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- E & I
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- Electrical
- MultiCraft
- Process Skills
- Management
- Sales Skills
- Team Skills

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- Arithmetic
- Inspection
- Reading
- Measurement
- Troubleshooting
- Checking Accuracy
- Process Monitoring


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We provide validation services for tests, interviews, and work samples. Several of our most recent projects are shown below:

- At Kellogg Company in Louisville, KY, Hart Shively, Employee Relations Manager, needed selection procedures for a new position titled Electrical Mechanized Technician/Electrical Instrumentation Technician. We validated a multiple-choice test for him and included performance assignments as part of the employee selection process.
- Debora Fraser, Manager, Employee Services at AmeriNet in Harrisburg, PA, had a requirement for new Machinists, Mobile Equipment Mechanics, and HVAC Technicians. To meet her hiring needs, we validated tests and provided scrambled versions for increased test security. These tests are readily available online through our website or [AmeriNet](http://www.amerinet.com) identifies candidates.
- We worked with Illinois Bell, Talent Manager – North American Tire Manufacturing and James Gile, Regional Training and Development Manager for Goodyear Tire and Rubber Company, to validate a test for Machinists to be used at facilities nationwide.
- At Westinghouse, Bristolville, PA, Kelly Conway, Sr. Communications Specialist, employed us to develop testing for Electrical & Instrumentation Apprentice, Tool & Die Machinist Apprentice, and Machinist Apprentice programs. We designed and validated a battery of tests specific to each apprenticeship, all of which included basic skills tests and additional assessments targeted to measure skills and abilities needed to succeed in each particular area of study.
- William Smith, Manager, 1st Mechanical Training at NSP Railway Corporation in Chesterfield, PA, asked our help to develop measures administered online and a hand-on format for the job of Railroad Electrician. Job experts assisted in the selection of multiple-choice items and actual work activities as well as in the development of cut scores.
- At Diamond Innovations, Warrenville, OH, Liza Buckley, Human Resources Generalist, engaged our services to assess knowledge and skill measures for the job of Equipment Maintenance Mechanic. The final test was designed to help select employees capable of maintaining, troubleshooting, and performing preventive maintenance and repair work in a highly automated manufacturing facility.
- For Huls North America Center, Houston, TX, we assisted in the guise of Maintenance Groups A, B, and C. We were able to review and validate written maintenance tests assessing job knowledge for each of the three levels. Bill Moran, Sean Blochley, and Employee Development Coordinator, Bill Davis, facilitated the projects for Huls.
- We worked with Linda Pohl, Human Resources Manager at Windchester Ammunition in Oxford, MD, to validate tests for the position of Adjuster. Along with basic skills measures, the test battery included a basic mechanical knowledge test and a mechanical performance assignment.

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Society for Industrial and Organizational Psychology

27th Annual Conference
Conference Program
Official On-Site Edition

April 26–28, 2012
San Diego, CA

Manchester Grand Hyatt
San Diego, California
April 26–28, 2012
Workshops April 25

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April 28
12:00 – 1:30 pm

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Dear Colleagues,

A big welcome to the 27th Annual SIOP Conference in San Diego—it’s finally here! As always, the outstanding line-up of conference programming, invited speakers, and networking opportunities will be sure to spark your imagination, enhance your professional skills, and create wonderful memories. We would like to take this opportunity to point out some particularly exciting features of this year’s conference.

Opening Plenary Session

SIOP San Diego 2012 will kick off on Thursday morning with the presentation of SIOP’s highest awards and the newest SIOP Fellows. This event will feature Adrienne Colella’s Presidential Address, introduced by our incoming president, Doug Reynolds. You won’t want to miss this. It will be worth getting up for!

Excellent Peer-Reviewed Content

We have continued to receive a large number of submissions from all over the world! The content and caliber of submissions guarantees that you will have tough decisions to make regarding what session to attend among the over 20 concurrent sessions. 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. We encourage you to not only attend sessions in your specialty areas but to also try some sessions that stretch your boundaries.

Theme Track and Invited Speakers

Make this the year to attend some or all of the sessions in the Thursday theme track. A theme track focuses on a cutting-edge topic that has broad appeal to our membership. For those looking for a more unified and more intimate conference experience, this is a great option. Participants who attend the theme track for the entire day will receive APA CE credits.

The Thursday theme track topic is “Science and Practice Perspectives on Contemporary Workplace Discrimination” and will open with a special keynote address entitled “SIOP and EEOC: Finding Common Ground” by Jacqueline Berrien, Chair of the EEOC.

We have an amazing line-up of invited speakers. Howard M. Weiss will be giving an invited address entitled “Working as Human Nature.” Elizabeth Kolinsctetter, Stephanie Platz-Vieno, John Mills, and Jeffrey Neal bring a “behind the curtain” look at how our field is directly supporting homeland security. In our IGNITE session, Autumn Krauss will take us on another journey where key leaders of our field will discuss what impact means to them, each in 5 minutes, with 20 slides, advancing every 15 seconds. Donald Truillo and Franco Fraccaroli present a special session by the Alliance for Organizational Psychology on the challenges and opportunities we face with an aging workforce. A roundtable hosted by Conference Chair-in-Training Robin Cohen and current Conference Chair Lisa Finkelstein asks: Is the annual conference meeting the needs of your cohort? What more can SIOP do to make this the premier conference for I-O psychologists at all career stages?

Featured Posters

On Thursday, we will once again showcase the top-rated posters at the evening all-conference reception. This is a great opportunity to check out some of the highest rated 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: (a) An Academic–Practitioner Collaboration to Assess Entrepreneurial Personality and (b) Innovating New Frontiers: An Internal–External Partnership to Innovate Best-in-Class Executive Coaching Management Through Technology.

Continuing Education Credits

The annual conference offers many opportunities for attendees to earn continuing education credits, whether for psychology licensure, HR certification, or other purposes. For over 30 years, SIOP has been approved by the American Psychological Association to sponsor continuing education for psychologists, and SIOP was recently awarded HR Certification Institute Approved Provider status. Information about the many ways to earn CE credit at the SIOP annual conference can be found on page 6.

Communities of Interest and Interactive Poster Sessions

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 13 Communities of Interest (COI) sessions, which are designed to create new communities around common themes or interests. These ses-
sions have no chair, presenters, or discussant. Instead, one or two facilitators informally moderate them. We will also have a number of Interactive Poster sessions, which are small gatherings of academics and practitioners who review and then discuss four thought-provoking posters united by a common theme.

Executive Board (EB) Track

The Executive Board has added several thought-provoking sessions to the already great conference line-up. Leaetta Hough, chair of the Awards Committee, will host “Practitioners – We Need Your Ideas! Help Revise Practitioner Award Criteria.” John Scott, Visibility chair, along with Mary O’Neill Berry, Stuart Carr, Walter Reichman, and Jose Maria Peiro, will present “SIOP and the United Nations: Setting the Agenda.” This session will focus on building an agenda for SIOP’s work with the UN, now that SIOP has been granted NGO status. Brian Roote, LGBT chair, leads a Panel Discussion entitled “SIOP Confronts LGBT Employment Discrimination,” with panelists Larry Martinez, Walter Reichman, Mark Wernersbach, Sarah Lambie, and Jacob Waldrup. This panel provides SIOP membership an opportunity to learn about and voice reactions to a proposed policy statement. Publications Officer Scott Highhouse, Tammy Allen, Jose Cortina, Dave Harrison, and Ann Marie Ryan, present “Does I-O Psychology Have a Future as an Academic Discipline?,” which will address “actionable” things that SIOP might do to maintain the health of I-O psychology as an academic discipline. Scientific Affairs Chair Tammy Allen, Heather Kelly, Deirdre Knapp, and Fred Oswald present “Science Advocacy: An Update and Training Session.” This session has a dual purpose. The first is to provide a brief update of activities related to SIOP’s advocacy efforts. The second is to provide SIOP members with science advocacy training. Rich Cober, chair of the Professional Practices Committee, heads up a session entitled “SIOP—SHRM Collaboration: I-O Nuggets for HR Professionals.” This session showcases papers that have been written, presents ideas for future papers and gathers input from SIOP members. Representing the SHRM perspective are Mark Schmit and Alex Alonso; authors include Benjamin Schneider, Karen Barbera, Gerry Ledford, and Herbert Heneman; SIOP is represented by Rich Cober, Samantha Ritchie, David Morgan, and Anu Ramesh.

Closing Address

SIOP is pleased to present closing keynote speaker Dr. Albert Bandura. Dr. Bandura is widely considered one of the most influential psychologists in the world. He is the David Starr Jordan Professor of Social Science in Psychology (Emeritus) at Stanford University, where he has been since joining the faculty in 1953. Dr. Bandura has received dozens of honorary degrees and awards throughout his career, including many lifetime achievement awards, and has changed the face of psychology through his seminal work on social learning theory, social cognitive theory, and self-efficacy. Needless to say, you will not want to miss the thrill of Dr. Bandura addressing our society.

Closing Reception

The closing reception following the closing address will be a beach-themed celebration perfect for San Diego. All are welcome and encouraged to join us in sending this conference out on a high note. You don’t want to miss this!

Final Thoughts

Creating this conference, as you would imagine, is a colossal volunteer effort. The SIOP conference is truly special. The conference is organized by members for members—we have over 1,500 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 celebrate. Both of us are truly honored 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 (and to have a lot of fun in the process).

We are also very dedicated to continually improving the conference each year. Please share with us, Dave Nershi (our executive director), Robin Cohen (incoming Conference Chair), and Eden King (incoming Program Chair), any feedback you have about the positive aspects of the conference or your suggestions for improvements.

Enjoy the conference!

Sincerely,

Lisa Finkelstein

2012 SIOP Conference Chair
Northern Illinois University

Deborah Rupp

2012 SIOP Program Chair
Purdue University
# 27th ANNUAL CONFERENCE PROGRAM

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## Manchester Grand Hyatt San Diego

**One Market Place**  
San Diego, California 92101  
Tel: (619) 232-1234

**From San Diego International Airport** (Lindbergh Field, approximately 3 miles): When exiting the terminals, follow the signs to Downtown San Diego and Interstate 5. Stay in the right lane and this will deposit you onto North Harbor Dr. Continue south on North Harbor Dr. approximately 3 miles along the waterfront. Go one block past the Seaport Village entrance (Kettner Boulevard). Turn right at Market Place into the Hotel's main entrance.

**From Points North:** Take I-5 South toward San Diego. Exit at Front Street (exit 17) toward the Civic Center. Continue straight to Front St., and then turn right onto W. Market St. and into the main entrance.

**From Points South:** Take I-5 North to Cesar E. Chavez Pkwy (exit 14B). Turn left onto Cesar E. Chavez Parkway. Take a right onto East Harbor Dr., and then a left onto Market St. and into the main entrance.

**From Points East:** Take I-8 West to CA 125 toward CA 94. Keep left to take CA 94W. Turn left on 17th St., and then right onto Market St. and into the main entrance.

**From Points West:** Follow Harbor Dr. east along San Diego Bay to downtown. Harbor Dr. intersects with Market St.

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**Access the searchable version of this program and the personal conference scheduler at [http://www.siop.org/programsearch](http://www.siop.org/programsearch).**

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**Persons with Disabilities**  
If you are a person with a disability and require special assistance, please inform the SIOP Administrative Office of any special needs. We will endeavor to meet these special requests. Please notify us as early as possible by calling (419) 353-0032.
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Litrenta Foyer (2nd Level)
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
Douglas Pavilion BCD (Ground Level)
THURSDAY: 10:00 AM–5:30 PM
FRIDAY: 8:30 AM–5:30 PM
SATURDAY: 8:30 AM–3:00 PM

PLACEMENT CENTER HOURS
Douglas Pavilion A (Ground Level)
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–Noon

EXHIBITOR SHOWCASE HOURS
Douglas Pavilion BCD (Ground Level)
THURSDAY: 10:00 AM–5:00 PM
FRIDAY: 9:00 AM–5:00 PM
SATURDAY: 9:00 AM–1:00 PM

COFFEE BREAKS
Thursday: 8:00–8:30 AM Elizabeth Foyer
10:00–10:30 AM Douglas BCD
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

COMMITTEE MEETINGS
Committee on Ethnic Minority Affairs
Thursday, April 26, from 4:00–5:00 PM
Betsy A (2nd Level)
Lesbian, Gay, Bisexual, and Transgender Committee and Allies
Friday, April 27, from 2:30–3:30 PM
Maggie (3rd Level)

SIOP SPECIAL EVENTS
HOW TO GET THE MOST FROM THE SIOP CONFERENCE
Wednesday, April 25, from 5:00–6:00 PM Gallery (outside between hotel and Sally’s)

SIOP WELCOME RECEPTION
Wednesday, April 25, from 6:00–8:00 PM Pool Deck (4th Level)

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
Thursday, April 26, from 8:30–10:00 AM Elizabeth Ballroom A-E (2nd Level)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
Thursday, April 26, from 6:00–7:00 PM Elizabeth Ballroom G (2nd Level)

INTERNATIONAL MEMBERS’ RECEPTION
Thursday, April 26, from 6:00–7:00 PM Elizabeth Ballroom F (2nd Level)

EVENING RECEPTION
Thursday, April 26, from 6:00–8:00 PM Elizabeth Ballroom A-E and Foyer (2nd Level)
Top Posters on display from 6:00 to 6:50 PM

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION
Friday, April 27, from 6:00–7:00 PM Elizabeth Ballroom F (2nd Level)

CLOSING CONFERENCE PLENARY
Saturday, April 28, from 4:30–5:45 PM Elizabeth Ballroom North (2nd Level)

SIOP BEACH PARTY CLOSING RECEPTION
Saturday, April 28, from 6:00–7:30 PM Manchester Ballroom (2nd Level)
# 27th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

## Preconference Workshops

(Wednesday, April 25, 2012; 8:30 am–12:00 pm and 1:30 pm–5:00 pm)

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 7:15 a.m. at the Registration desk (Lobby Level). Participants receive 7 APA CE credits for attending two workshops.

1. Innovations in Computer-Based Testing: Implications for Science and Practice
2. The Art and Science of Selection: Loading up for Implementation and Sustainability
3. Competencies as a Foundation for Integrated Talent Management
4. Engaged Employees in Flourishing Organizations
5. Reaching for the Stars: Building High Potential Talent Programs for Organizational Advantage
6. Coaching That Fits: How to Tailor the Design and Delivery of Coaching to Achieve Greater Results
7. Beyond the Misery of Change Management: Getting Change Leadership Right
8. Talent Management in Action: Game of Thrones
9. Little Things (Can) Mean a Lot! Practical Statistics for Small-Sample and Group-Level Data
10. Avoiding the Blank Stare: Communicating Research Findings to General Audiences
11. Legal Update: Insights and Best Practices From Plaintiff, Enforcement Agency and Employer Perspectives
12. Shades of Gray in Ethical Landmines: Provoking Participative Provocateurs

## Theme Track: Science and Practice Perspectives on Contemporary Workplace Discrimination

(Receive 5.5 hours of APA CE credit for attending all Theme Track sessions.)

- **Session 10:** Introduction and Keynote Address: SIOP and EEOC: Finding Common Ground
- **Session 25:** Reducing Workplace Discrimination: Legalistic, Training, and Business-Case Perspectives
- **Session 54:** Settling Workplace Discrimination Cases: The Dos, Don'ts, Costs, and Benefits
- **Session 77:** Narrowing the Science–Practice Gap for Workplace Discrimination
- **Session 92:** Scholarly Reflections on the Past, Present, and Future of Discrimination

## Friday Seminars

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

Three (3) APA CE credits each for attending.

- **Session 105:** Global I-O: Developing an International Curriculum (8:30am to 11:20 am)
- **Session 112:** The Science and Practice of Workplace Mentoring Relationships (8:30 am to 11:20 am)
- **Session 142:** Quasi-Experimentation in Organizations (noon to 2:50 pm)
- **Session 151:** Followership: The Missing Link in our Understanding of Leadership (noon to 2:50 pm)

## Master Tutorials

- **Session 49:** Using Biodata for Retention and Productivity in an Emerging Market (1.5 credits)
- **Session 104:** Organization Culture Realignment: Solving The Enigma (2 credits)
- **Session 164:** Methods for the Masses: Demystifying Multilevel (or Hierarchical Linear) Modeling (1.5 credits)
- **Session 170:** Computerized Adaptive Testing: A Primer on Benefits, Design, and Implementation (1.5 credits)
- **Session 220:** Transforming Limiting Borders Into New Frontiers Through Boundary-Spanning Leadership (2 credits)
- **Session 233:** Conducting Subconscious Priming Research: Developing Design, Measures, and Procedures (1.5 credits)

## Master Collaboration

**Session 133:** Entrepreneurial Personality and Executive Coaching Management Through Technology

(This is one session showcasing two different collaborative efforts. Earn one APA CE credit)

An Academic–Practitioner Collaboration to Assess Entrepreneurial Personality; John Bradberry and Bartholomew Craig

Innovating New Frontiers: An Internal–External Partnership to Innovate Best-in-Class Executive Coaching Management Through Technology; Erica Desrosiers and Brian O. Underhill

## HRCI Credits

Some conference sessions will be preapproved for HRCI recertification credit.

When HRCI returns a decision on our program, results will be posted on [http://www.siop.org/Conferences/12Con/Regbk/ce_credit_opportunities.aspx](http://www.siop.org/Conferences/12Con/Regbk/ce_credit_opportunities.aspx).
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Deborah Rupp, Program Chair
Mariangela Battista, Past Program Chair
Douglas Reynolds, President-Elect
Adam Hilliard/Matthew O’Connell, Placement Ctr.
Tori Culbertson, Volunteer Coordinator
Mark Ehrhart, Local Arrangements

Dana Dunleavy
Adam Ortiz

Strategic Program Subcommittee Chairs

<table>
<thead>
<tr>
<th>Eden King</th>
<th>Ashley Walvoord</th>
<th>John Donovan</th>
<th>Evan Sinar</th>
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27th Annual Conference
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Join CPP’s Mike Morris and Pamela Valencia, organizational development experts, for a complimentary one-hour session on using the TKI and Myers-Briggs Type Indicator® (MBTI) assessments to be a better “conflict management strategist” on Thursday, April 26, 2012 at 2:00 p.m. in the exhibit hall.

After attending this session, you’ll walk away with techniques for managing conflict and elevating performance within your organization. And as a special bonus you’ll receive a flash drive full of valuable resources that can help you effectively apply your newly obtained knowledge.

Don’t forget to visit us at Booth #205 at the SIOP Conference and enter to win a sleek new iPad2!

