network, Grand Ballroom C, 8:00 AM  
 236-1 Personality Test Faking in Applicants Based on Web Site Fit Information, 213-214, 9:00 AM  
 236-2 Increasing the Validity of Personality Questionnaires, 213-214, 9:00 AM  
 236-3 Coaching and Speeding Effects on Personality and Impression Management Scores, 213-214, 9:00 AM  
 247-4 An Evaluation of Realistic Job Previews and Mechanisms of Turnover, 213-214, 10:30 AM  
 255 Rethinking Everything: Acquiring and Retaining Talent Amid an Economic Crisis, Grand Ballroom D, 10:30 AM  
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 279-2 Test-Taker Reactions to Item Formats Used in Online Selection Assessments, Galleria, 12:30 PM  
 289 Internal-External Candidate Differences in Selection/Promotion: Insights From Research and Practice, Salon C, 1:00 PM  
 295-3 How Interviewees Consider Content and Context Cues to Person-Organization Fit, 213-214, 1:30 PM  
 295-4 Applicant Attraction to Eco-Friendly Organizations, 213-214, 1:30 PM  
 303 There's More to Selection Than Correlation Coefficients: *r* You Serious?, 202, 3:30 PM

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 30 Theme Track Symposium: e-HR, Virtual HR, and Other Things Like It: Implications of Technology for HR Theory, Research, and Practice, Salon E, 11:30 AM  
 51 From Fantasy to Reality: Talent Management Lessons From Fantasy Baseball, Grand Ballroom D, 1:00 PM  
 58 Evolving Human Capital Research and Analytics, Crystal Ballroom B/E, 1:30 PM

- 83 Public-Sector I-O Psychology: Directions for Research and Practice, Crystal Ballroom A/F, 3:30 PM
- 92 Theme Track Symposium: Telework as an Evolving Form of Virtual Work: Where Have We Been and Where Are We Going?, Salon E, 3:30 PM
- 94 Theme Track Closing Roundtable, Salon E, 4:30 PM
- 103 SIOP 2035—The Next 25 Years: Visions for the Future, Grand Ballroom C, 8:00 AM
- 116 Talent Management in the Turbulent Economy: Trends, Observations, and Prospects, Salon D, 8:30 AM
- 161 Implementing HR Solutions—How Can We Improve?, Salon A, 12:00 PM
- 166-23 Getting the “Brain” Firing: Cultures of Genius and Talent Management, Galleria, 12:30 PM
- 179 Getting Ready for the Economic Recovery: Opportunities and Insights, Salon B, 1:30 PM
- 210 The SHRM HR Education Survey: 2010 Update and Roundtable, 203, 4:30 PM
- 235 Theme Track Introduction and Opening Panel: Shape of Things to Come: What Is the New World of Work?, Salon E, 8:30 AM
- 260 Theme Track Symposium: Shift Happens—The Changed Workforce and Employment Relationship, Salon E, 10:30 AM
- 262-31 Socially Responsible Supply Chains and I-O Psychology, Galleria, 11:30 AM
- 262-32 Causal Chain Analysis as an Alternative to Single-Attribute Utility Analysis, Galleria, 11:30 AM
- 270 Environmental Sustainability: Exploring the Dimensions and Prediction of Green Behavior, Crystal Ballroom B/E, 12:00 PM
- 283 Theme Track Symposium: People Analytics, Salon E, 12:30 PM

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- 15-19 Team Selection Exercise, Galleria, 10:30 AM
- 15-20 Developing Efficacy Beliefs for Ethics and Diversity Management, Galleria, 10:30 AM
- 15-21 Action Learning in Academia: Opportunity or Oxymoron?, Galleria, 10:30 AM
- 17 The SIOP Conference Past and Present: A Retrospective and Critique, Salon B, 10:30 AM
- 42 Distinguished Teaching Contributions Award: Toward a Bolder Model: Reflections on the Teaching of I-O Scientist–Practitioners, 208-209, 12:30 PM
- 75 Engaging Students in Applied Work: Lessons From University-Based Consulting Centers, 203, 3:30 PM
- 98 Town Hall, 208-209, 8:00 AM
- 145 Educating I-O Psychologists for Consulting and Business: A Skills-Based Perspective, 208-209, 11:30 AM
- 169 Supporting Practitioners and Those They Serve, 208-209, 1:00 PM
- 191 The Making of a Book in SIOP’s Professional Practice Series, 204, 3:30 PM
- 209 Navigating the Beltway: Early Career Path Perspectives From Washington Insiders, Salon E, 3:30 PM
- 232 The Data-Driven Classroom: Scholarly Teaching and Scholarship of Teaching, Salon A, 8:30 AM
- 273 GRA to 401K: Navigating Your First I-O Psychology Job, Grand Ballroom C, 12:00 PM
- 304 Meet the *TIP* Editorial Board!, 203, 3:30 PM

#### Testing/Assessment (e.g., selection methods, validation, predictors)

- 19 Adverse Impact: Implications for Organizational Staffing and High-Stakes Selection, Salon D, 10:30 AM
- 27-1 Advantages of Differential Validity Analyses Over Differential Prediction Analyses, 213-214, 11:30 AM
- 27-2 Retesting Effects for Personality and Cognitive-Based Selection Tests, 213-214, 11:30 AM
- 27-3 Measurement Equivalence of Proctored and Unproctored Internet Testing on Race, 213-214, 11:30 AM
- 27-4 The Impact of Socially Desirable Responding on Personality Assessment Validity, 213-214, 11:30 AM
- 37 Assessments in a Global Workforce: Cross-Cultural Variation in Response Distortion, Crystal Ballroom B/E, 12:00 PM
- 45-24 Evidence of Factorial Similarity Across Cultures Using the CPI260® Assessment, Galleria, 12:30 PM
- 49 Cool Assessment Tools, Salon B, 12:30 PM
- 74 Views on Sensitivity Reviews: Who, How, and What’s Next, 202, 3:30 PM
- 86-29 A Single-Response Situational Judgment Test for Human Factors Professionals, Galleria, 3:30 PM
- 87 Assessment Center 2.0: Holes, Fixes, and Projections, Grand Ballroom C, 3:30 PM
- 90 Individual Assessment: Where We Are; Where Should We Be?, Salon C, 3:30 PM
- 95-20 Social Desirability: New Insights From a Novel Context, Grand Ballroom A, 6:00 PM
- 95-21 Approaches to Empirical Keying of International Biodata Instruments, Grand Ballroom A, 6:00 PM
- 95-22 Interactive Multimedia Simulations: Criterion-Related and Incremental Validity, Grand Ballroom A, 6:00 PM
- 95-23 A Comparison of Methods for Conducting Generalization of Validity Studies, Grand Ballroom A, 6:00 PM
- 95-24 Moderating Effects of Tenure on the Predictive Validity of Personality, Grand Ballroom A, 6:00 PM
- 95-25 A Comparison of MCAT Validity Across Standard and Accommodated Administrations, Grand Ballroom A, 6:00 PM
- 95-26 Considering SES in the Use of Standardized Tests for Selection, Grand Ballroom A, 6:00 PM
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- 279-4 The Predictive Validity of Implicit Policies in Situational Judgment Tests, Galleria, 12:30 PM
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- 279-7 The Influence of Class Attendance on College Grades: A Meta-Analysis, Galleria, 12:30 PM
- 279-8 Predicting Employee Performance: Pattern Versus Variable Approach, Galleria, 12:30 PM
- 279-9 Working Memory at Work: Relations With Motivation, Learning, and Performance, Galleria, 12:30 PM
- 279-10 Assessment Centers Can Measure Dimensions: Evidence From Leadership Development, Galleria, 12:30 PM
- 279-11 An Indirect Measure of Writing Proficiency: More Than Face Validity, Galleria, 12:30 PM
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- 279-13 Development of a Situational Judgment Test to Assess Leader Counterproductivity, Galleria, 12:30 PM
- 279-14 Criterion-Related Validity of the General Mental Ability Measure for Adults, Galleria, 12:30 PM
- 279-15 Predicting Multitasking Performance: Stress Tolerance, Affect, and Locus of Control., Galleria, 12:30 PM
- 279-16 So Much to Do, So Little Time: Multitasking and Performance, Galleria, 12:30 PM
- 279-17 Biodata Response Elaboration: A Large-Scale Field Experiment, Galleria, 12:30 PM
- 279-18 A Novel Look at Behavior Elicitation in Assessment Center Exercises, Galleria, 12:30 PM
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- 279-22 More Than 2%! Incremental Validity of an AC Beyond GMA, Galleria, 12:30 PM
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- 279-26 Individual-Difference Predictors of African-American Academic Achievement at PWIs and HBCUs, Galleria, 12:30 PM
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- 279-31 Meta-Analysis Clerical Performance Predictors: Pearlman, Hunter, and Schmidt Update, Galleria, 12:30 PM
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- 294 Never the Twain Shall Meet? New Cognitive Ability-Personality Relationships, 212, 1:30 PM
- 299 New Directions and Developments in Interpersonal Skills Assessment, Grand Ballroom C, 1:30 PM
- 301 Leveraging Technology to Engage Candidates and Deepen Assessments, 201, 2:00 PM
- 302 Verification of Unproctored Online Testing: Considerations and Research, 206-207, 2:00 PM
- 306 First-Line Supervisor Selection: Roadblocks, Triumphs, and Revelations, 205, 3:30 PM