800-624-1765 : www.cpp.com : The Myers-Briggs® experts

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Thursday Special Events:

PLENARY SESSION: PRESIDENTIAL ADDRESS, KEYNOTE ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS
8:30–10:00 AM  Elizabeth Ballroom A-E (2nd Level)

COFFEE BREAK
10:00–10:30 AM  Douglas BCD (Ground Level)
Enjoy your morning coffee while visiting our SIOP Conference Partners in the Exhibit Hall.

THURSDAY THEME TRACK: Science and Practice Perspectives on Contemporary Workplace Discrimination
Attending all 5 sessions provides 5 CE credits  (Elizabeth H, 2nd Level)
Session 10: Introduction and Keynote Address: SIOP and EEOC: Finding Common Ground
Session 25: Reducing Workplace Discrimination: Legalistic, Training, and Business-Case Perspectives
Session 54: Settling Workplace Discrimination Cases: The Dos, Don'ts, Costs, and Benefits
Session 77: Narrowing the Science–Practice Gap for Workplace Discrimination
Session 92: Scholarly Reflections on the Past, Present, and Future of Discrimination

EXECUTIVE BOARD SESSIONS
Session 62: A Conversation With the SIOP Leadership
Session 96: SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals

INVITED SPEAKERS
Session 29: Negotiating in the 21st Century Workplace: New Challenges, New Solutions?
Session 65: Can the SIOP Conference Be Relevant Throughout Your Entire Career?
PROGRAM COMMITTEE SESSIONS
Session 11: International Research Incubator on Overqualification at Work
Session 91: Errors in Organizations—Panel on SIOP Organizational Frontiers Series Book

MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS
4:00–5:00 PM  Betsy A (2nd Level)

SPEED MENTORING EVENT
5:00–7:00 PM  Cunningham ABC (4th Level)

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS
6:00–7:00 PM  Elizabeth Ballroom G (2nd Level)

INTERNATIONAL MEMBERS’ RECEPTION
6:00–7:00 PM  Elizabeth Ballroom F (2nd Level)

EVENING RECEPTION
6:00–8:00 PM Elizabeth Ballroom A-E and Foyer (2nd Level)

Top Posters on display from 6:00 to 6:50 PM
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<th>Thursday Sessions by Content Area</th>
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<tr>
<td><strong>Careers/Mentoring/Socialization/Onboarding/Retirement</strong></td>
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<tr>
<td>7  Posters 1-23, Douglas Pavilion BCD, 10:30 AM</td>
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<tr>
<td>22 America’s Cup AB, 11:30 AM</td>
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<tr>
<td>31 Mentoring Across Cultures and Contexts: Bridging the Research-Practice Gap, Edward CD, 12:00 PM</td>
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<tr>
<td>63 Distinguished Scientific Contributions Award: No Matter Where I Go, There I Am, Elizabeth F, 2:00 PM</td>
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<tr>
<td>65 Can the SIOP Conference Be Relevant Throughout Your Entire Career?, Emma AB, 2:00 PM</td>
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<tr>
<td>93 Women With Unique Perspectives: Power, Progress, and Priorities, Emma AB, 5:00 PM</td>
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<tr>
<td><strong>Coaching/Leadership Development</strong></td>
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<tr>
<td>13 Building Global Leaders: What Does It Take?, Ford AB, 10:30 AM</td>
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<tr>
<td>39 Posters 1-6, Douglas Pavilion BCD, 12:30 PM</td>
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<tr>
<td>46 Leadership Development in a Volatile, Uncertain, Complex, and Ambiguous World, Elizabeth C, 1:00 PM</td>
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<tr>
<td>69 Issues and Approaches in Assessing Leadership Potential, Annie AB, 3:30 PM</td>
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<tr>
<td>89 Internal Versus External Executive Coaching: A Fork in the Road?, Delmar AB, 5:00 PM</td>
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<tr>
<td><strong>Consulting Practices/Ethical Issues</strong></td>
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<tr>
<td>9 Seeing It to I: Understanding Internal and External Consultant Universes, Edward CD, 10:30 AM</td>
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<tr>
<td>26 Maximizing Your Impact as an Internal I-O Consultant, America’s Cup CD, 12:00 PM</td>
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<td>39 Poster 7, Douglas Pavilion BCD, 12:30 PM</td>
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<tr>
<td>76 Competing to Win: Translating Consulting Services Into Compelling Value Propositions, Elizabeth G, 3:30 PM</td>
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<tr>
<td>88 The Current Role of Ethics in Industrial-Organizational Psychology, America’s Cup CD, 5:00 PM</td>
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<td><strong>Counterproductive Behavior/Workplace Deviance</strong></td>
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<tr>
<td>10 Theme Track Keynote: SIOP and EEOC: Finding Common Ground, Elizabeth H, 10:30 AM</td>
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<tr>
<td>34 &quot;My Lips Are Sealed&quot;: Exploring Silence, Voice, and Knowledge Hiding, Ford AB, 12:00 PM</td>
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<td>72 Posters 1-30, Douglas Pavilion BCD, 3:30 PM</td>
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<td>74 Gender and the Dysfunctional Workplace, Edward CD, 3:30 PM</td>
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<td>98 Poster 1, Elizabeth D, 6:00 PM</td>
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<td><strong>Emotions/Emotional Labor</strong></td>
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<tr>
<td>32 The Experience of Work: Theory Meets Practice, Elizabeth G, 12:00 PM</td>
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<td>87 Posters 11-23, Douglas Pavilion BCD, 4:30 PM</td>
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<tr>
<td><strong>Employee Withdrawal (e.g., absence, turnover)/Retention</strong></td>
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<tr>
<td>90 Predictors of Turnover Intentions in Healthcare Settings, Edward AB, 5:00 PM</td>
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<tr>
<td>98 Poster 2, Elizabeth D, 6:00 PM</td>
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<tr>
<td><strong>Global/International/Cross-Cultural Issues</strong></td>
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<tr>
<td>5 How Organizational Psychology Improves the Lives of the Vulnerable, Betsy BC, 10:30 AM</td>
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<td>33 Cross-Cultural Issues/Research, Emma C, 12:00 PM</td>
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<tr>
<td>49 Using Biodata for Retention and Productivity in an Emerging Market, America’s Cup CD, 1:30 PM</td>
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<tr>
<td>52 Understanding the Role of Affect in Cross-Cultural Competence, Edward AB, 1:30 PM</td>
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<tr>
<td>97 Building International Linkages: Practice and Science at SIOPSA and SIOP, Mohsen AB, 5:00 PM</td>
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<tr>
<td><strong>Groups/Teams</strong></td>
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<tr>
<td>16 The Power of Collaboration: Investigations of Multiteam Systems, Madeline CD, 10:30 AM</td>
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<tr>
<td>22 Poster 2, America’s Cup AB, 11:30 AM</td>
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<tr>
<td>23 Posters 1-31, Douglas Pavilion BCD, 11:30 AM</td>
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<tr>
<td>48 Posters 1-4, America’s Cup AB, 1:30 PM</td>
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<td>56 The Science of Teams: Learning From the Extremes, Ford AB, 1:30 PM</td>
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<td>71 Teams and Networks, Delmar AB, 3:30 PM</td>
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<td>98 Poster 3, Elizabeth D, 6:00 PM</td>
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<td><strong>Human Factors/Ergonomics</strong></td>
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<td>55 I-O and Human-Systems Integration, Emma C, 1:30 PM</td>
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<td>75 Employee Engagement: Defining New Frontiers, Elizabeth F, 3:30 PM</td>
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<td>85 Poster 1, America’s Cup AB, 4:30 PM</td>
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<td>98 Poster 7, Elizabeth D, 6:00 PM</td>
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<td><strong>Job Performance/Citizenship Behavior</strong></td>
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<td>51 Posters 1-23, Douglas Pavilion BCD, 1:30 PM</td>
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<tr>
<td>57 Beyond Task Performance: New Research Directions on OCB and CWB, Gregory AB, 1:30 PM</td>
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<tr>
<td>91 Errors in Organizations—Panel on SIOP Organizational Frontiers Series Book, Edward CD, 5:00 PM</td>
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<td>98-8 Poster 8, Elizabeth D, 6:00 PM</td>
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<tr>
<td><strong>Judgment/Decision Making</strong></td>
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<tr>
<td>29 Negotiating in the 21st Century Workplace: New Challenges, New Solutions?, Delmar AB, 12:00 PM</td>
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<tr>
<td>73 The Judgment and Decision-Making Perspective on Core I-O Psychology Topics, Edward AB, 3:30 PM</td>
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<td>98 Poster 9, Elizabeth D, 6:00 PM</td>
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<td><strong>Leadership</strong></td>
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<td>1 Opening Plenary Session, Elizabeth C, 8:30 AM</td>
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<td>12 Developing Leadership in Organizations, Emma C, 10:30 AM</td>
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<tr>
<td>36 Leader Developmental Readiness: Toward Evidence-Based Practice, Madeline AB, 12:00 PM</td>
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<tr>
<td>39 Posters 8-28, Douglas Pavilion BCD, 12:30 PM</td>
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<td>61 Developing 21st Century Leaders: Current Challenges, Trends, and Techniques, Elizabeth A, 2:00 PM</td>
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<tr>
<td>62 A Conversation With the SIOP Leadership, Elizabeth B, 2:00 PM</td>
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<td>66 Abusive, Destructive, and Betraying Leaders: Effects and Organizational Recovery, Mohsen AB, 2:00 PM</td>
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<tr>
<td>81 Theory-Driven, Personality-Based Leadership Development, Gregory AB, 3:30 PM</td>
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<td>96 SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals, Madeline CD, 5:00 PM</td>
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<td>98 Poster 10, Elizabeth D, 6:00 PM</td>
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<tr>
<td><strong>Legal Issues/Employment Law</strong></td>
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<td>21 Test Fairness: Legal and Psychometric Issues and Controversies, Elizabeth G, 11:00 AM</td>
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<tr>
<td>30 Issues and Methodologies in Wage and Hour Cases, Edward AB, 12:00 PM</td>
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<tr>
<td>54 Theme Track: Settling Workplace Discrimination Cases: The Dos, Don’ts, Costs, and Benefits, Elizabeth H, 1:30 PM</td>
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<td>78 Job Analysis in a Legal Environment, Emma AB, 3:30 PM</td>
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Measurement/Statistical Techniques
15 Invalid Data in Surveys: Antecedents, Detection, and Consequences, Madeline AB, 10:30 AM
28 Methodological Advances in Meta-Analysis, Betsy BC, 12:00 PM
86 Recent Developments in Personality Measurement Invariance: Time, Culture, and Forms, Betsy BC, 4:30 PM

Motivation/Rewards/Compensation
11 International Research Incubator on Overqualification at Work, Emma AB, 10:30 AM
79 Future Directions in Work Motivation, Emma C, 3:30 PM
98 Poster 11, Elizabeth D, 6:00 PM

Organizational Health/Safety/Stress & Strain/Aging
50 Well-Being in High-Risk Occupations, Annie AB, 1:30 PM
67 Poster 1, America’s Cup AB, 3:30 PM

Organizational Culture/Climate
3 Understanding the Culture and Climate Underpinnings of Organizational Effectiveness, America’s Cup CD, 10:30 AM
44 Balancing Rigor and Reality When Doing Organizational Culture Research, Mohsen AB, 12:30 PM
94 Keeping Former Employees Aligned and Engaged: Challenges in Outsourced Organizations, Gregory AB, 5:00 PM

Organizational Justice
17 The Customer Experience in I-O Theory and Practice, Mohsen AB, 10:30 AM

Organizational Performance/Change/Downsizing/OD
4 I-O in Healthcare: Emerging Roles, Needs, and Opportunities, Annie AB, 10:30 AM
37 Spotlight on Green: Partnering With Organizations to Measure Environmental Benefits, Madeline CD, 12:00 PM
51 Posters 24-28, Douglas Pavilion BCD, 1:30 PM
83 Organization Design: Beyond Lines and Boxes, Madeline CD, 3:30 PM

Personality
22 Poster 3, America’s Cup AB, 11:30 AM
27 Personality in I-O: New Meta-Analytic Contributions to Unexamined, Neglected Issues, Annie AB, 12:00 PM
67 Posters 2 and 3, America’s Cup AB, 3:30 PM
87 Posters 12-31, Douglas Pavilion BCD, 4:30 PM

Research Methodology (e.g., surveys)
18 Innovative Methods of Gathering Employee and Applicant Data, Elizabeth A, 11:00 AM
42 Statistical and Methodological Myths and Urban Legends: Part VII, Elizabeth F, 12:30 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)
22 Poster 4, America’s Cup AB, 11:30 AM
59 Back Into the Web: New Directions in Applicant Attraction Research, Madeline CD, 1:30 PM
68 Contingent Workers: Adding Value or Just Cheap Labor?, America’s Cup CD, 3:30 PM
85 Poster 2, America’s Cup AB, 4:30 PM
95 Practical Recommendations for Implementing Global Selection Programs, Madeline AB, 5:00 PM
98 Posters 12 and 13, Elizabeth D, 6:00 PM

Strategic HR/Utility/Changing Role of HR
14 Managing Talent Amidst Extreme Organizational Change, Gregory AB, 10:30 AM
38 Posters 1-4, America’s Cup AB, 12:30 PM
45 To Raise or Lower the Bar: Innovations in Standard Setting, Delmar AB, 1:00 PM
51 Poster 29, Douglas Pavilion BCD, 1:30 PM
80 e-HRM: New Ideas for the Digital Age, Ford AB, 3:30 PM
1. Special Events: 8:30 AM–9:50 AM
Elizabeth C

Opening Plenary Session
Douglas H. Reynolds, Development Dimensions International, Chair
Adrienne J. Colella, Tulane University, Presenter

2. Interactive Posters: 10:30 AM–11:20 AM
America’s Cup AB
Fake It ’Til You Make It: Impression Management in Selection
Eric Heggestad, UNC-Charlotte, Facilitator

2-1 Faking in High Stakes and Low Stakes Scenarios
This study explored social desirability as a predictor of difference scores in Conscientiousness in pretraining and posttraining. Social desirability was a significant predictor of difference scores.
Brad Schlessman, Wright State University
Gene Alarcon, Air Force Research Laboratory
Alex J. Barella, Michigan State University
Kent Smith, Air Force Research Laboratory
Chelsey Credlebaugh, Air Force Research Laboratory
Erin Gerbec, Air Force Research Laboratory
Submitter: Gene Alarcon, gene.alarcon@wpafb.af.mil

2-2 Faking Good and Faking Bad Among Army Conscripts
As military service is compulsory in Switzerland, Swiss conscripts may fake good or bad. This unique field study showed that the military service motivation is related to self-admitted faking, personality dimension means, and increased correlations between personality dimensions. This supports faking models that stress the importance of motivational differences.
Cornelius J. König, Universität des Saarlandes
Patrick Boss, Zürcher Hochschule für Angewandte Wissenschaften
Klaus G. Meichers, University of Zurich
Submitter: Cornelius König, ckoenig@mx.uni-saarland.de

2-3 The Impact of Item Type on Faking Overt Integrity Items
This study provides evidence that certain overt integrity items are more susceptible to faking than others, due to differences in item transparency. The study also explores the strategies test takers adopt when faking responses to various types of overt integrity items.
David J. Whitney, California State University-Long Beach
Hanna Tekonen, California State University-Long Beach
Submitter: David Whitney, dwhitney@CSULB.edu

3. Symposium/Forum: 10:30 AM–11:50 AM
America’s Cup CD
Understanding the Culture and Climate Underpinnings of Organizational Effectiveness
Four empirical and theoretical papers consider the dynamics of multilevel and cross-cultural, including internal (culture, climate, structure, strategic leadership, work practices) and external (regional characteristics, cross-cultural differences, business) organizational factors. These factors contribute to the emergence of strong culture and climate that then translate into organizational effectiveness and competitive advantage.
Laura Petitta, University of Rome Sapienza, Chair
Mark G. Ehrhart, San Diego State University, Benjamin Schneider, Valtera, William H. Macey, Valtera,
Organizational Climate, Organizational Culture, and Competitive Advantage
Amy Y. Ou, National University of Singapore, Chad A. Hartnell, Arizona State University, Angelo Kinicki, Arizona State University, Elizabeth Karam, Michigan State University, A Meta-Analytic Test of an Organizational Culture Linkage Model
Daniel R. Denison, International Institute for Management Development, Katherine Xin, China Europe International Business School, Corporate Culture in Chinese Organizations
Laura Petitta, University of Rome Sapienza, Claudio Barbaranelli, University of Rome Sapienza, Tahira M. Probst, Washington State University Vancouver, Cross-Cultural Validation of the Intensity and Strength Organizational Culture Questionnaire
Neal M. Ashkanasy, University of Queensland, Discussant
Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

4. Symposium/Forum: 10:30 AM–11:50 AM
Annie AB
I-O in Healthcare: Emerging Roles, Needs, and Opportunities
U.S. health delivery systems will be undergoing substantial change related to the passage of the Affordable Care Act. The science of I-O psychology is particularly well-suited to helping health systems navigate these changes. This symposium will showcase applied examples of I-O psychology helping health systems on this journey.
Andrew N. Garman, NCHL/Rush University, Chair
Manchester Grand Hyatt

Sallie J. Weaver, Johns Hopkins School of Medicine, Helping Healthcare Organizations Navigate Issues of Context, Culture, and Climate
Alan Cooper, North Shore-LIJ Health System, Use of Simulation Training as a Health Care Learning Tool
Tasha L. Eurchik, The Eurchik Group/HealthOne—Rose Medical Center, The Dynamics of Talent Management Within the Healthcare Context
Kenneth Randall, Banner Health, Using Assessments and Surveys to Support Health Systems Change
Jennifer Weiss, HR Alignment Consulting (HRA), Caroline L. Pike, Ascension Health, Stephen D. Steinhaus, HR Alignment Consulting (HRA), Developing Mission-Aligned Leaders: The Ascension Health Development Insights Program

Submitter: Andrew Garman, Andy_N_Garman@rush.edu

5. Symposium/Forum: 10:30 AM–11:50 AM
Betsy BC
How Organizational Psychology Improves the Lives of the Vulnerable
Six I-O psychologists describe how they used their skills and expertise to deal effectively with issues affecting HIV/AIDS, poverty, ethnic conflict, and lack of education among vulnerable people in the world. Their accomplishments can be a template for SIOP’s new role as a nongovernmental organization accredited to the United Nations.

Walter Reichman, Org Vitality, Chair
Lori Foster Thompson, North Carolina State University, Using Technology and I-O Psychology to Improve Volunteerism
Ishbel McWha, Cornell University, Role of Worker Relationships in the Success of Aid Organizations
Jeffrey Godbout, University of Baltimore, Attitudes, Perceptions, and Beliefs About International Aid in Haiti
Mary O. Berry, Sirota Survey Intelligence, Organizational Psychology Aids Vulnerable Girls in Africa
Alexander E. Gloss, North Carolina State University, Organizational Psychology Improves Education in South Africa
Jennifer W. Martineau, Center for Creative Leadership, Leadership Training Prevents Violence Among Young People
Stuart C. Carr, Massey University, Discussant

Submitter: Walter Reichman, walterreichman@gmail.com

Delmar AB
Practical Challenges to Predicting Physical Ability in Applied Settings
This session highlights real-world programs that aim to use preemployment physical ability tests to predict job performance. Practitioners from academia, consulting, and the private sector will review strategies for overcoming operational challenges encountered when measuring, validating, and implementing physical ability tests in applied settings.

Corina Rice, CSX Transportation, Chair
Kristen L. Palazzo, CSX Transportation, Kyle Peters, University of North Florida, Samuel Wooten, CSX Transportation, Developing a Behaviorally Based Scale of Overall Physical Capability

Submitter: Bernd Carette, bernd.carette@ugent.be

2012 SIOP Conference

Jennifer R. Burnett, CSX Transportation, Corina Rice, CSX Transportation, John J. Pass, University of North Florida, Developing Valid Predictors of Success in Physically Demanding Jobs
Kevin R. Reindl, San Diego Gas and Electric, Facing the Challenges of Implementing a Physical Ability Testing Program
John H. Golden, CSX Transportation, Discussant
Submitter: Corina Rice, corinarice@yahoo.com

7. Posters: 10:30 AM–11:20 AM
Douglas Pavilion BCD
Careers/Mentoring/Socialization/Onboarding/Retirement

7-1 Newcomer Performance Adjustment in Teams: Experiential Predictors
This study examined newcomer performance adjustment using longitudinal performance data from a sample of professional basketball teams. Results confirmed that newcomer performance follows a negatively accelerating curvilinear pattern. Job experience was positively associated with initial newcomer performance, and past transition experience was positively related to newcomers’ rate of performance improvement.

Jeremy M. Beus, Texas A&M University
Steven Jarrett, Texas A&M University
Aaron B. Taylor, Texas A&M University
Submitter: Jeremy Beus, jeremybeus@gmail.com

7-2 Challenging the Dimensionality of Job Challenge
Despite growing interest in the outcomes of job challenge (development, career changes, attitudes), little clarity exists on its dimensionality. Challenge should be conceptualized as an aggregate 10-dimensional construct. In addition, when these dimensions were considered separately, incremental variance in exploration behavior could be explained beyond overall challenge.

Bernd Carette, Ghent University
Frederik Anseel, Ghent University
Filip Lievens, Ghent University
Submitter: Bernd Carette, bernd.carette@ugent.be

7-3 A Longitudinal Study of Proactivity During Socialization
This study explored employee proactivity during the newcomer socialization period. Using a longitudinal design with employees in a management training program, proactive personality predicted initial levels and changes in feedback seeking through socialization, and changes in feedback seeking were related to changes in goal clarity.

Susan K. Drohka, San Diego State University
Mark G. Ehrhart, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Abdifatah A. Ali, San Diego State University
Kimberly Waller, CSX
Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

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7-4 Creativity in Early and Established Career: Insights Into Multilevel Drivers

This study examined the careers of Nobel Prize winners to investigate the variables that encourage creativity across a career. Findings indicate that early career creative outputs are related to personal characteristics, mentoring, and team dynamics, whereas established career creative outputs are related to team dynamics and early career experimentation.

Michael E. Palanski, Rochester Institute of Technology
Dawn L. Eubanks, University of Warwick
Juani Swart, University of Bath
Michelle Hammond, University of Limerick
Joy Oguntebi, Rochester Institute of Technology
Submitter: Dawn Eubanks, Dawn.Eubanks@wbs.ac.uk

7-5 Promotability and Derailment: Are Business and Interpersonal Skills That Important?

This study was conducted to investigate different skills’ value relating to a superior’s perception of promotability and potential for derailment. Business skills were found to be most relevant for promotability and interpersonal skills were most significant regarding potential for derailment.

Michael Frueh, Central Michigan University
Neil D. Christiansen, Central Michigan University
Submitter: Michael Frueh, micrafive@gmail.com

7-6 Complementary Mentor Motivations and Protégé Characteristics: Determinants of Mentoring

We investigated supervisors’ mentoring motivations, protégé characteristics, and protégé-reported mentoring experiences. Results from this research demonstrate support for the notion that supervisors’ motivations to mentor determine, in part, the type of protégés that are most likely to receive mentoring from them.

Julia M. Fullick, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Nic Bencaz, Cognitive Performance Group
Submitter: Julia Fullick, Julia.Fullick@gmail.com

7-7 Untangling Protégé Self-Reports of Mentoring Functions: Further Meta-Analytic Understanding

This study attempted to further our understanding of the relations of the various types of protégé-reported mentoring relationship functions. Specifically, examined were the relations of psychosocial, career support, and role modeling functions with one another, and also predicted relationship were outcomes. Numerous moderators of these relations were also identified.

Katie Kirkpatrick, Seattle Pacific University
James R. Longbaugh, Seattle Pacific University
Jubilee Dickson, University of Texas at Arlington
Ajal B. Patel, University of Texas at Arlington
Dana L. Kendall, Seattle Pacific University
Shannon A. Scielzo, University of Texas at Arlington
Submitter: Katie Kirkpatrick, kirkpatrickm@spu.edu

7-8 Personality Predictors of Career Exploration: A Meta-Analysis

This meta-analysis determined correlations of personality traits and career exploration. Traits included the Big 5, shyness, VDSI, and stress. Measures of career exploration were based on scores of Self- and Environmental Exploration of the Career Exploration Survey. Results found low/moderate correlations between personality characteristics and career exploration.

Anna R. Aquino, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Jo-Ida C. Hansen, University of Minnesota
Submitter: Nathan Kuncel, kunce001@umn.edu

7-9 Mentoring—Work–Life Balance Relationship: The Case of IT Students

This study is the first of a 3-part study focused on establishing relationships between mentoring and work–life balance. Building on social comparison theory and cognitive model of stressor appraisal, this study examined this relationship on a sample of IT students, with 2 more studies on IT professionals to follow.

Valentina V. Kuskova, Higher School of Economics, Russia
Valerie L. Bartelt, Texas A&M University–Kingsville
Manju Ahuja, University of Louisville
Liudmila V. Petrova, Higher School of Economics, Russia
Submitter: Valentina Kuskova, vkuskova@hse.ru

7-10 Testing a Social Cognitive Career Theory Model of Professional Development

To address retention issues in the sciences, a social cognitive career theory (SCCT) model of professional development was tested using data from 198 computer science and engineering majors. SCCT variables predicted professional development intentions, which in turn predicted professional development actions. These actions predicted persistence intentions, major commitment, and involvement.

Debra A. Major, Old Dominion University
Karin A. Orvis, U.S. Army Research Institute
Valerie J. Morganson, Old Dominion University
Kristina N. Bauer, Old Dominion University
Submitter: Debra Major, dmajor@odu.edu

7-11 The Impact of Actual and Perceived Similarity on Mentorship Survival

This study examined the impact of perceived and actual deep-level similarity on mentorship survival in a formal mentoring program. Mentorships were more likely to last when pairs were similarly valenced in proactive personality scores and when perceptions of general similarity, shared perspectives, and match fit were increased.

Kristina Matarazzo, Northern Illinois University
Lisa Finkelstein, Northern Illinois University
Kurt Kraiger, Colorado State University
Submitter: Kristina Matarazzo, kmatarraz@gmail.com
7-12 Personality, Interests, and Career Indecision: A Multidimensional Perspective

This study examines the factor structure of career indecision (CI). Results indicate that not only should CI be conceptualized as a multidimensional construct, but that personality and vocational interests are differentially related to its facets. Results indicate that personality is a stronger predictor of CI than previously thought.

Megan B. Morris, Wright State University
Gary N. Burns, Wright State University
Joshua Taylor, Wright State University
Submitter: Megan Morris, morris.156@wright.edu

7-13 Fraternizing and “Friend Requests”: Networking’s Relationship to Perceived Career Success

This study examined the relationship between traditional and social networking behaviors and students’ career success efficacy, as well as the role of personality and social networking impression management skills. Results indicate traditional networking behaviors, LinkedIn usage, impression management, Extraversion, low Neuroticism, and Conscientiousness positively predict career success efficacy.

Cole N. Napper, Louisiana Tech University
Victoria J. Smoak, Louisiana Tech University
Amy Frost, Louisiana Tech University
Tilman Sheets, Louisiana Tech University
Ann Marie Rabalais, Louisiana Tech University
Submitter: Cole Napper, cole.napper@gmail.com

7-14 Initial Mentor Attraction: Interactions of Individual and Mentor Demographic Characteristics

This research attempts to provide some guidance concerning formal mentoring programs being implemented within organizations. The results suggest that formal mentoring programs could be necessary to alleviate some of the issues that may occur from initial mentor attraction based on protégé demographic characteristics and personal needs.

Michael A Neeper, University of Texas at Arlington
Shannon A. Scielloz, University of Texas at Arlington
Steven D. Diamond, University of Texas at Arlington
Jared Kenworthy, University of Texas at Arlington
Submitter: Michael Neeper, michael.neeper@mavs.uta.edu

7-15 Performing On the Road: Peer Coaching and Newcomers’ Performance Trajectories

Although research has linked organizational socialization tactics and newcomer proactivity to newcomers’ performance, scholars have called for more work on how peers enable newcomer performance. Using theories of resource allocation and self-esteem, a field study investigates how forms of peer coaching facilitate newcomers’ initial performance and performance improvement.

7-16 I Do What I Want: Personality–Interest Congruence Across Cultures

Multilevel analysis of data from over 390,000 individuals from 20 countries examined the extent to which culture moderates several previously established relationships between personality and occupational interests. Findings show in-group collectivism may influence the extent to which occupational interests reflect personality traits.

Catherine Ott-Holland, Michigan State University
Jason L. Huang, Wayne State University
Ann Marie Ryan, Michigan State University
Patrick L. Waldfing, Birkman International, Inc.
Fabian Elizondo, Birkman International, Inc.
Submitter: Catherine Ott-Holland, c.ottolland@gmail.com

7-17 A Quantitative Review of the Effectiveness of Freshman Seminars

College freshman seminars are designed to increase college retention and improve grades, but there is little information as to their effectiveness. A quantitative review of the literature finds relatively weak average effects for these criteria but substantial variation in program effectiveness that can be explained by program characteristics.

Vahe Permzadian, University at Albany, SUNY
Marcus Crede, University at Albany, SUNY
Submitter: Vahe Permzadian, vahep@aol.com

7-18 Relationships Between Socialization and Team Effectiveness for Collegiate Athletic Coaches

Previous organizational research has demonstrated the socialization—effectiveness relationship. Expanding upon this literature, the socialization—effectiveness relationship in the domain of collegiate athletics (N = 75) was examined. Results indicated that socialization influences performance and that the influence is stronger when using affective rather than behavioral effectiveness measures.

Elizabeth Peyton, Wright State University
Debra Steele-Johnson, Wright State University
Julie Steinke, Wright State University
Brian D. Michael, Wright State University
Zach Kalinoski, Wright State University
Submitter: Elizabeth Peyton, peyton.15@wright.edu

7-19 Mentoring and Burnout: Generativity and Perceived Organization Support as Moderators

An individual variable (generativity) and an organizational variable (perceived organizational support for mentoring) were considered as moderators of the relationship between both positive and negative mentoring.
and burnout. Results support the importance of both of these variables for enhancing the positive aspects of mentoring and reducing negative aspects of mentoring.

Meline M. Schaffer, Clemson University
Mary Anne Taylor, Clemson University
Submitter: Meline Schaffer, mschaff@clemson.edu

7-20 Don’t Let Me Down: Negative Mentoring and Protégé Performance

This study examined the mediating relationship between negative mentoring relationships and protégé performance through procedural justice perceptions. The effects on subordinate counterproductive work behaviors (CWBs) and organizational citizenship behaviors (OCBs) were analyzed by means of hierarchical regression.

Julia B. Sauer, University of Georgia
Stefanie S. Beck, University of Georgia
Allison B. Siminovsky, University of Georgia
Lillian T. Eby, University of Georgia
Brian J. Hoffman, University of Georgia
Taylor E. Sparks, University of Georgia
Submitter: Allison Siminovsky, asimino1@uga.edu

7-21 How Career Orientation Shapes the Job Satisfaction–Turnover Intention Link

This study was conducted to clarify the impact of career orientation on the static and dynamic link between job satisfaction and turnover intention. Based on a 3-wave study design, the results revealed unequal moderating effects in the static and dynamic relationship for independent and loyalty-oriented employees.

Cecile Tschopp, ETH Zurich
Gudela Grote, ETH Zürich
Marius Gerber, Kienbaum Consultants International, Zurich
Submitter: Cecile Tschopp, ctschopp@ethz.ch

7-22 Different Fit Perceptions in Academic Environments: Attitudinal and Behavioral Outcomes

This study examined whether students perceive 3 different types of academic fit and whether these factors predict important criteria. Results fully support our hypotheses. Specifically, interest–major fit is the best predictor of major change intention, as is needs–supplies fit and well-being, demands–abilities fit and academic performance.

Yixuan Li, Peking University
Xiang Yao, Peking University
Yi Wang, Peking University
Submitter: Xiang Yao, yaoxiangpk@gmail.com

7-23 Subordinate’s Political Skill and Supervisor’s Dependence on Subordinate

This study examined the relationship between subordinate’s political skill and supervisor’s dependence on subordinate, and the mediating (interaction frequency with supervisor and team-member exchange, TMX) and moderating (supervisor’s political behavior) variables of this relationship. Data were collected from a construction company in China to test the model.

Junqi Shi, Peking University, China
Yihao Liu, Peking University, China
Le Zhou, University of Florida
Mo Wang, University of Florida
Submitter: Le Zhou, zhoule2007@gmail.com

8. Panel Discussion: 10:30 AM–11:50 AM
Edward AB

I-O Bilingualism: Do You Speak Technology?

Technology is pervasive in I-O interventions. Consultants are challenged with broadening both their knowledge of and competency in communicating technology concepts. Those unable to do so will face an increased likelihood of project failure. Experienced panelists provide practical guidance for building skills and overcoming the challenges of delivering technology-laden projects.

Emily Stehura, Development Dimensions International (DDI), Chair
Craig R. Dawson, SHL, Panelist
Emily Glass, Development Dimensions International (DDI), Panelist
Tami Licht, Development Dimensions International (DDI), Panelist
David E. Ostberg, Evolv On Demand, Panelist
Submitter: Emily Bailey, emily.bailey@ddiworld.com

9. Panel Discussion: 10:30 AM–11:50 AM
Edward CD

Seeing I to I: Understanding Internal and External Consultant Universes

Often times, internal and external consultants are so immersed in their respective organizations that misunderstandings occur when the demands of one world requires the unthinkable in the other. This session brings together internal and external consultants to share their perspectives so as to promote greater understanding and collaboration.

Lilly Lin, DDI, Chair
Brad A. Chambers, Polaris Assessment Systems, Panelist
Richard T. Cober, Marriott International, Panelist
Lisa Malley, DDI, Panelist
Lauren E. McEntire, PepsiCo, Panelist
Douglas D. Molitor, 3M, Panelist
Christine R. Scheu, SHL PreVisor, Panelist
Mona Stronsick, Progressive Insurance, Panelist
Submitter: Lilly Lin, lilly.lin@ddiworld.com

10. Special Events: 10:30 AM–11:20 AM
Elizabeth H

Theme Track Keynote: SIOP and EEOC: Finding Common Ground

Keynote speaker Jacqueline A. Berrien heads the Equal Employment Opportunity Commission (EEOC), the lead agency in the government’s effort to eradicate and remedy employment discrimination through law enforcement, education, and outreach. EEOC works to end workplace
discrimination based on factors such as race and gender and ensure that employers do not use non-job-related assessment and selection procedures. Remarks will address common challenges and opportunities of SIOP and EEOC and call for renewed dialogue and partnership to better serve American employers and employees.

Michelle (Mikki) Hebl, Rice University, Chair
Eden B. King, George Mason University, Presenter
Jacqueline Berrien, Equal Employment Opportunity Commission (EEOC), Presenter
Submitter: Michelle (Mikki) Hebl, Hebl@Rice.edu

11. Special Events: 10:30 AM–12:20 PM

Emma AB
International Research Incubator on Overqualification at Work
This incubator aims to provide a forum for researchers around the world to develop a research agenda for the overqualification construct; discuss and debate outstanding issues in definition, measurement, and conceptualization of the construct; and identify testable hypotheses that can be studied beyond this session.

Talya N. Bauer, Portland State University, Chair
Berrin Erdogan, Portland State University, Chair
Saul Fine, Midot, Presenter
Aleksandra Lukyte, University of Western Australia, Presenter
Douglas C. Maynard, SUNY New Paltz, Presenter
Jose M. Peiró, University of Valencia, Presenter
Frances M. McKee-Ryan, University of Nevada, Reno, Presenter
Submitter: Talya Bauer, TalyaB@Sba.pdx.edu

12. Community of Interest: 10:30 AM–11:50 AM

Emma C
Developing Leadership in Organizations
Cynthia D. McCauley, Center for Creative Leadership, Host
Beverly A. Dugan, HumRRO, Host
Patrick Gavan O’Shea, HumRRO, Coordinator

13. Symposium/Forum: 10:30 AM–11:50 AM

Ford AB
Building Global Leaders: What Does It Take?
As the world becomes more global, organizations are challenged to develop leaders who can effectively lead in this more complex, global context. The purpose of this symposium is to forward academic and applied understanding of how to groom effective global leaders.

Lisa Dragoni, Cornell University, Chair
Katherine E. Holt, PeakInsight LLC, Kyoko Seki, Deep Harmony, What the Bleep Do We Know About Developing Global Leaders?
Paula M. Caligiuri, Rutgers University, International Volunteerism and the Development of Cross-Cultural Competencies
Lisa Dragoni, Cornell University, In-Sue Oh, Virginia Commonwealth University, Ozias A. Moore, Cornell University, Paul T. Van Katwyk, PDI Ninth House, Joy F. Hazucha, PDI Ninth House, Paul E. Tesluk, University of Maryland, Global Work Experience: Does It Make for Better Strategic Leaders?

14. Panel Discussion: 10:30 AM–11:50 AM

Gregory AB
Managing Talent Amidst Extreme Organizational Change
Significant organizational changes due to economic downturn, constant and rapid changes in technology, and movement to results-oriented work environments have resulted in a different employee–employer contract. How does the constant state of change impact an organization’s talent management strategies? Panel participants will address these issues.