### Training

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- 100-3 Trainee-Trainer Similarity in E-learning: Effects With Computerized Trainers, 213-214, 8:00 AM
- 100-4 Game On: The Impact of Game Features in Computer-Based Training, 213-214, 8:00 AM
- 117 Advances in Training Evaluation Techniques, Salon E, 8:30 AM
- 140 Designing Quality Training Games: Moving From Research to Practice, Salon A, 10:30 AM
- 155 Transfer of Training: New Findings and New Directions, 212, 12:00 PM
- 190 From Terminal Master's to PhD: Answering the Basic Questions, 203, 3:30 PM
- 213-13 Feedback Timing in Team Training: Moderating Effects of Goal Orientation, Galleria, 4:30 PM
- 213-14 Generational Differences in Training-Related Variables and Outcomes, Galleria, 4:30 PM
- 213-15 Behavior Modeling and Complex Skill Acquisition: Coping Versus Mastery Models, Galleria, 4:30 PM
- 213-16 The Interaction Between Ability and Training Structure: A Meta-Analysis, Galleria, 4:30 PM
- 213-17 The Effects of Feedback Type on Task Performance Over Time, Galleria, 4:30 PM
- 213-18 Ending the Negative Effects of Remedial Training Through Word Choices, Galleria, 4:30 PM
- 213-19 Negative Pretraining Events and Personality Interact to Affect Training Motivation, Galleria, 4:30 PM
- 213-20 Workforce Preparation: Academic Attitudes and Their Antecedents, Galleria, 4:30 PM
- 213-21 Developing the Unemployed: The Role of Trainee Goal Orientation, Galleria, 4:30 PM
- 213-22 The Impact of Forming Implementation Intentions on Training Effectiveness, Galleria, 4:30 PM
- 213-23 Massed Versus Semi-Spaced Long-Term Training in Organizational Settings, Galleria, 4:30 PM
- 213-24 Measurement Invariance in Training Evaluation: Old Question, New Context, Galleria, 4:30 PM
- 213-25 Evaluation of a Training Program for Direct Care Workers, Galleria, 4:30 PM