Ernest Paskey, Aon Consulting, Chair
Tara K. McClure, Aon Hewitt, Co-Chair
Dru Fearing, Freddie Mac, Panelist
David S. Gill, Verizon, Panelist
Lia M. Reed, United States Postal Service, Panelist
Michael C. Heil, Aon Consulting, Panelist
Submitter: Ernie Paskey, ernest.paskey@aonhewitt.com

15. Symposium/Forum: 10:30 AM–11:50 AM

Madeline AB
Invalid Data in Surveys: Antecedents, Detection, and Consequences
Invalid data occurs across many self-report data collections, and this data can take on many forms. This symposium presents 4 studies covering invalid responding, from before-the-fact considerations to after-the-fact impacts, offering a wide-ranging picture of the state of research on invalid data and providing new research directions and important implications.

Paul Curran, Michigan State University, Co-Chair
Nathan T. Carter, University of Central Florida, Co-Chair
Nathan T. Carter, University of Central Florida, Scott A Withrow, Bowling Green State University, Ryan P. Whorton, Bowling Green State University, Individual Differences and the Use of an Unfolding Response Process
Adam W. Meade, North Carolina State University, S. Bartholomew Craig, North Carolina State University, Understanding Careless Responses Using Mixture Modeling and Simulation
Mengqiao Liu, Wayne State University, Jason L. Huang, Wayne State University, Insufficient Effort Responding to Surveys: Validation of a Detection Scale
Paul Curran, Michigan State University, Lindsey M. Kotrba, Denison Consulting, The Impacts of Invalid Responding: A Simulation Study
Frederick L. Oswald, Rice University, Discussant
Submitter: Paul Curran, curranpl1@msu.edu
Madeline CD


Multiteam systems (MTSs) are systems of teams that coordinate and collaborate to achieve goals too large to be accomplished by 1 team alone. The requirements of work within an MTS are highly complex. This symposium will present 4 research studies examining different levers of MTS effectiveness (e.g., training, leadership).

Dorothy R. Carter, Georgia Institute of Technology, Co-Chair
Leslie A. DeChurch, Georgia Institute of Technology, Co-Chair
Dustin J. Sleesman, Michigan State University, John R. Hollenbeck, Michigan State University, Brent A. Scott, Michigan State University, Robert Davison, Michigan State University, Daniel R. Ilgen, Michigan State University, Leader Fit in Multiteam Systems: An Information Processing Perspective
Leslie A. DeChurch, Georgia Institute of Technology, Stephen J. Zaccaro, George Mason University, Dorothy R. Carter, Georgia Institute of Technology, Rachel Asencio Hodge, Georgia Institute of Technology, Peter W. Seely, Georgia Institute of Technology, Amy M. Wax, Georgia Institute of Technology, Tiffani R. Chen, George Mason University, Tracy C. McCausland, George Mason University, Development of Coordination Norms in Globally Distributed Multiteam Systems
Glenn E. Littlepage, Middle Tennessee State University, Paul A. Craig, Middle Tennessee State University, Michael B. Hein, Middle Tennessee State University, Richard G. Moffett III, Middle Tennessee State University, Andrea M. Georgiou, Middle Tennessee State University, Paul R. Carlson, Middle Tennessee State University, Training to Enhance Multiteam Coordination in the Airline Industry
Dorothy R. Carter, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, MTS Leadership From a Network Perspective
Submitter: Dorothy Carter, dorothy.carter@gatech.edu

17. Symposium/Forum: 10:30 AM–12:20 PM
Mohsen AB

**The Customer Experience in I-O Theory and Practice**

Although the customer experience is integral to organizational success, it is a rare focus of I-O. This symposium illustrates how I-O psychologists are helping organizations maintain satisfying and loyal customer relationships. A series of lab and field studies are presented to examine impacts on the customer experience.

Terri Shapiro, Hofstra University, Chair
Miriam T. Nelson, Aon Hewitt, Fors Marsh Group, LLC, Sarah E. Baker, Fors Marsh Group, LLC, Were You Satisfied and Will You Come Again?
Clifford R. Jay, Aon Hewitt, Christine E. Corbet, Aon Hewitt, Making It Easy: Impact of Customer Effort on Satisfaction
Terri Shapiro, Hofstra University, Jennifer Nieman-Gonder, Farmingdale State College, Andrzej Kozikowski, Hofstra University, Comila Shahani-Denning, Hofstra University, Sayeedul Islam, Hofstra University, Does Quality Customer Service Pay in Competitive Markets?
Submitter: Terri Shapiro, terri.shapiro@hofstra.edu

18. Symposium/Forum: 11:00 AM–12:20 PM
Elizabeth A

**Innovative Methods of Gathering Employee and Applicant Data**

Representatives from 4 organizations (Google, Frog Design, FBI, Sprint) will share new methods for gathering employee and applicant data (e.g., opinions, skills, behaviors, performance) and lessons learned from experimenting with various data collection platforms (e.g., phone apps) with the goal of inspiring others to move beyond traditional data collection methods.

Tina Malm, Google, Chair
Tina Malm, Google, Eric Dooversberger, Google, Capturing the Pulse: Next Generation Methods for Gathering Employee Feedback
Eric Hummel, Frog Design, I Have the People Analytics. Now What?
Submitter: Tina Malm, tmalm@gmail.com

19. Panel Discussion: 11:00 AM–12:20 PM
Elizabeth B

**IGNITE Session: Imparting Survey Wisdom, Five Minutes at a Time**

In this blitz of a session, each of 10 survey experts gets 5 minutes and 20 automatically advancing slides to share a story, a key lesson, a personal position, and advice illustrated with case studies, research examples, and the experiences of highly seasoned practitioners and researchers.

Scott M. Brooks, OrgVitality, Chair
Mariangela Battista, Pfizer Inc., Panelist
Sarah R. Johnson, CLC Geneseo, Panelist
Michael N. Bazigos, Columbia University, Panelist
Jeffrey A. Jolton, Kenexa, Panelist
Corinne B. Donovan, Adelphi University, Panelist
Kyle Lundby, Valera, Panelist
Melissa L. Graves, Starbucks Coffee Company, Panelist
Jeffrey M. Saltzman, OrgVitality, Panelist
Steven G. Rogelberg, University of North Carolina Charlotte, Panelist
Allan H. Church, PepsiCo, Panelist
Submitter: Scott Brooks, scottbrooks@orgvitality.com
20. Symposium/Forum: 11:00 AM–12:20 PM
Elizabeth F
Dimension, Task, and Mixed-Model Perspectives on Assessment Centers
In response to criticisms concerning the construct validity of ACs, 3 perspectives on AC measurement have been articulated. This symposium brings together 4 studies that add insights into the dimension, task, and mixed-model perspectives on ACs. Implications for the development of AC theory and practice are discussed.
Duncan J. R. Jackson, University of Seoul, Chair
Brian J. Hoffman, University of Georgia, Chair
Duncan J. R. Jackson, University of Seoul, Brian J. Hoffman, University of Georgia, Dimension, Task, and Mixed-Model Perspectives on Assessment Centers
John P. Meriac, University of Missouri-St. Louis, David J. Woehr, University of North Carolina Charlotte, Broad Assessment-Center Dimensions: A Nomological Network Examination of Validity
Nathan R. Kuncel, University of Minnesota, Paul R. Sackett, University of Minnesota, Resolving the Assessment-Center Construct-Validity Problem
Elizabeth L. Monahan, University of Georgia, Ashley Williams, University of Georgia, Ben Overstreet, University of Georgia, A Meta-Analysis of the Validity of Assessment Center (AC) Exercises
Brian J. Hoffman, University of Georgia, Nigel R. Guenole, Kenexa, Tony Cockerill, Kenexa, Measurement Invariance of a Mixed Model Assessment Center (AC) Exercises
Charles E. Lance, University of Georgia, Discussant
Submitter: Duncan Jackson, duncanjackson@gmail.com
21. Roundtable Discussion/Conversation Hour:
11:00 AM–11:50 AM
Elizabeth G
Test Fairness: Legal and Psychometric Issues and Controversies
Fairness remains one of the most pervasive issues in high stakes testing programs, owing largely to the various definitions of “fairness,” ranging from social to legal to psychometric points of view. This session will explore legal and measurement issues, recent developments, and controversies regarding fairness in employment testing.
John A. Weiner, PSI, Host
Keith M. Pyburn, Fisher & Phillips, LLP, Host
James C. Sharf, Employment Risk Advisors, Inc., Host
Submitter: John Weiner, jweiner@psionline.com
22. Interactive Posters: 11:30 AM–12:20 PM
America's Cup AB
Behave! Influences on Job Behaviors
Beth Bynum, HumRRO, Facilitator
22-1 Mentor Knowledge Sharing and Protégé Creative Behavior: Does Traditionality Matter?
This study examined the role of mentoring in helping protégés understand the “why” necessary for creative behavior. Mentoring functions that protégés received partially mediated the relationship between mentor knowledge sharing and protégé creative behavior. Stronger positive relationships were found for individuals scoring low (versus high) in Chinese traditionality.
Changya Hu, National Chengchi University
Ying-Ni Cheng, National Chengchi University
Lisa E. Baramik, East Carolina University
Chun-Chi Yang, Fu Jen Catholic University
Submitter: Changya Hu, changya@nccu.edu.tw
22-2 Importance of Team Gender Composition When Using Complex Psychomotor Tasks
This study sought to investigate the potential influence of team gender composition on team performance on a complex psychomotor task. The results indicated significant mean differences across the levels of team gender composition, such that teams with a larger proportion of men had higher scores on the performance task.
Stephen Hill, University of Akron
Aimee King, University of Akron
Submitter: Stephen Hill, sch19@zips.uakron.edu
22-3 Follower Dependency: The Role of Personality, Self-Concept Clarity, and Self-Monitoring
This study examined how personality, self-concept clarity, and self-monitoring abilities influence the degree of dependency of a follower on his or her leader. Results indicated that both self-concept clarity and self-monitoring negatively predicted dependency. Employers may want to help foster a clear self-concept and self-monitoring skills in autonomous working environments.
Stephen Hill, University of Akron
Aimee King, University of Akron
Submitter: Stephen Hill, sch19@zips.uakron.edu
22-4 Effects of Interview Anxiety and Impression Management on Interview Performance
This study investigated whether impression management (IM) and interview anxiety jointly or independently influence interview performance. Based on limited resource self-regulation theory, we posited that interview anxiety would interfere with interviewees’ ability to use IM tactics. Moderator and mediator analyses were conducted using IM, interview anxiety, and interview performance.
Deborah M. Powell, University of Guelph
Leann Schneider, University of Guelph
Submitter: Deborah Powell, dpowell@uoguelph.ca
23. Posters: 11:30 AM–12:20 PM

23-1 Cross-Cultural Differences in Perception of Time: Implications for Multinational Teams

Multinational teams are particularly open to issues surrounding temporal diversity, or the extent to which team members vary in their perception of time. Ten time-related, cultural differences are discussed, with particular emphasis on their relationship with various team processes.

Christopher K. Adair, DePaul University
Gamze Arman, DePaul University
Submitter: Christopher Adair, ckadair@gmail.com

23-2 Team Reflexivity and Performance Under Routine Versus Novel Mission Demands

This laboratory experiment examined the effectiveness of guided team reflexivity focusing on specific mission tasks and objectives versus unguided team reflexivity. Results showed that task-based guided reflexivity was beneficial to mission performance when teams faced routine circumstances but was potentially detrimental when teams had to adapt to unexpected novel circumstances.

Matthew L. Arsenault, University of Oklahoma
Eric A. Day, University of Oklahoma
Matthew J. Schuelke, Air Force Research Laboratory
Michael G. Hughes, University of Oklahoma
Submitter: Matthew Arsenault, matthew.l.arsenault-1@ou.edu

23-3 The Dark Side of Teams: Psychopathy, Aversive Climate, and Deviance

This research examined the effects of psychopathy and situational perceptions on task contributions and interpersonal deviance. Results suggest that student teams characterized by psychopathy had negative climate perceptions, low collective efficacy, and contained members who engaged in deviant behavior and contributed little to the task.

Michael Baaysinger, Kronos
James M. LeBreton, Purdue University
Submitter: Michael Baaysinger, michael.baysinger@kronos.com

23-4 Task Networks: A Unitary Theory for Conceptualizing Interdependence in Teams

Interconnected task components are conceptualized as providing a basic framework of interdependence that can link individuals and work units. This theoretical paper reframes interdependence and applies the theory to 2 non-traditional forms of teams, flash teams and virtual teams.

Justin K. Benzer, VA Healthcare System
David Mohr, Department of Veterans Affairs
Nathalie McIntosh, COLMR, VA Boston Healthcare System
Gary J. Young, Northeastern University
Martin P. Charns, COLMR, VA Boston Healthcare System
Submitter: Justin Benzer, justin.benzer@va.gov

23-5 Exploring the Dynamics of Self-Report and Behavioral Cohesion on Performance

Cohesion, one of the most frequently studied team processes, is typically examined with cross-sectional, self-report designs leading to weak, inconsistent relationships with team effectiveness. This study measures cohesion through self-report and behavioral indicators over time. Self-report and behavioral cohesion dynamically fluctuated and uniquely predicted team performance.

Michael T. Braun, Michigan State University
Tara A. Rench, Michigan State University
Marina Pearce, Michigan State University
Samantha K. Baard, George Mason University
Brady Firth, Michigan State University
Richard P. DeShon, Michigan State University
Steve W. J. Kozlowski, Michigan State University
Submitter: Michael Braun, braunmi3@msu.edu

23-6 Debriefs Predict Performance: A Qualitative Review and Meta-Analysis

Debriefs are a low cost yet effective way to improve performance. To pull together a fragmented base of research and theory, we performed a qualitative and quantitative review. Findings from 43 samples ($N = 2,026$) indicate that debriefs improve effectiveness over control ($d = .54$), bolstered by facilitation and levels-of-analysis alignment.

Christopher P. Cerasoli, University at Albany, SUNY
Scott I. Tannenbaum, Group for Organizational Effectiveness
Submitter: Christopher Cerasoli, cc572532@albany.edu

23-7 Effects of a Companion Dog on a Group Task

This study examined the effects of a companion dog on behaviors and attitudes during a group task. The presence of a companion dog positively influenced group satisfaction and was also associated with greater levels of cohesion, trust, and intimacy among group members.

Matthew Christensen, Central Michigan University
Christopher R. Honts, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Submitter: Matthew Christensen, chris2ms@cmich.edu

23-8 How Shared Cognition Can Moderate the Team Process–Outcome Relationship

Traditional theories of shared cognition suggest that it affects team performance through enhanced teamwork processes. This study demonstrated that shared cognition can also moderate the team processes–outcome relationship. Task elaboration processes improved performance for teams with highly similar situation models but hurt performance for teams with highly dissimilar models.

Sharvari Dalal, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Christopher Wiese, University of Central Florida
Ariel Afek, University of Central Florida
Submitter: Sharvari Dalal, sharvari@knights.ucf.edu
23-9 Influences of Regulatory Mode on Identity in Multiteam Systems

This paper reports a laboratory study conducted to explore the influence of trait regulatory mode on the activated identity of individuals in a complex organization. Results indicate that regulatory mode interacts with organizational performance to affect activated identity at the individual and organizational levels but not at the team level.

Robert Davison, Michigan State University
Michael Howe, Michigan State University
John R. Hollenbeck, Michigan State University
Submitter: Robert Davison, davison@bus.msu.edu

23-10 Improving Team Decision-Making Effectiveness in a Hidden Profile Scenario

Collective discussion often produces a bias in favor of information known to all members beforehand. This study examined the effectiveness of a multifaceted intervention designed to improve information sharing in hidden profile contexts. Teams receiving the intervention tended to share more “unique” information known to individual members and make better decisions.

Angela Donovan, IUPUI
Dennis J. Devine, IUPUI
Paige E. Coulter-Kern, IUPUI
Aron J. Kale, IUPUI
Submitter: Dennis Devine, ddevine@iupui.edu

23-11 Project Commitment in Cross-Functional Teams: Antecedents and Relationship With Performance

Drawing on signaling theory, we posit that project commitment is influenced by team cohesion, team leader behaviors, and members’ perceived project support, as well as indirectly influenced by perceptions of project support through organizational commitment. We further consider project commitment’s influence on team performance. Multilevel analyses supported most hypotheses.

Kyle P. Ehrhardt, University of Wisconsin-Milwaukee
Janice S. Miller, University of Wisconsin-Milwaukee
Sarah Freeman, University of Wisconsin-Milwaukee
Peter W. Hom, Arizona State University
Submitter: Kyle Ehrhardt, kpe@uwm.edu

23-12 Preference for Teamwork, Team Member Performance, and Role Interdependence

A U.S. Navy study examined the relationship between one facet of collectivism and team member performance. The facet of preference for teamwork was found to predict team member performance differently by role. The sample consisted of 60 participants (78% uniformed Navy personnel) formed into 15 teams of 4.

Joshua Douglas Cotton, U.S. Navy-NPRST
Submitter: William Farmer, farmerwl@flash.net

23-13 Toward a Temporally Based Framework of Team Development Interventions

Little is known about when team development interventions (i.e., training, coaching, etc.) are best implemented. This study proposes a temporally based framework that advances an understanding of when, throughout the team performance lifecycle, these interventions should be introduced to best impact performance.

Megan E. Gregory, University of Central Florida
Marissa L. Shuffler, University of Central Florida
Deborah DiazGranados, Virginia Commonwealth University
Eduardo Salas, University of Central Florida
Submitter: Megan Gregory, megangregory7@gmail.com

23-14 Knowledge Transfer in Organizations: A Social Capital Perspective

When an employee engages in relationship-building behavior and when his/her organization adopts a collaborative-based HR configuration, he or she is more likely to develop positive work relationships with the colleague that transfers work-related knowledge with him/her. Positive work relationships in turn facilitate more knowledge transfer.

Yu-Shan Hsu, University of Wisconsin-Milwaukee
Submitter: Yu-Shan Hsu, yhsu@uwm.edu

23-15 The Influence of Experience on Shared Mental Models Over Time

This study explored whether air traffic controllers’ shared mental models (SMM) become more similar over a 2-year period and how work experience is related. Results showed that primarily low-experienced controllers’ team SMM similarity increased over time and slightly exceeded high-experienced team SMM.

Pia Justen, National Aerospace Laboratory NLR
Robert R. van Doorn, Maastricht University
Fred Zijlstra, Maastricht University
Jelke van der Pal, National Aerospace Laboratory NLR
Submitter: Pia Justen, Pia.Justen@nlr.nl

23-16 CoMeT—Analyzing Communication to Understand How Healthcare Action Teams Coordinate

An observation taxonomy for communication in healthcare action teams (CoMeT) is presented. CoMeT aims at providing a systematic, reliable, and valid set of 15 descriptive categories capturing communication with respect to explicit and implicit action and information coordination. First reliability and validity tests indicate strengths and weaknesses of the taxonomy.

Michaela Kolbe, ETH Zurich
Tanja Manser, University of Fribourg,
Michael J. Burtscher, ETH Zurich
Submitter: Michaela Kolbe, mkolbe@ethz.ch
23-23 Beyond Miles: Configuration, Electronic Communication, and Performance in Virtual Teams

This study was conducted to examine the influence of dispersion and technology on virtual team performance. The results show that (a) team configuration is a stronger determinant of performance than spatial and temporal dispersion; and (b) electronic communication influences performance and acts as a moderator in the dispersion-performance relationship.

Ambika Prasad, University of Illinois
Darleen M. DeRosa, OnPoint Consulting
Michael M. Beyerlein, Center for Study of Work Teams
Submitter: Ambika Prasad, ambikap@illinois.edu


This study investigated predictors of negative feedback acceptance in teams, as well as the effect of feedback acceptance on collective efficacy. Several personality traits were related to acceptance, and acceptance was related to teams’ subsequent efficacy. These findings imply that feedback providers should consider personality traits when giving negative feedback.

Sabrina Tabarovsky, Central Michigan University
Matthew I Brown, Central Michigan University
Michael Grossenbacher, Central Michigan University
Nicole Doll, Central Michigan University
Matthew S. Prewett, Central Michigan University
Submitter: Matthew Prewett, prewe1ms@cmich.edu

23-25 The Effect of Accuracy in Team Efficacy Perceptions

This study administered false feedback to observe the effects of inaccurately estimating team performance upon performance regulation. Results indicated that efficacy and Conscientiousness were only predictive of performance when teams received negative performance feedback and when teams underestimated or had accurate perceptions of their task performance.

Matthew S. Prewett, Central Michigan University
Submitter: Matthew Prewett, prewe1ms@cmich.edu
Manchester Grand Hyatt

Matthew I. Brown, Central Michigan University
Sabrina Tabarovsky, Central Michigan University
Matthew S. Prewett, Central Michigan University
Submitter: Matthew Prewett, prewe1ms@cmich.edu

23-26 A Multidimensional Model of Person–Group Fit on Individual Outcomes

This study evaluates a multidimensional model of person–group (P–G) fit using longitudinal data from 3 sources (employees, supervisors, and HR department). Results show individual dimension effects of P–G fit (value, personality, and KSAfit) on individual outcomes, as well as a superordinate P–G fit construct that underlies the single fit dimensions.

Jee Young Seong, University of Iowa
Amy L. Kristof-Brown, University of Iowa
Doo-Seung Hong, Seoul National University
Won-Woo Park, Seoul National University
Submitter: Jee Young Seong, jeeyoung-seong-1@uiowa.edu

23-27 A Role-Based Relational Approach to Examining Injustice in Teams

We examine supervisor injustice in teams, finding that a violation of one member decreases team supervisor-directed OCBs and increases retaliation. Member coreness moderates this relationship; negative behaviors increase when core members are violated. Supervisor recovery mitigates this effect and interacts with coreness—it is more important to recover core members.

Jessica L. Siegel, University of Arizona
Michael S. Christian, University of North Carolina
Adela S. Garza, Michigan State University
Aleksander P. J. Ellis, University of Arizona
Submitter: Jessica Siegel, jsiegel1@email.arizona.edu

23-28 Winning the Game: Team Effectiveness in a Competitive Environment

Conflict effects on behavioral and affective dimensions of team effectiveness within a competitive environment were examined. For collegiate athletic coaching staffs (N = 148 in 65 teams), results indicated that relationship and task conflict accounted for unique variance in team effectiveness and interacted in their effects on performance and viability.

Julie A Steinke, Wright State University
Debra Steele-Johnson, Wright State University
Elizabeth Peyton, Wright State University
Zach Kalinoski, Wright State University
Brian D. Michael, Wright State University
Submitter: Julie Steinke, steinke.27@wright.edu

23-29 Improving Team Mental Models: Individual Versus Team Reflexivity and Storytelling

Although team mental models (TMMs) have been shown to positively predict team performance, their antecedents have been underresearched. This study investigated the effects of 3 interventions—storytelling,
2012 SIOP Conference

25. Special Events: 11:30 AM–12:50 PM

Elizabeth H

Theme Track: Reducing Workplace Discrimination: Legalistic, Training, and Business-Case Perspectives

Using a Devil’s Advocacy format, speakers will present arguments in favor of and against legalistic, training, and business-case approaches to reducing discrimination. This problem solving session will attempt to determine what I-O psychologists and corporate leaders can do to maximize the effectiveness of dominant approaches to reducing discrimination.

Robert L. Dipboye, University of Central Florida, Co-Chair
Lisa H. Nishii, Cornell University, Co-Chair
Arthur Gutman, Florida Institute of Technology, Panelist
Mark V. Roehling, Michigan State University, Panelist
Donna Chrobot-Mason, University of Cincinnati, Panelist
Lynn M. Shore, San Diego State University, Panelist
Wayne F. Cascio, University of Colorado, Panelist
Aparna Joshi, University of Illinois at Urbana-Champaign, Panelist

Submitter: Eden King, eking6@gmu.edu

Submitter: Alan Mead, mead@iit.edu

2012 SIOP Conference
San Diego, California

THURSDAY AM

Submitter: Eden King, eking6@gmu.edu

Submitter: Alan Mead, mead@iit.edu
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**Presented by:**
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Manchester Grand Hyatt

Indicates Theme Track Session

26. Panel Discussion: 12:00 PM–1:20 PM
America's Cup CD

Maximizing Your Impact as an Internal I-O Consultant

Working as an internal consultant offers unique opportunities and challenges. A panel of seasoned internal practitioners will discuss their experiences and ways in which they have been able to maximize their impact on their organizations. Topics will include differences between internal and external consulting, understanding the business, and more.

Scott Boyd, Best Buy Co., Inc., Chair
Megan K. Leasher, Macy’s, Inc., Panelist
David H. Oliver, PepsiCo Americas Foods, Panelist
Calvin C. Hoffman, LA County Sheriff’s Department, Panelist

Submitter: Scott Boyd, Scott.Boyd@BestBuy.com

27. Symposium/Forum: 12:00 PM–1:20 PM
Annie AB

Personality in I-O: New Meta-Analytic Contributions to Unexamined, Neglected Issues

Although personality research has firmly established itself in I-O psychology, a number of questions remain unanswered, including issues of construct coverage, incremental and convergent validity, and scale selection. Fresh meta-analyses presented in this symposium seek to guide both researchers and practitioners in the more sophisticated and fruitful use of personality.

Stephan Dilchert, Baruch College, CUNY, Chair
Benjamin K. Seltzer, University of Minnesota, Deniz S. Ones, University of Minnesota, Nomological Net of Self-Efficacy: The Meta-Analytic Case Against Domain Specificity
Michael P. Wilmot, University of Minnesota, John E. Barbuto, Jr., California State University–Fullerton, Incremental Validity of Self-Monitoring as Predictor of Performance: Meta-Analytic Findings
Stacy Eitel Davies, PDI Ninth House, Deniz S. Ones, University of Minnesota, Brian S. Connelly, University of Toronto, Adib Birkland, The City College of New York, A Meta-Analytic Assessment of Warmth and Personality Structure
Kevin C. Stanek, University of Minnesota, Deniz S. Ones, University of Minnesota, A Refined Meta-Analytic View of Cognitive Ability and Personality Relationships
Chockalingam Viswesvaran, Florida International University, Discussant

Submitter: Benjamin Seltzer, seltz044@umn.edu

28. Symposium/Forum: 12:00 PM–1:50 PM
Betsy BC

Methodological Advances in Meta-Analysis

This session describes advances in the statistical tools and practice of meta-analysis. Presenters will critically evaluate existing methods and describe new developments. Considerations in conducting and reporting meta-analytic results will be discussed.

Submitter: Cristina Banks, banks@lamorindaconsultingllc.com

29. Special Events: 12:00 PM–12:50 PM
Delmar AB

Negotiating in the 21st Century Workplace: New Challenges, New Solutions?

Twenty-first century employees’ negotiations increasingly involve people who are more “connected” (in terms of knowledge and network influences) yet also increasingly more similarly “connected” (culturally and geographically). Topics will include differences between internal and external consultant, understanding the business, and more.

Barry Goldman, University of Arizona, Chair
Debra L. Shapiro, University of Maryland, Panelist
Laura J. Kray, University of California, Berkeley, Panelist
Batia M. Wiesenfeld, New York University, Panelist
Tom Tripp, Washington State University, Panelist

Submitter: Eduardo Salas, esalas@ist.ucf.edu

30. Symposium/Forum: 12:00 PM–1:20 PM
Edward AB

Issues and Methodologies in Wage and Hour Cases

I-Os and labor economists possess skills and knowledge that directly impact outcomes of wage and hour class actions involving issues such as misclassification, missed breaks, off-the-clock work, and suitable seating. Case issues and emerging methodologies firmly establish the relevance of I-Os in this domain.

Cristina G. Banks, Lamorinda Consulting LLC, Chair
Kevin R. Murphy, Landy Litigation Support Group, Wage and Hour Cases: Issues for I-O Psychologists
Ali Saad, Resolution Economics LLC, Wage and Hour Cases: Dealing With the Data Vacuum

Submitter: Cristina Banks, banks@lamorindaconsultingllc.com
Mentoring Across Cultures and Contexts: Bridging the Research–Practice Gap

This session will offer a stimulating platform for addressing gaps in our understanding of formal mentoring relationships and how they vary across cultures and contexts. A select panel of mentoring scholars and practitioners will engage the audience in developing practical strategies and cutting-edge research agendas for bridging these gaps.

Aarti Shyamsunder, Infosys Leadership Institute, Chair
Belle Rose Ragins, University of Wisconsin-Milwaukee, Co-Chair
Subhadra Dutta, Central Michigan University, Co-Chair
David Cadiz, Oregon Nurses Foundation, Panelist
Soner Dumani, University of South Florida, Panelist
Sreekumar T. S., Infosys Leadership Institute, Panelist
Dawn E. Chandler, California Polytechnic State University, Panelist

Submitter: Aarti Shyamsunder, aarti_shyamsunder@infosys.com

The Experience of Work: Theory Meets Practice

This roundtable/conversation hour will address the following question: What would our field look like both for science and practice—what would we be studying and how would we study it—if we were genuinely focused on better understanding the experience of working as lived, perceived, and interpreted by workers themselves?

Howard M. Weiss, Georgia Institute of Technology, Chair
Seymour Adler, Aon Hewitt, Co-Chair
Submitter: Seymour Adler, Seymour.Adler@Aon.com

Cross-Cultural Issues/Research

Linn Van Dyne, Michigan State University, Chair
Patrick Kulesa, Towers Watson, Co-Chair
Jessica M. Nicklin, University of Hartford, Coordinator

Submitter: Bobby Naemi, bnaemi@gmail.com

“My Lips Are Sealed!”: Exploring Silence, Voice, and Knowledge Hiding

A range of factors may influence an employee’s decision to share or hide important information with others. Existing research on employee silence, voice, and knowledge hiding behaviors is limited and fragmented. This symposium provides a broad overview of these employee communication behaviors, their antecedents, and outcomes.

Malissa A. Clark, Auburn University, Chair
Marianna Horn, Auburn University, Co-Chair
Gregory W. Stevens, Auburn University, Angela A Beiler, Auburn University, Malissa A. Clark, Auburn University,

Submitter: Malissa Clark, clarkm@auburn.edu

A Dynamic Investigation of Negative Events, Mood, and Employee Silence

Catherine E. Connelly, McMaster University, David Zweig, University of Toronto-Scarborough, Social Construals of Knowledge Hiding in Organizations

James J. Lavelle, University of Texas, Arlington, Robert G. Folger, University of Central Florida, Voice as a Multifaceted Construct: Differentiating Instrumental and Relational Facets

Deirdre O’Shea, University of Limerick, Finian Buckley, Dublin City University, Melrona M. Kirrane, Dublin City University, Adele Grazi, Dublin City University, Rachel Fine, University of Limerick, Staying Silent With Your Manager: Motives and Affective Outcomes

Submitter: Malissa Clark, clarkm@auburn.edu

Alternative Scoring Approaches for Situational Judgment Tests

This symposium explores several alternate techniques for scoring situational judgment tests that differ from traditional SJT scoring methods. Presentations cover both established SJTs and innovative new video-based and single-response SJTs.

Bobby D. Naemi, Educational Testing Service, Co-Chair
Richard D. Roberts, Educational Testing Service, Chair
Amy E. Crook, Rice University, Stephan J. Motowidlo, Rice University, Single-Response SJTs: Scoring Approaches and Relationships With Personality

Michelle Martin, Rice University, Harrison J. Kell, Rice University, Alisa Yu, Rice University, Stephan J. Motowidlo, Rice University, Faking Good on Single-Response Situational Judgment Tests and Personality Measures


Jonas Bertling, Educational Testing Service, Frank Rijmen, Educational Testing Service, Scoring SJTs With the Latent Class Model

Peter Legrec, U.S. Army Research Institute, Richard D. Roberts, Educational Testing Service, Dan J. Putka, HumRRO, Joseph Psotka, U.S. Army Research Institute, Jordan M. Robbins, Transportation Security Administration, Using Profile Similarity Metrics to Score the MSCEIT

Submitter: Bobby Naemi, bnaemi@gmail.com

Leader Developmental Readiness: Toward Evidence-Based Practice

Leader development processes have been generally overlooked in applied psychology, at least until relatively recently. In addressing this gap, evidence examining leader developmental readiness and intraindividual processes underpinning leader development will be presented. This research will help inform selection into developmental programs based upon individual readiness to benefit from development.
Manchester Grand Hyatt

David V. Day, University of Western Australia, Chair
Andrea R. Steele, University of Western Australia, Co-Chair
Rebecca J. Reichard, Claremont Graduate University, Allen W. Gottfried, Claremont Graduate University, Adele E. Gottfried, California State University-Northridge, Diana W. Guerin, California State University-Fullerton, Pamela H. Oliver, California State University-Fullerton, Ronald E. Ruggio, Claremont McKenna College, Longitudinal Research on Early Predictors of Adult Leadership
Andrea R. Steele, University of Western Australia, David V. Day, University of Western Australia, Facilitating Leader Development: The Role of Motivation and Ability Readiness Factors
Stefanie K. Johnson, University of Colorado Denver, Stefanie Putter, Cognitive Change Concepts, Interactive Effects of Mastery Orientation and Efficacy on Leader Development
Stephen J. Zaccaro, George Mason University, Discussant
Submitter: Andrea Steele, steela01@student.uwa.edu.au

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

Spotlight on Green: Partnering With Organizations to Measure Environmental Benefits
As practitioners who help organizations implement programs and quantify successes, I-Os are uniquely positioned to showcase positive corporate environmental sustainability (CES) outcomes. This session presents relevant data and models, then facilitates discussion/collaboration with attendees to share ideas and encourage applied research so CES outcome measurement can become common practice in future.

Stephanie R. Klein, SHL, Chair
Lance Andrews, SHL, Stephanie R. Klein, SHL, Still Easy Being Green: Environmental ROI With Unproctored Testing
David A. Jones, University of Vermont, Chelsea R. Williness, University of Saskatchewan, Using Green Business Practices to Recruit Employees: What Happens Post Hire?
David A DuBois, True Market Solutions, Cathy L. Z. DuBois, Kent State University, Training Design for Organizational Engagement in Corporate Environmental Sustainability
David B. Zoogah, Morgan State University, Green Signatures, Ecological Routines, and Organizational Effectiveness
Adriane M. Sanders, University of Memphis, Ann H. Huffman, Northern Arizona University, Common Work–Family Policies Providing Multilevel Organizational and Environmental Benefits
Submitter: Stephanie Klein, stephanie.klein@shl.com

38. Interactive Posters: 12:30 PM–1:20 PM
America’s Cup AB

The Big Picture: Strategic Human Resource Management
Gina Medsker, HumRRO, Facilitator
39-1 Validating the Feedback Orientation Scale: Leaders’ Reactions to Developmental Feedback

This study investigated the relationships between managers’ feedback orientation and 4 outcomes. Results indicated that managers’ self-rated feedback orientation correlated positively with their coaches’ ratings of their openness and change likelihood during a feedback session. Feedback orientation was not related to participants’ defensiveness or to their performance ratings.

Phillip W. Braddy, Center for Creative Leadership
Rachel Sturm, University of Houston
Leanne Atwater, University of Houston
James W. Smither, La Salle University
John W. Fleenor, Center for Creative Leadership
Submitter: Phillip Braddy, pwb062779@hotmail.com

39-2 Engagement, Exchange Quality, and the Willingness to Pursue Leader Development

Students’ intentions to participate in leader self-development were enhanced when they perceived a benefit, there was a positive exchange relationship, and they were engaged. The results of this study suggest relationship quality may be a necessary, but not a sufficient, condition for increasing one’s leader development intentions.

Nathan S. Hartman, John Carroll University
Thomas A. Conklin, Gannon University
Submitter: Nathan Hartman, nhartman@jcu.edu

39-3 Strategic Coaching: An OD Strategy Applied to Mergers and Acquisitions

The traditional concept of executive coaching is expanded to make the case for strategic coaching (SC)—organizationally focused coaching of key influential leaders throughout an organization. SC is applied to the context of a merger and acquisition (M&A), and difficulties of M&As that can be addressed by strategic coaching are discussed.

Serena C. Hsia, Seattle Pacific University
Daniel C. Molvik, Seattle Pacific University
Sarah K. Lambie, Seattle Pacific University
Submitter: Sarah Lambie, sarahkaylambie@gmail.com

39-4 Evidence Based Answers to Ten Questions About Leveraging 360-Degree Feedback

Despite the popularity of 360-degree feedback, there is a paucity of study describing evidence based “best practices.” This paper will summarize the state of the practice of translating awareness from 360-degree feedback into actual behavior change.

Kenneth M. Nowack, Envisia Learning
Sandra Mashhi, Envisia Learning Inc.
Submitter: Kenneth Nowack, ken@envisialearning.com

39-5 Investigating Active Ingredients in Perceived Competency Change of Executive Coaches

This study examined the effects of 3 active ingredients on perceived competency change within an executive coaching engagement. Thirty executives were interviewed. The results suggest that the active ingredients do in fact play an important role in the success of executive coaching on competency change.