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- 72 Leadership and Work-Life Effectiveness in Universities, Salon B, 2:00 PM
- 120-1 Key Mediators of the Work-Family Conflict and Job Performance Relationship, 213-214, 9:00 AM
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- 120-3 Autonomy and the Relationship Between OCB and Work-Family Conflict, 213-214, 9:00 AM
- 120-4 The Behavioral Antecedents of Different Forms of Work-Family Conflict, 213-214, 9:00 AM
- 199 Going Beyond Traditional Conceptualizations Within Work-Family Research, Crystal Ballroom C/D, 3:30 PM
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- 237-6 Work-Life Fit: Flexibility and Jeopardy in the Effective Workplace, Galleria, 9:00 AM
- 237-7 Do Family-Friendly Benefits and Policies Attract Potential Employees?, Galleria, 9:00 AM
- 237-8 Changing Roles: Are Millennials Redefining Work-Life Balance?, Galleria, 9:00 AM
- 237-9 Relationships Between Organizational Support, Work-Family Balance, and Work Outcomes, Galleria, 9:00 AM
- 237-10 Explanatory Mechanisms Underlying the Relationship Between Family-Friendly Climate and Burnout, Galleria, 9:00 AM
- 237-11 Boundary Management Strategies and Work-Family Balance, Galleria, 9:00 AM
- 237-12 The Consequences of Work-Family Policy Satisfaction on Employee Job Attitudes, Galleria, 9:00 AM
- 237-13 Family-Organization Fit: An Extension on Person-Organization Fit, Galleria, 9:00 AM
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- 237-15 Personality and Work-Family Conflict: Situation Strength as Moderator, Galleria, 9:00 AM
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- 237-17 Work-Family Enrichment as a Mediator of Support on Job-Family Satisfaction, Galleria, 9:00 AM
- 237-18 Work and Nonwork Boundary Management Using Communication and Information Technology, Galleria, 9:00 AM
- 237-19 Caregiver Convenience: Expanding and Understanding Childcare Satisfaction and Work-Family Conflict, Galleria, 9:00 AM
- 237-20 The Need for Integrated Models of Work-Family Conflict Antecedents, Galleria, 9:00 AM
- 237-21 A Cross-Cultural Comparison of the Work-Family Interface and Organizational Commitment, Galleria, 9:00 AM
- 237-22 The Effects of Organizational Childcare on Turnover Intentions and Commitment, Galleria, 9:00 AM
- 237-23 In Good Company? An Investigation of Coworker Relationships and Well-Being, Galleria, 9:00 AM
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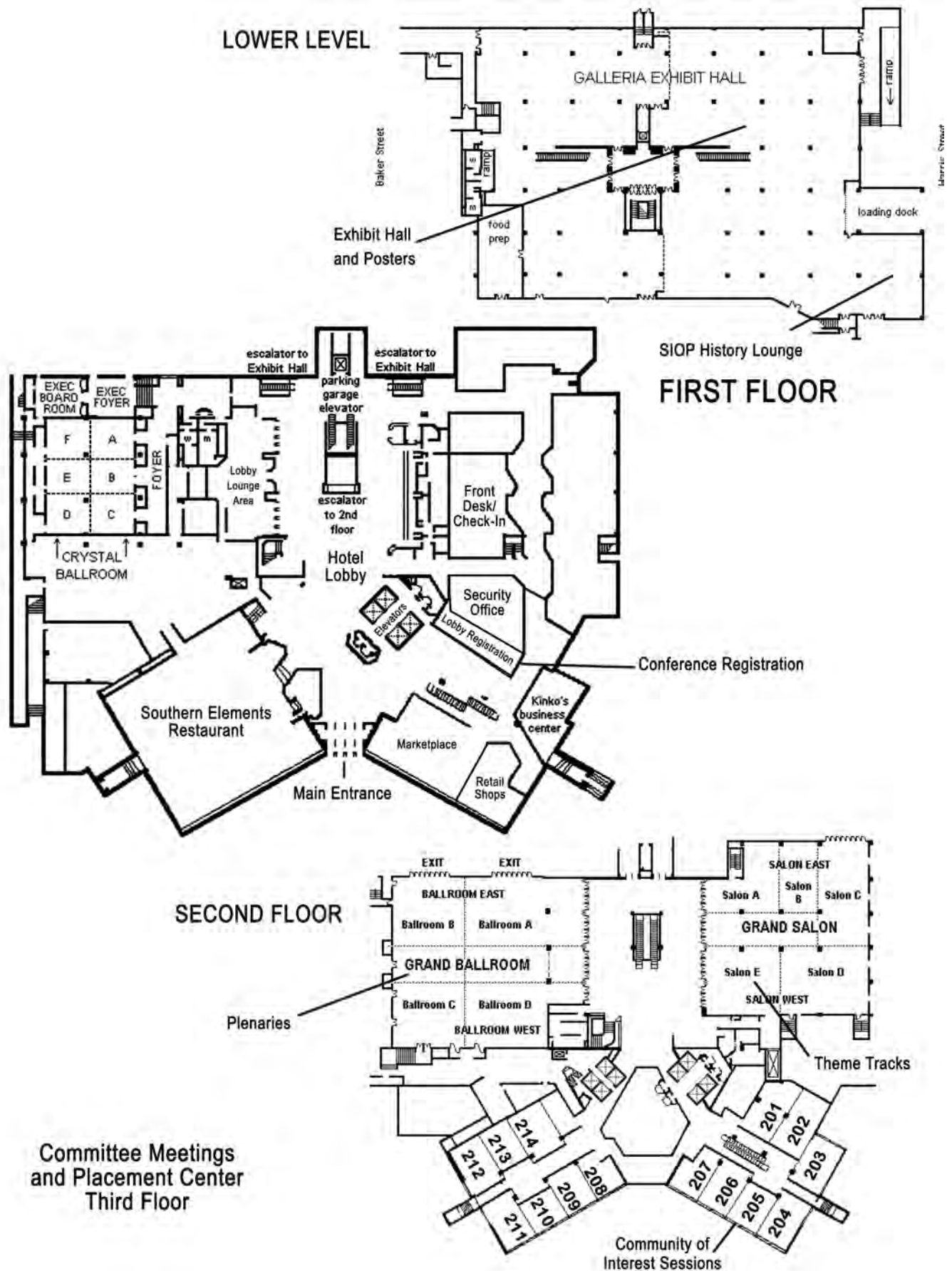
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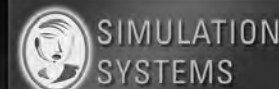
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