Ian Smith, University of Tulsa
Bradley J. Brammel, University of Tulsa
Submitter: Ian Smith, ian-smith@utulsa.edu

39-6 Back to Basics: Rethinking Managing Millennials

In this theoretical paper, the authors consider common stereotypes of employees from the Millennial generation in the context of the educational, political, economic, and social contexts present during their formative years. The authors suggest that management style may be the key to successfully leveraging Millennial employees’ talents.

Charles N. Thompson, Taylor Strategy Partners
Jane B. (Brodie) Gregory, Washington & Lee University
Submitter: Charles Thompson, thompsonchad1@gmail.com

39-7 Evidence-Based Practice in I-O Psychology: An Empirical Study

Quantitative and qualitative results from a survey of I-O psychologists (N = 169) are presented that document the evidence-based practices adopted in their work with clients. Findings illustrate the variety of evidence practitioners consult and how they bring this to bear as scientist–practitioners in decision making regarding interventions and solutions for clients.

Dean T. Bartlett, London Metropolitan Business School
Jan Francis-Smythe, University of Worcester
Submitter: Dean Bartlett, d.bartlett@londonmet.ac.uk

39-8 Being Well, Leading Well: Leaders’ Psychological Well-Being Predicts Leadership Behaviors

Although employee well-being has been the focus of much research, research on leaders’ well-being remains scarce. This study examined the impact of leaders’ psychological well-being on leadership behaviors. Daytime sleepiness predicted abusive supervision and laissez-faire leadership positively and transformational leadership negatively; obsessive-compulsive behaviors also positively predicted laissez-faire leadership.

Amy L. Bergenwall, Queen’s University
Julian Barling, Queen’s University
Alyson Byrne, Queen’s University
Angela M. Dionisi, Queen’s University
Kathryne E. Dupre, Memorial University
Rebecca E. Lys, Queen’s University
Jennifer L. Robertson, Queen’s University
Jeff Wylie, Queen’s University
Submitter: Amy Bergenwall, ABergenwall@business.queensu.ca
39-9 Leader–Member Exchange and Leaders’ and Subordinates’ Conflict Management Strategy Profiles

This study examined leaders’ and subordinates’ conflict management strategies (CMS) and how they related to dyad relationship quality (LMX). CMS profiles were assessed from both upward and downward perspectives. The potential causes of differences between supervisors’ and subordinates’ CMS profiles in low/moderate-quality relationships were explored.

Kimberly R. Burris, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Karen Korabik, University of Guelph
Submitter: Kimberly Burris, kimberly.burris@gmail.com

39-10 Leader Victimization and Employee Paranoia

Dynamics of paranoia/extreme distrust may explain the effects of leader victimization behavior/damaging leadership on employee responses. Specifically, the receipt of leader victimization may lead to employee paranoia. Once paranoia has developed, various cognitive processes and behavioral responses will contribute to the perpetuation of employee paranoia and damaging leadership experiences.

Chia-Yen Chiu, SUNY at Buffalo
Prasad Balkundi, SUNY at Buffalo
Submitter: Chia-Yen Chiu, chiayenchiu@gmail.com

39-11 Powerful Leaders and Satisfied Followers: Roles of Network and Prototypes

This study intends to answer why followers see their supervisors as ideal leaders. Using a sample of 50 work teams, leader’s social proximity to subordinates was reported to predict different facets of social power. Power perceptions were significantly related to leadership prototype and eventually predicted greater satisfaction with supervision.

Chia-Yen Chiu, SUNY at Buffalo
Prasad Balkundi, SUNY at Buffalo
Submitter: Chia-Yen Chiu, chiayenchiu@gmail.com

39-12 Implicit Functional Leadership Theories: Leader Legitimacy Given Hierarchy and Context

Implicit functional leadership theories (IFLTs) are proposed as a way that individuals may categorize leaders and form scripts regarding them. Preliminary support for the construct was found, in that internal leaders were expected to perform more routine behaviors, but formalized leaders were expected to engage in more strategic behaviors.

Christopher Coultas, University of Central Florida
Marissa L. Shuffler, University of Central Florida
Christopher Wiese, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Chris Coultas, ccoultas@ist.ucf.edu

39-13 Examination of Reciprocity and General Tendencies in Leader–Member Exchange (LMX)

This study examines (via variance partitioning) whether general tendencies of supervisors or unique supervisor–subordinate relationships contribute most to LMX ratings. Results indicate that LMX ratings are largely relational and that employees’ fairness perceptions are related to both the general supervisor tendencies and unique relationships.

Kristin L. Cullen, Center for Creative Leadership
Houston F. Lester, University of Nebraska-Lincoln
Daniel J. Svyantek, Auburn University
Jamie Winter, Development Dimensions International
Submitter: Kristin Cullen, cullenk@ccl.org

39-14 Examining the Leadership Pipeline From a Person-Centered Approach

This study adopted a “person-centered” approach to investigate the prevalence of different leader types along the organizational hierarchy. Based on inverse principal components analyses, this study identified 3 leader types. One leader type decreased, whereas the other 2 types increased in the prevalence from low to high management levels.

Guangrong Dai, Lominger International
Kenneth P. De Meuse, Korn/Ferry International
Evelyn Orr, Lominger International
Submitter: Guangrong Dai, daigr@yahoo.com

39-15 Managerial Decisiveness and Effectiveness: Exploring Their Connection Across Cultures

Extending past research on leadership traits and context, this study investigates whether the trait of decisiveness relates to managerial effectiveness among 30,718 managers in 37 countries. Decisiveness is positively related to effectiveness, and this positive relationship is moderated by the national cultural variable of assertiveness.

William A. Gentry, Center for Creative Leadership
Frederick P. Morgeson, Michigan State University
Submitter: William Gentry, gentryb@ccl.org

39-16 Labels and Leaders: The Influence of Framing on Leadership Emergence

In 2 studies, we find that task framing can influence the emergence of leaders because of changes in perceptions of competence. These findings are discussed in the context of related theoretical findings, and managerial implications are elaborated on.

Geoffrey C. Ho, UCLA
Margaret Shih, UCLA
Daniel J. Walters, UCLA
Submitter: Geoffrey Ho, gho@anderson.ucla.edu

39-17 Team Diversity and Size as Facilitators/Barriers to Shared Leadership

This paper explores attributes of teams that may facilitate or hinder the emergence of shared leadership,
specifically team diversity and team size. Results show that team size is negatively correlated with shared leadership, diversity has no direct effect, and there is evidence for an interaction between size and diversity.

Kate LaPort, George Mason University
Irwin J. Jose, George Mason University
Ashley B. Ageter, George Mason University
Vias Nicolaides, George Mason University
Alan J. Tomassetti, George Mason University
Stephen J. Zaccaro, George Mason University
Submitter: Irwin Jose, IrwinJose@gmail.com

39-18 The Glass Ceiling Revisited: Gender and Perceptions of Competency

The competency ratings received by male and female managers in U.S. companies were studied in a large matched sample (N = 5,436). Gender differences were obtained on 15 of the 22 competencies studied. In most cases, differences were independent of the gender of the boss completing the ratings.

Robert I. Kabacoff, Management Research Group
Submitter: Robert Kabacoff, rob.kabacoff@mrg.com

39-19 Leaders’ Affect and Cognition on Charismatic Leadership and Follower Outcomes

This study concerns the antecedents of charismatic leadership. It tested a model in which leaders’ positive conceptions of followers and leaders’ positive affect at work predicts follower perceptions of charismatic leadership, follower affect, and follower job performance. Overall, support was found for this model.

Uma Maheswari Kedharnath, Colorado State University
Stefanie K. Johnson, University of Colorado Denver
Thomas S., University of California, Riverside
Submitter: Uma Maheswari Kedharnath, graduma@gmail.com

39-20 Toward Development of a Destructive Leadership Scale

In this study, a scale was designed that distinguishes between 2 manifestations of destructive leadership: destructive goals and actions. The scale demonstrated good psychometric properties. The intended factor structure was confirmed. The study concludes by outlining the steps needed for further scale development and validation.

Dina Krasikova, University of Nebraska-Lincoln
James M. LeBreton, Purdue University
Stephen G. Green, Purdue University
Submitter: Dina Krasikova, dkrasikova2@unl.edu

39-21 Leadership Threshold: Participative Leadership, Information-Sharing Behavior, and Performance Outcomes

This study examines J-shaped curvilinear relationships between participative leadership and performance outcomes (task performance and organizational commitment). Results show that these curvilinear relationships are particularly pronounced when leaders’ information sharing behavior is high. The effect of participative leadership on performance outcomes is buffered, however, when information sharing is low.

Catherine K. Lam, City University of Hong Kong
Xu Huang, The Hong Kong Polytechnic University
Simon Chan, The Hong Kong Polytechnic University
Submitter: Catherine Lam, mg.cat@cityu.edu.hk

39-22 The Influence of Transformational Leadership on Commitment: New Underlying Processes

This study primarily aimed to examine the moderating role of supervisor’s organizational embodiment on the relationship between transformational leadership and affective organizational commitment. Also investigated was the mediating role of perceived organizational support in this relationship. Finally, potential determinants of supervisor’s organizational embodiment were identified and their predictive power tested.

Florence Stinglhamber, Université Catholique de Louvain
Dorothée Hanin, Université Catholique de Louvain
Fabrice De Zanet, Université de Liège
Géraldine Marique, Université Catholique de Louvain
Submitter: Géraldine Marique, geraldine.marique@uclouvain.be

39-23 Moral Reasoning Ability and the Perception of Transformational Leadership

Despite a history of theory discussing the ethical relationship between transformational leader and follower, few studies have empirically examined moral reasoning ability’s effect on the leader follower dyad. This study presents evidence that followers’ moral reasoning ability affects the perception and evaluation of transformational leadership.

Andrew M. Naber, Texas A&M University
Richard G. Moffett III, Middle Tennessee State University
Submitter: Andrew Naber, andrewmnaber@gmail.com


The role of sports owner meddling on team performance was examined. We found that meddling negatively impacted some organizations but not others. By employing an open-systems perspective, this investigation adds to the executive leadership literature by identifying organizational characteristics that affect the impact the executive has on an organization’s performance.

Jamie B. Severt, George Washington University
David P. Costanza, George Washington University
Submitter: Jamie Severt, jssevert@gwmail.gwu.edu

39-25 Leading for Creativity: Competing Leader Influence Tactics on Intrinsic Motivation

This study examined effects of leader influence tactics on those working on creative tasks. Using an experimental study, 4 leader influence tactics were manipulated: charisma, mission, recognition, and intellectual
stimulation. Participants completed a measure of intrinsic motivation. Analyses revealed different combinations of influence tactics affected intrinsic motivation.

Amanda Shipman, University of Oklahoma
Cristina L. Byrne, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Amanda Shipman, shipman.amanda@gmail.com

39-26 Blaming the Organization for Abusive Supervision

Across 2 studies, we found that abusive supervision was associated with decreased perceived organizational support (POS), especially when supervisor’s organizational embodiment was high. Decreased POS was related to organization-directed counterproductive work behavior and low in- and extra-role performance. This suggests that employees hold the organization partially responsible for abusive supervision and behave accordingly.

Mindy K. Shoss, Saint Louis University
Robert Eisenberger, University of Houston
Simon Lloyd D. Restubog, The Australian National University
Thomas J. Zagenczyk, Clemson University
Submitter: Mindy Shoss, mindyshoss@gmail.com

39-27 Cognitive and Dispositional Predictors of Leader Adaptability Under Stress

Cognitive and dispositional ability measures provided incremental predictive validity on cumulative performance scores beyond general intelligence and retention respectively. These results suggest that specific combinations of leader traits effectively predict adaptability and subsequent performance, especially when undertaking tasks consisting of high cognitive and emotional stressors.

Eric Weis, George Mason University
Tiffani R. Chen, George Mason University
Stephen J. Zaccaro, George Mason University
Michelle May, Marymount University
Mike Matthews, United States Military Academy
Submitter: Eric Weis, eweis375@gmail.com

39-28 Examination of Identification With the Leader in Leadership Effectiveness

Based on a sample of 318 employees and 17 supervisors, this study shows that transformational leadership had an indirect effect on follower innovativeness through follower identification with the leader, which fully mediated the relationships of transformational leadership with follower organizational commitment and turnover intentions.

Weichun Zhu, Pennsylvania State University
Gang Wang, University of Iowa
Xiaoming Zheng, Tsinghua University
Taixiong Liu, Tsinghua University
Qing Miao, Zhejiang University
Submitter: Weichun Zhu, wzhu@psu.edu

40. Panel Discussion: 12:30 PM–1:50 PM
Elizabeth A
Comments on Comments: Best Practices for Open-Ended Survey Questions
The spread of online employee surveys and powerful text analytic tools has greatly enhanced our ability to ask open-ended questions. The panel of experienced researchers and practitioners will discuss research findings and their own practices to help organizations ask better questions and to truly understand and utilize the answers.
Scott A. Young, Valtera Corporation, Chair
Allen I. Kraut, Baruch College, CUNY, Kraut Associates, Panelist
Kris Froster J. Fenlason, 3M, Panelist
Jaci Jarrett Masztal, Burke, Inc., Panelist
A. Silke McCance, Proctor & Gamble, Panelist
Jerry Halamaj, Valtera Corporation, Panelist
Submitter: Scott Young, syoung@valtera.com

41. Panel Discussion: 12:30 PM–1:50 PM
Elizabeth B
Reality Check: Explaining Complex Testing Approaches to End Users
Modern testing systems are saturated with valuable but complex concepts such as adaptive testing, detailed candidate reports, and nonlinear scoring. Yet, methods must still be explained, in detail and for high stakes, to lay end users (e.g., applicants, hiring managers). Panelists discuss the perils and opportunities therein.
Evan F. Sinar, Development Dimensions International, Chair
Greg A. Barnett, Hogan Assessment Systems, Panelist
Ken Lahti, SHL, Panelist
John D. Morrison, Kronos, Panelist
Cheryl J. Paullin, HumRRO, Panelist
Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

42. Symposium/Forum: 12:30 PM–1:50 PM
Elizabeth F
Statistical and Methodological Myths and Urban Legends: Part VII
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(s) of truth supporting them, (b) describing the myths that perpetuate them, and (c) providing more informed bases for their application in the organizational sciences.
Charles E. Lance, University of Georgia, Chair
Jean M. Twenge, San Diego State University, W. Keith Campbell, University of Georgia, Why Cross-sectional Studies Cannot Identify Generational Differences
James M. LeBreton, Purdue University, Lawrence R. James, Georgia Institute of Technology, Why Testing Interactions Using “Continuous” Moderators Is Doomed to Fail
Robert J. Vandenberg, University of Georgia, Cross-Level Direct Effects: Having Our Cake and Eating It Too?
Ronald S. Landis, Illinois Institute of Technology, Jose M. Cortina, George Mason University, Methodological Rigor in Organizational Research: The Stigma of Being Soft
Submitter: Charles Lance, clance@uga.edu
43. Symposium/Forum: 12:30 PM–1:50 PM
Emma AB
The “Real” Work–Family Interface: Advancing Theory Via Contextualization
One way for work–family research to achieve demonstrative advancement, both theoretically and practically, is through contextualization of the work–family interface. This symposium offers examples of contextualization, by demonstrating how the work–family interface is impacted by differences in financial status, occupational level, and family-status constructs.
Russell A. Matthews, Louisiana State University, Chair
Heather N. Odle-Dusseau, Gettysburg College, Co-Chair
Anna C. McFadden, Clemson University, Robert R. Sinclair, Clemson University, James E. Martin, Wayne State University, Financial Fragile Families: Implications for Work–Family Conflict?
Heather N. Odle-Dusseau, Gettysburg College, Philip Bobko, Gettysburg College, Healthcare Employees: Job Level Moderates Effects of Organizational Family Resources
Whitney Botsford Morgan, University of Houston Downtown, Sarah Singleton Walker, University of Houston Downtown, Kristen P. Jones, George Mason University, Eden B. King, George Mason University, Reactions to How Expectant Mothers Disclose Their Pregnant Status
Russell A. Matthews, Louisiana State University, Kristen M. Shockley, Baruch College-City University of New York, Unique Work–Family Experiences: Workplace Flexibility and Parents of Autistic Children
Leslie B. Hammer, Portland State University, Discussant
Submitter: Russell Matthews, Matthew@lsu.edu

44. Symposium/Forum: 12:30 PM–1:50 PM
Mohsen AB
Balancing Rigor and Reality When Doing Organizational Culture Research
Culture reflects an organization’s collective values, beliefs, and norms. Culture exerts a powerful influence and is a source of competitive advantage. Organizations are keen to understand and manage culture, but needed research can be challenging to conduct. Four companies share how they balanced rigor with pragmatism when doing culture research.
Pete Hudson, Freescale Semiconductor, Chair
Pete Hudson, Freescale Semiconductor, Pete Hudson, Freescale Semiconductor, Laura S. Hamill, Paris Phoenix Group, Leveraging Various Data Sources to Triangulate a Freescale Culture Proposition
Jennifer D. Saavedra, Dell Inc., Skye Jones, Dell Inc., Driving Dell Culture Through Our People Strategy
David Youssufnia, Critical Metrics, LLC, Charles A. Scherbaum, Baruch College, CUNY, Measuring Culture From the Tip of the Iceberg
Anthony Cee, Kenexa, A Cultural Crossroads: Discovering the Culture of Aetna
Marcus W. Dickson, Wayne State University, Discussant
Submitter: John Hudson Jr, pete.hudson@freescale.com

45. Symposium/Forum: 1:00 PM–2:50 PM
Delmar AB
To Raise or Lower the Bar: Innovations in Standard Setting
Setting standards is important for I-O psychology. Traditionally, the study of cut scores focused mostly on expert judgments in selection, but the implications for other areas of human resource management are just as important. All 5 papers in the symposium address novel aspects to setting cut scores.
Matt Barney, Infosys Leadership Institute, Chair
Matt Barney, Infosys Leadership Institute, Five Tests of a New Approach to Standard Setting
Matthew S. O’Connell, Select International, Inc., Modified Compensatory Approach to Competency Weighting and Setting Cutoff Scores
Gregory M. Hurtz, California State University-Sacramento, The Angoff Method Through the Lens of Latent Trait Theory
Alok Bhupatkar, American Institutes for Research, James N. Kurtessis, George Mason/American Institutes for Research, Comparing Subjective and Objective Item Difficulties: How Important SME Agreement?
Jerard F. Kehoe, Selection & Assessment Consulting, Discussant
Submitter: Matt Barney, drmattbarney@gmail.com

46. Symposium/Forum: 1:00 PM–2:50 PM
Elizabeth C
Leadership Development in a Volatile, Uncertain, Complex, and Ambiguous World
This session will demonstrate how various learning methodologies, such as blended learning (online combined with live applications), action learning, individual and group development, and multimodal approaches, can most effectively build sustainable capabilities. It will focus on how the learning supports today’s rapidly changing business challenges, how to measure results, key success factors, and lessons learned.
Keith M. Halperin, PDI Ninth House, Chair
Joy F. Hazucha, PDI Ninth House, Co-Chair
Eryn A. O’Brien, Bank of America, Leveraging Blended Learning Solutions to Drive Business Success
Laura Ann Preston-Dayne, Kelly Services, Leading Differently: Influence, Collaboration, and Action Learning at Kelly Services
Scott Gregory, Pentair, Keith M. Halperin, PDI Ninth House, Pentair’s Evolving Executive Development Program: Design Principles for Strategy-Driven Development
Jessica Dang, Union Bank, Allen Moore, PDI Ninth House, Building Globally Minded Leaders at Union Bank
Michael J. Benson, Johnson & Johnson, Melissa A Del Brococo, Johnson & Johnson, Elizabeth C. Rossetti, Johnson & Johnson, Targeted Leadership Development: How Johnson & Johnson Builds Future Leaders
David B. Peterson, Google, Discussant
Submitter: Joy Hazucha, joy.hazucha@pdininthhouse.com
47. Roundtable Discussion/Conversation Hour:
1:00 PM–1:50 PM
Elizabeth G
What New Practitioners Wish They’d Learned In Graduate School
In a highly interactive session, new I-O practitioners employed in various settings discuss work experiences and reflect on career issues, graduate training, and recommendations for improving preparation for applied careers. Practitioners have been working in organizations for less than 5 years since leaving graduate training.
Ivan Kulis, Fannie Mae, Host
T. Ryan Dullaghan, University of South Florida, Host
Katey E. Foster, APTMetrics, Inc., Host
Charmane Harrison, The Timken Company, Host
Zachary N.J. Horn, Aptima, Inc., Host
Grace Leung, APTMetrics, Inc., Host
Karin A. Orvis, U.S. Army Research Institute, Host
Jordan M. Robbins, Transportation Security Administration, Host
Submitter: Ivan Kulis, ikulis@hotmail.com

48. Interactive Posters: 1:30 PM–2:20 PM
America’s Cup AB
Why Can’t We All Just Get Along? Conflict in Teams
Heather Wolters, U.S. Army Research Institute, Facilitator

48-1 Emotion Regulation and Intragroup Conflict: When More Distracted Minds Prevail
This study examines the influence of intragroup conflict on state affectivity, cohesion, and task performance and applies emotion regulation to a group context. In general, task-oriented conflict resulted in more cohesive, better-performing groups. Emotion regulation, namely distraction, played a role in mitigating negative outcomes associated with social-oriented conflict.
Jennifer A Griffith, University of Oklahoma
Shane Connelly, University of Oklahoma
Chase E. Thiel, University of Oklahoma
Genevieve Johnson, University of Oklahoma
Submitter: Jennifer Griffith, jenngriffith@ou.edu

48-2 Reactions to a Teammate’s Low Effort in Difficult Performance Situations
This experiment demonstrated a poor performer’s effort during difficult performance situations directly influenced the reactions of teammates, with lower effort leading to more internal attributions, anger, and intentions to admonish. Situational information was a double-edged sword, leading to more positive or negative reactions depending on the amount of effort exerted.
Lauren N. Harkrider, University of Oklahoma
Eric A. Day, University of Oklahoma
Submitter: Lauren Harkrider, harky55@ou.edu

48-3 Investigating Conflict Escalation in FTF and Virtual Teamwork Over Time
This study examines the moderating role of process conflict and communication medium on the link between task conflict and relationship conflict over time. A longitudinal laboratory experiment was carried out comparing face to face groups and virtual groups working on a complex team task.
Edurne Martínez, Asociación de Empresarios de la Zona Media, AEZMNA
Lori Foster Thompson, North Carolina State University
Ana Zornoza, University of Valencia
Pilar Gonzalez-Navarro, University of Valencia
Submitter: Edurne Martinez-Moreno, edurne.martinez@uv.es

48-4 Relationship Between Interaction Anxiety and Team Performance Through Team Processes
This study examined the relationship between team composition based on interaction anxiety and team performance on a complex team task. Results showed that team interaction anxiety composition negatively affected team performance. These effects were mediated by team cohesion but not team voice. Implications for team composition and selection are discussed.
Andrew M. Naber, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Winfred Arthur, Texas A&M University
Submitter: Jennifer McDonald, mcjen13@tamu.edu

49. Master Tutorial: 1:30 PM–2:50 PM
America’s Cup CD
Receive 1.5 CE credits for attending.
Using Biodata for Retention and Productivity in an Emerging Market
This session presents a practical approach for implementing a selection tool in China. A case-study approach will illustrate how a biodata-based selection tool was created, validated, and implemented, achieving substantial reduction in turnover while improving job performance of pharmaceutical sales representatives in the People’s Republic of China.
Terry W. Mitchell, e-Selex.com, Presenter
David Futrell, Eli Lilly and Company, Presenter
Submitter: Terry Mitchell, terry@e-selex.com

50. Symposium/Forum: 1:30 PM–2:50 PM
Annie AB
Well-Being in High-Risk Occupations
High-risk occupations are fraught with stress and negative health outcomes. Due to their often dangerous and stressful nature, it is important that researchers explore causes and interventions. The research presented in this symposium investigates the impact of unexplored individual differences and organizational policies on well-being in high-risk occupations.
51-3 A Rude Awakening: The Effects of Incivility and “Thank You”

This study examined the effects of incivility and civility, namely receiving a “thank you,” on perceived organizational support (POS) and perceived supervisor support (PSS). Results indicated that participants exposed to incivility reported lower levels of PSS, and participants exposed to civility reported higher levels of PSS.

Emily A. Crowe, Xavier University
Carolyn L. Mack, Xavier University
Cynthia L. Dulaney, Xavier University
Morell E. Mullins, Xavier University
Submitter: Emily Crowe, crowee@xavier.edu

51-4 Is a Competitive Work Environment Good or Bad? It Depends

This study was conducted to clarify the relationship between a competitive work environment and performance. Personality characteristics were considered as moderator variables. The role of the psychological contract was also examined. Results indicate that the impact of a competitive work environment on performance depends on multiple individual factors.

Christopher T. Frost, Central Michigan University
Kimberly E. O’Brien, Central Michigan University
Submitter: Christopher Frost, frost1ct@cmich.edu

51-5 Predicting OCB and CWB Behaviors Using Latent Change Methodology

This study was conducted to examine the predictive power of several organizational and individual variables on OCB and CWB using latent difference score methodology. The distinction between targets of OCB and CWB was also explored. Results indicate that individual but not organizational variables are predictive and that distinction is unwarranted.

Michael Grossenbacher, Central Michigan University
Brandon S. King, Central Michigan University
Kimberly E. O’Brien, Central Michigan University
Submitter: Michael Grossenbacher, gross1mj@cmich.edu

51-6 The Mediating Role of Motivation Between Person–Environment Fit and Citizenship

This study found that academic motivation partially mediated the relationship between person–environment (P–E) fit and student organizational citizenship behavior (OCB), and P–E fit and stress. These findings indicate that universities should focus on cultivating environments supportive of student needs to help manage stress as well as encourage OCB performance.

Emily A. Ingalls, University of Missouri-St. Louis
Nicole Howland, University of Missouri-St. Louis
Tracy H. Mulderig, University of Missouri-St. Louis
Amanda L. Thomas, University of Missouri-St. Louis
Jennifer L. LaChapell, University of Missouri-St. Louis
Victoria C. Sloan, University of Missouri-St. Louis
John P. Meriac, University of Missouri-St. Louis
Submitter: Emily Ingalls, eait4b@mail.umsl.edu
51-7 Examining the Adaptive Performance Process and Task Change Type Effects

A process model of adaptive performance is offered that suggests individuals adapt to changes by detecting the change, diagnosing its nature, and adapting strategies. Furthermore, a classification of different types of intratask change is offered, and the adaptive performance process is examined in relation to these types of change.

Dustin K. Jundt, St. Louis University
Submitter: Dustin Jundt, djundt@slu.edu

51-8 Antecedents of Voice Behavior: A Meta-Analytic Review

The meta-analysis examined antecedents of voice behavior based on 64 samples across 55 studies (N = 26,149). Support was found for the hypothesized main effects of individual differences, contextual factors, and psychological functioning on voice behaviors. The moderating effect of research approaches (Hirschman’s model vs. organizational citizenship behavior) was found.

Chenwei Liao, University of Illinois at Chicago
Zhen Wang, Renmin University of China
Jenny M. Hoobler, University of Illinois at Chicago
Submitter: Chenwei Liao, liaoocw@gmail.com

51-9 The Role of Perceived Overqualification and Growth Expectations on OCB

The links between perceived overqualification and 3 types of organizational citizenship behaviors, and the potential moderating role of future expectations regarding the job, are examined. Overqualification was negatively related to organization- and job-targeted citizenship but not individual-targeted citizenship. Future growth expectations played a surprisingly large, direct role in predicting citizenship.

Leigh A. Rokitowski, SUNY New Paltz
Diana M. Bodolato, SUNY New Paltz
Submitter: Douglas Maynard, maynardd@newpaltz.edu

51-10 A Meta-Analytic Investigation of Political Skill, Performance, and Career Outcomes

This meta-analysis examined the influence of political skill on job performance, reputation, and career outcomes. Results (k = 105; N = 15,454) indicated that political skill explained variance in reputation, career satisfaction, organizational commitment, organizational citizenship behavior, subjective task performance, and objective task performance. Contributions and limitations are discussed.

Katina W. Thompson, Florida State University
James K. Summers, Bradley University
Timothy P. Munyon, West Virginia University
Darren C. Treadway, State University of New York at Buffalo
Gerald R. Ferris, Florida State University
Submitter: Timothy Munyon, tpmunyon@mail.wvu.edu

51-11 Challenge Emotions, Work Engagement, and Job Performance: A Day-Level Study

This study was conducted to test the assumption that challenge emotions are an important start-of-workday state generating high levels of daily work engagement and job performance. Results of a diary study over the course of 1 work week supported most of the hypotheses. Implications for theory and practice are discussed.

Christoph Nohe, University of Heidelberg
Alexandra Michel, University of Heidelberg
Zhen Zhang, Arizona State University
Karlheinz Sonntag, University of Heidelberg
Submitter: Christoph Nohe, christoph.nohe@psychologie.uni-heidelberg.de

51-12 Exploring Antecedents of Discretionary Boundary-Spanning Behavior

Integrating work on boundary spanning behavior with social cognitive and organizational citizenship theories, this study explores antecedents to employee engagement in this challenging yet important behavior. Results from 116 full-time employees reveal that Extraversion, leadership encouragement, and interpersonal fairness enhance engagement in boundary-spanning behavior through positively influencing boundary-spanning self-efficacy.

Jennifer A. Marrone, Seattle University
Narda Quigley, Villanova University
Gregory E. Prussia, Seattle University
Submitter: Narda Quigley, narda.quigley@villanova.edu

51-13 To Specialize or Not to Specialize?

This study argues that degree of specialization is a continuous variable and proposes an inverted-U relationship with performance: best performance needs moderate degrees of specialization. It further proposes moderators: knowledge amount, job dynamism, and individual differences to benefit from degree of specialization as to reach an integrative understanding of knowledge for performance.

Maartje E. Schouten, RSM, Erasmus University
Will Felps, RSM, Erasmus University
Daan van Knippenberg, RSM Erasmus University
Submitter: Maartje Schouten, meschouten@rsm.nl

51-14 A Meta-Analytic Review of Interventions Aimed at Greening Our Workforce

This study was conducted to determine the current state of research on green interventions in the workplace. Effectiveness of interventions on green behaviors were examined. Using meta-analytic techniques, it was determined that green interventions show promise for decreasing the environmental impact of the workplace, but more research is desperately needed.

Sarah G. Semmel, University of Minnesota
Rachael Klein, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College, CUNY
Brenton M. Wiernik, University of Minnesota
Submitter: Sarah Semmel, sgssemel@gmail.com
51-15 The Relationship of Big Five Personality Profiles to Job Performance

Although previous research has linked Big 5 personality traits with job performance, the majority of research has operated from a variable-oriented tradition, focusing on linear, additive relationships. This study operates from a person-oriented, configural perspective, linking Big 5 personality profiles to task performance, organizational citizenship, and counterproductive work behaviors.

Winny Shen, University of South Florida
Paul R. Sackett, University of Minnesota
Submitter: Winny Shen, wshen@usf.edu

51-16 Employee Gratitude and Organizational Citizenship Behavior: A Daily Investigation

This research was conducted to advance the OCB literature by introducing a novel, theoretically relevant antecedent: employee gratitude. Using a daily diary study design, the study found that employees’ feelings of gratitude on a daily basis were a significant predictor of daily OCB, while controlling for markers of social exchange.

Jeffrey Spence, University of Guelph
Douglas J. Brown, University of Waterloo
Lisa M. Keeping, Wilfrid Laurier University
Huwen Lian, University of Waterloo
Submitter: Jeffrey Spence, spencejr@uoguelph.ca

51-17 Work Ethic and Performance Outcomes: An Investigation of Motivational Mechanisms

The relationships between dimensions of work ethic and academic performance outcomes were examined, including student organizational citizenship behavior, counterproductive behavior, and grade point average. In addition, intrinsic, extrinsic, and amotivation were explored as mediating variables. Several meaningful relationships emerged, and dimensions of work ethic predicted different performance outcomes via motivation.

John P. Meriac, University of Missouri-St. Louis
Nicole Howland, University of Missouri-St. Louis
Amanda L. Thomas, University of Missouri-St. Louis
Submitter: Amanda Thomas, aclrh@umsl.edu

51-18 Adaptation to Work Through Self-Development and Job Crafting

Employees can adapt to work by crafting their job and developing themselves. This study with 260 employees showed how leadership and workplace-goal orientation were related to job crafting and self-development and that employee adaptation partly mediated these relationships.

Karen Van Dam, Open University
Irina Nikolova, Open University
Submitter: Karen Van Dam, karen.vandam@ou.nl

51-19 The Impact of Gender Dissimilarity in the Empowerment–Performance Relationship

Using a sample of Chinese employees (N = 420, 75 teams), we found that team empowerment related to supervisor-rated in-role and self-rated extra-role performance. Further, individual psychological empowerment mediated and employee–coworker gender dissimilarity moderated both stages of the team empowerment–performance relationships. Effects were weakest for those most dissimilar to their peers.

Derek R. Avery, Temple University
Mo Wang, University of Florida
Sabrina D. Volpone, Temple University
Le Zhou, University of Florida
Submitter: Sabrina Volpone, sabrinavolpone@aol.com

51-20 A Comparison of Work-Specific and General Personality Measures in China

This study found that the decreased between-subject variability and within-subject inconsistency in the frame of reference used improved validity. In addition, work-specific personality yielded significant incremental relationships with extra-role behaviors even after general personality is controlled.

Qiang Wang, Alliant International University
Nathan A. Bowling, Wright State University
Submitter: Qiang Wang, talenttree@gmail.com

51-21 Winning my Boss’ Heart: LMX, Issue-Selling Tactics, and Issue-Seller’s Credibility

We examined the consequence of issue selling on seller’s credibility by 2 studies. We found a curvilinear relationship between sellers’ leader–member exchange (LMX) and credibility, such that the positive relationship was attenuated at higher level of LMX. The curvilinear relationship was further moderated by selling tactics.

Erica Xu, Hong Kong Polytechnic University
Xu Huang, Hong Kong Polytechnic University
Wu Liu, Hong Kong Polytechnic University
Submitter: Erica Xu, oulyyouguy@gmail.com

51-22 LGO, EXID, and KS: Moderating Role of Coworker Support

We examined the effects of individual characteristics, that is, learning goal orientation (LGO) and exchange ideology (EXID) on individual knowledge sharing and the moderation effects of coworker support. As expected, individual characteristics have a direct effect on knowledge sharing, and coworker support moderated the relationship between individual characteristics and knowledge sharing.

Yongsu Yoo, Seoul National University
Sojin Lee, Seoul National University
MinYoung Cheong, Seoul National University
YeunJoong Kim, Seoul National University
SeokHwa Yun, Seoul National University
Submitter: yongsu yoo, ysyoo1217@gmail.com

51-23 Measurement-Related Moderators on OCB’s Relationships With Organizational Variables: A Meta-Analysis

This study meta-analyzed 105 samples and examined the moderating role of 3 measurement features of OCB...
51-24 Downsizing in a Growing Economy: Examining the Financial Outcomes

Financial outcomes of downsizing in Fortune 1000 companies during a time of growing economy were examined. Downsizing companies were consistently outperformed by nondownsizing companies following the downsizing. Only by the third year after downsizing the differences became insignificant. The finding suggested that downsizing does not enhance immediately companies’ competitiveness.

Kenneth P. De Meuse, Korn/Ferry International
Guangrong Dai, Lominger International
Submitter: Guangrong Dai, daigr@yahoo.com

51-25 The Frog’s Pond Matters: Budget Cuts and Faculty Job Outcomes

Utilizing multilevel modeling relying on departmental- and faculty-level data from a university experiencing severe budget cuts, this study tested the hypothesis that faculty in departments less affected by the budget cuts would report more negative outcomes compared to faculty in more affected units.

Lixin Jiang, Washington State University Vancouver
Tahira M. Probst, Washington State University Vancouver
Wendi L. Benson, Washington State University Vancouver
Submitter: Lixin Jiang, lixin.jiang@email.wsu.edu

51-26 Extending the TPB to Predict Employee Engagement in Organizational Change

This study proposes the theory of planned behavior as a framework for the integration of psychological variables and process-related change management variables to explain employees’ support of organizational change. The results demonstrate that the framework explains a substantial amount of variance in employees’ intention to support the change.

Karsten Mueller, University of Mannheim
Oliver Kohnke, SAP Deutschland AG & Co. KG
Tammo Straatmann, University of Mannheim
Sven-Oliver Spiess, University of Osnabrück
Regina Kempen, University of Osnabrück
Tim R. Wolf, University of Mannheim
Submitter: Karsten Mueller, karsten.mueller@psychologie.uni-mannheim.de

51-27 LMX and Perceived Effectiveness of Employee Surveys: A Longitudinal Analysis

In a longitudinal design, this study examined the role of leader–member exchange (LMX) in perceived employee survey effectiveness. In line with hypotheses, results highlight the role of LMX in employee survey effectiveness and the importance of high quality employee survey follow-up processes. Practical implications are discussed.

Tammo Straatmann, University of Mannheim
Kate Hattrup, San Diego State University
Tim R. Wolf, University of Mannheim
Karsten Mueller, University of Mannheim
Britta Seggewiß, University of Mannheim
Submitter: Karsten Mueller, karsten.mueller@psychologie.uni-mannheim.de

51-28 The Role of Commitment Targets for Employee Readiness for Change

This study examined the relationships between employee commitment to various organizational constituencies and individual readiness for change. Perceived attitudes toward and support for change by commitment targets was expected to act as a moderator. Results support these hypotheses. Implications for practice and commitment construct are discussed.

Britta Seggewiss, University of Mannheim
Thorsten Fauth, University of Mannheim
Tammo Straatmann, University of Mannheim
Karsten Mueller, University of Mannheim
Kate Hattrup, San Diego State University
Submitter: Karsten Mueller, karsten.mueller@psychologie.uni-mannheim.de

51-29 Socially Responsible and Sustainable Human Resources: An Operations Perspective

Operational concepts zero inventory, flexibility through postponement, free riding, supply chain surplus, changing the givens, outsourcing, and the bullwhip effect can highlight the differences between market-driven and socially responsible, sustainable human resource management. Eight questions for managers contrast the risk of neglecting employee stakeholders with social responsibility and long-term sustainability.

Wendy S. Becker, Shippensburg University
Submitter: Wendy Becker, wsbecker@ship.edu

52. Symposium/Forum: 1:30 PM–2:50 PM

Edward AB

Understanding the Role of Affect in Cross-Cultural Competence

Models of cross-cultural competence typically recognize affect as an important component of intercultural effectiveness, but little empirical research has examined relationships between affective variables and cross-cultural outcomes. Four studies are presented that examine the roles of emotional understanding, emotion regulation ability, and trait affectivity in cross-cultural contexts.
Thursday PM

52. Society for Industrial and Organizational Psychology, Inc.

Submitter: Jacqueline Coyle-Shapiro, j.a.coyle-shapiro@lse.ac.uk

Patrice Reid, Defense Language Institute, Erin M.

in this process.

inform on how I-O psychologists play important roles
discuss recent trends, review settlement strategies, and
plines to demonstrate a mock settlement negotiation,

thirs, and Benefits

Discrimination Cases: The Dos, Don’ts, Costs,

Theme Track: Settling Workplace

Emotions: The

Relationship for the 21st Century

Older Workers

Glue That Holds the Employee–Organization

Regulation Ability, Optimism, and Strain:

Competition With Cross-Cultural Competence

Elizabeth Culhane, Jordon and Howard Technology, Inc.,

Training the Affective Component of Cross-Cultural

Systems Division, Sandra Hughes, Naval Air Warfare

Training, Gabriella Severa, Naval Air Warfare Center,

Setting the Stage for 3C: Trust and Affectivity

Submitter: Erin Richard, erichard@fit.edu

53. Symposium/Forum: 1:30 PM–2:50 PM

New Directions in the Employee–Organization Relationship for the 21st Century

This symposium intends to identify gaps and suggest avenues for future research on the role of social exchange in understanding the employee–organization relationship (EOR) in the 21st century. Research spotlights the context of a diverse and aging workforce and examine futuristic orientation, emotions, and health in EORs.

Jacqueline A.-M. Coyle-Shapiro, London School of Economics and Political Sciences, Chair

Lynn M. Shore, San Diego State University, Co-Chair

Quinetta M. Roberson, Villanova University, Derek R. Avery, Temple University, Patrick F. McKay, Rutgers University, Managing Diversity Means Managing Differently: Diversity in POS

Yujie Zhan, Wilfrid Laurier University, Mo Wang, University of Florida, Employee–Organization Relationships and Older Workers

Lois E. Tetrick, George Mason University, Emotions: The Glue That Holds the Employee–Organization Relationship Together

Debra L. Shapiro, University of Maryland, Fostering Anticipatory Justice: A New Option for Enhancing the EOR

Jone L. Pearce, University of California, Irvine, Discussant

Submitter: Jacqueline Coyle-Shapiro, j.a.coyle-shapiro@lse.ac.uk

54. Special Events: 1:30 PM–2:50 PM

Theme Track: Settling Workplace Discrimination Cases: The Dos, Don'ts, Costs, and Benefits

Because discrimination litigation is time consuming and costly, the end goal may be settlement. This panel brings together a group of experts from diverse disciplines to demonstrate a mock settlement negotiation, discuss recent trends, review settlement strategies, and inform on how I-O psychologists play important roles in this process.

Submitter: Wendy Bedwell, wbbedwell@ist.ucf.edu

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

Emma C

I-O and Human-Systems Integration

Howard M. Weiss, Georgia Institute of Technology, Host

Barbara A. Wanchisen, National Research Council, Host

John J. Donovan, Rider University, Coordinator

56. Symposium/Forum: 1:30 PM–2:50 PM

Ford AB

The Science of Teams: Learning From the Extremes

Much empirical work has focused on the study of teams. Those working with extreme teams extrapolate those findings to determine what applies and what aspects of extreme team performance require further examination. Symposium presenters highlight findings from extreme teams and discuss implications for the current science of more “traditional” teams.

Wendy Bedwell, University of Central Florida, Co-Chair

Steve W. J. Kozlowski, Michigan State University, Co-Chair

Marina Pearce, Michigan State University, Tara A. Rench, Michigan State University, Michael T. Braun, Michigan State University, Samantha K. Baard, George Mason University, Richard P. DeShon, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Life on the ICE: Examining Cohesion in Antarctic Search Teams

Mary J. Sierra, University of Central Florida, Kimberly A.

Smith-Jentsch, University of Central Florida, Aaron S.

Dietz, University of Central Florida, Understanding Team Stress: Lessons Learned From Air Traffic Control Teams


Kimberly A. Smith-Jentsch, University of Central Florida, Wendy Bedwell, University of Central Florida, Mary J. Sierra, University of Central Florida, Ryan P. Jones, University of Central Florida, James Oglesby, University of Central Florida, Stephen M. Fiore, University of Central Florida, Eduardo Salas, University of Central Florida, Entrainment at the Extremes: Understanding Adaptation Needs of Astronaut Crews

Submitter: Wendy Bedwell, wbbedwell@ist.ucf.edu

57. Symposium/Forum: 1:30 PM–2:50 PM

Gregory AB

Beyond Task Performance: New Research Directions on OCB and CWB

Aspects of performance that move beyond formally role prescribed tasks have become ubiquitous in organiza-
Manchester Grand Hyatt

27th Annual Conference

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

Back Into the Web: New Directions in Applicant Attraction Research

Use of the Internet for recruitment continues to grow in popularity, yet understanding of the impact that certain Web site features have on key outcomes like organizational attraction is incomplete. This symposium will include a synthesis of existing research and uncover several new directions in web-based applicant attraction research.

Gary W. Giometti, Georgia College, Co-Chair
Rebekkah Wills Beeco, Clemson University, Co-Chair

60. Symposium/Forum: 2:00 PM–2:50 PM
Betsy BC

Am I Motivated? Implications of Selection Versus Development Score Differences

Research has shown differences between applicant and incumbent test scores, with highly motivated applicants consistently scoring higher than incumbents. Practitioners from 3 consulting firms who develop tests for selection and development purposes will present their research and discuss the implications of this phenomenon in selection and developmental settings.

Brian Roote, SHL, Chair
Paul D. DeKoeckkoek, SHL, Jaclyn Pittman Lanier, SHL, Brian Roote, SHL, Motivational Effects on Applicant Versus Incumbent Test Score Differences
Robert P. Tett, University of Tulsa, Discussant

Submitter: Paul DeKoeckkoek, paul.dekoeckkoek@shl.com

61. Panel Discussion: 2:00 PM–2:50 PM
Elizabeth A

Developing 21st Century Leaders: Current Challenges, Trends, and Techniques

The leadership landscape has changed. This panel discussion will explore how organizations are preparing leaders and managers for the challenges of the day. Five leadership development specialists will discuss various assessment, selection, and development programs they are utilizing to identify and support leaders and managers in their organizations.

Carly S. Bruck, Sirota Consulting, Chair
Michael Crespo, IBM, Panelist
B. Alan Echtenkamp, Time Warner, Panelist
Richard Fernandez, Google, Panelist
Patrick K. Hyland, Sirota Survey Intelligence, Panelist
Wes Siegal, Robert H. Schaffer & Associates, Panelist

Submitter: Carly Bruck, cbruck@sirota.com
62. Special Events: 2:00 PM–2:50 PM  
Elizabeth B  
A Conversation With the SIOP Leadership  
Come meet with the SIOP leadership to discuss various organizational issues as well as to get answers to your questions about SIOP activities.  
Adrienne J. Colella, Tulane University, Host  
Douglas H. Reynolds, Development Dimensions International, Host  
Eduardo Salas, University of Central Florida, Host  
63. Special Events: 2:00 PM–2:50 PM  
Elizabeth F  
Distinguished Scientific Contributions Award: No Matter Where I Go, There I Am  
Professor Arvey will present his research themes and directions over his career. He will outline various challenges encountered and the rewards he experienced. He will also highlight some of his practical and consulting experiences.  
Frank L. Schmidt, University of Iowa, Host  
Richard D. Arvey, National University of Singapore, Presenter  
Submitter: Richard Arvey, bizra@nus.edu.sg  
64. Roundtable Discussion/Conversation Hour:  
2:00 PM–2:50 PM  
Elizabeth G  
Idea, Proposal, Contract, Book: Editor Perspectives *2  
Converting an idea into an edited book requires 2 types of editors. Content experts recruit authors and ensure chapters are written; their names are on the cover. The publisher-employed editor provides guidance to the content experts navigating the publication process. This session will provide perspectives from both editor types.  
Stephanie R. Klein, SHL, Host  
Ann H. Huffman, Northern Arizona University, Host  
Anne Duffy, Routledge, a division of Taylor and Francis, Host  
Submitter: Stephanie Klein, stephanie.klein@shl.com
65. Special Events: 2:00 PM–2:50 PM  
Emma AB  
Can the SIOP Conference Be Relevant Throughout Your Entire Career?  
Is our conference appealing to individuals at different career stages? Anecdotal evidence and survey results suggest a perception that SIOP is geared toward certain career levels and that SIOP attendees from different cohorts “do” SIOP differently. Is this accurate and what can SIOP conference planners do? Come share your ideas.  
Robin R. Cohen, Bank of America, Co-Chair  
Lisa Finkelstein, Northern Illinois University, Co-Chair
66. Symposium/Forum: 2:00 PM–2:50 PM  
Mohsen AB  
Abusive, Destructive, and Betraying Leaders: Effects and Organizational Recovery  
This study focuses on individual and organizational outcomes arising from leaders’ behaviors that are abusive, destructive, and betraying, along with theory and evidence about how individuals and organizations recover from those negative leadership behaviors. Quantitative and qualitative data are presented from a variety of contexts, including the military and religious congregations.  
Marcus W. Dickson, Wayne State University, Chair  
Benjamin Biermeier-Hanson, Wayne State University, Co-Chair  
Robert R. Sinclair, Clemson University, Dennis McGurk, Walter Reed Army Institute of Research, Jeffrey L. Thomas, Walter Reed Army Institute of Research, Julie Merrill, Walter Reed Army Institute of Research, Paul D. Bliese, Walter Reed Army Institute of Research, Carl Castro, U.S. Army Medical Research and Materiel Command, Destructive and Supportive Leadership: Mental Health Effects During Combat Deployments  
Katrina A. Graham, Drexel University, Mary Barde, Drexel University, Jeffrey H. Greenhaus, Drexel University, Abusive Supervision and Emotional Exhaustion: An Affective Events Theory Perspective  
Marcus W. Dickson, Wayne State University, Benjamin Biermeier-Hanson, Wayne State University, Ariel Lelchook, Gettysburg College, Amy E. Sund, Wayne State University, Nathan Weidner, Wayne State University, Responses to and Recovery From Leader Detrayment: A Proposed Model  
David M. Mayer, University of Michigan, Discussant  
Submitter: Marcus Dickson, marcus.dickson@wayne.edu
67. Interactive Posters: 3:30 PM–4:20 PM  
America’s Cup AB  
Where Has the Time Gone? Temporal Issues in I-O Psychology  
Linda Shanock, UNC-Charlotte, Facilitator  
67-1 Attributional Style as Demands in the Job Demands–Control–Support Model  
The job demands–control model has received rather mixed results, with many studies finding additive effects (rather than multiplicative) at best. Based on previous reviews, support is found for moderating effects of locus of control and interactional justice on the relationship between interpersonal conflict and physical health symptoms.  
Kevin M. Dawson, Central Michigan University  
Kimberly E. O’Brien, Central Michigan University  
Submitter: Kimberly O’Brien, obrienke@cmich.edu
67-2 Bridging the Experience and Outcomes of Procrastination  
This study was conducted to investigate the gap between the self-reported benefits of procrastination and the apparent performance decrements that are associated...
with the behavior. Specifically, the roles of self-efficacy and distractibility in influencing the relationship between procrastination and beliefs about procrastination are considered.

Brett W. Guidry, Purdue University
Carolyn M. Jagacinski, Purdue University
Submitter: Brett Guidry, bguidry@purdue.edu

67-3 Time Use at Work: Do Individual Perceptions of Time Matter?
In our efforts to do more with less, interest in time use is growing. The purpose of this study was to examine how individual time perspective relates to actual time use dimensions while working on a task.

Alicia Stachowski, University of Wisconsin-Stout
Submitter: Alicia Stachowski, stachowskia@uwstout.edu

67-4 Daily Time Allocation Between Work and Private Life
This diary study investigates time allocation between work and private life (N = 87 couples). Relationship indicators are associated with work time. Furthermore, work time and interaction time with the partner are associated negatively. In turn, interaction time is positively associated with intimacy and social support.

Dana Unger, University of Mannheim-Germany
Cornelia Niessen, University of Konstanz-Germany
Sabine Sonnentag, University of Mannheim-Germany
Angela Neff, University of Konstanz-Germany
Submitter: Dana Unger, dana.unger@uni-mannheim.de

68. Symposium/Forum: 3:30 PM–4:50 PM
America’s Cup CD
Contingent Workers: Adding Value or Just Cheap Labor?
This symposium examines ways in which the use of contingent/nonstandard workers adds value to an organization. Papers address a variety of factors linked to value, including investment in training and knowledge management practices. A utility analysis detailing the overall costs and benefits of using nonstandard employees is also presented.

Catherine E. Connelly, McMaster University, Co-Chair
Sandra L. Fisher, Clarkson University, Co-Chair
Brenda A. Lautsch, Simon Fraser University, Danielle van Jaarsveld, University of British Columbia, Ann Frost, University of Western Ontario, Managing Knowledge With a Nonstandard Workforce
Sandra L. Fisher, Clarkson University, Catherine E. Connelly, McMaster University, Do Contingent Workers Really Cost Less? A Utility Analysis Approach
Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Sciences, Discussant
Theresa Korbar, San Diego Gas & Electric, Discussant
Submitter: Sandra Fisher, sfisher@clarkson.edu

69. Symposium/Forum: 3:30 PM–5:20 PM
Annie AB
Issues and Approaches in Assessing Leadership Potential
Identifying high potentials is a challenge that many organizations face. However, the nature of potential and how it is assessed needs to be resolved. This symposium presents recent conceptualizations and research regarding measures of leadership potential. Core characteristics of potential, learning agility and measures of these will be presented.

Ronald C. Page, Assessment Associates International, Chair
Ronald C. Page, Assessment Associates International, An Exploration of the Core Components of Potential
Kenneth P. De Meuse, Korn/Ferry International, Learning Agility: A Critical Attribute for Developing High-Potential Talent
Brigitte Morel-Curran, Korn/Ferry International, The Impact of Learning Agility on Deepening Leadership Talent Depth
Team Assessment
David P. Campbell, Center for Creative Leadership, Discussant
Submitter: Ronald Page, ronald.page@aaianalysis.com

70. Panel Discussion: 3:30 PM–4:20 PM
Betsy BC
How to Succeed in Business While Really Trying
What kinds of career paths do practitioners have in business? What does it take to become a trusted advisor to CEOs? Four seasoned I-O practitioners discuss the highs and lows of their career paths in multinational organizations, including moving out of traditional I-O roles and into executive positions
Sarah R. Johnson, CLC Genesee, Chair
Karen B. Paul, 3M, Panelist
Mariangela Battista, Pfizer Inc., Panelist
Jeffrey J. McHenry, Rainier Leadership Solutions, Panelist
Submitter: Sarah Johnson, srjohnson@executiveboard.com

71. Symposium/Forum: 3:30 PM–4:50 PM
Delmar AB
Teams and Networks
Research on teams examines the inputs and processes that lead to effectiveness; research on networks examines the antecedents and consequences of the patterning of relationships. This symposium includes a collection of 4 papers that use social network analysis to inform the study of teams.

Amy M. Wax, Georgia Institute of Technology, Co-Chair
David A. Harrison, University of Texas, Austin, Co-Chair
David A. Harrison, University of Texas, Austin, Caroline Bartel, University of Texas, Austin, Eiston Lo, University of Texas, Austin, A Structural Theory of Conflict in Teams
72. Posters: 3:30 PM–4:20 PM
Douglas Pavilion BCD
Counterproductive Behavior/Workplace Deviance

72-1 Work Environment Factors and Cyberloafing: A Follow-Up to Askew

This study is a followup to Askew et al.’s (2010) study on work environment factors and cyberloafing. It was found that employees who perceive they can hide their computer use are much more likely to cyberloaf than their counterparts. This effect was obscured in Askew et al.’s original study.

Kevin L. Askew, University of South Florida
Michael D. Coovet, University of South Florida
Meng Uoy Taing, University of South Florida
Alexandra Ille, University of South Florida
Jeremy Bauer, University of South Florida

Submitter: Kevin Askew, kaskew2@mail.usf.edu

72-2 Organizational Climate and Burnout: The Mediating Role of Victimization

Using the job demands–resources model (JD–R) and conservation of resources theory, this study proposes that aggression experienced at work will mediate the positive relationship between poor organizational climate and employee burnout. Data suggested that aggression experienced at work partially mediated the relationship between poor climate and burnout.

Bedi Akanksha, Bishop’s University
Francois Courcy, University of Sherbrooke
Paquet Maxime, Research and Intervention Centre for Healthy Workplaces
Steve Harvey, Bishop’s University

Submitter: Francois Courcy, francois.courcy@usherbrooke.ca

72-3 Applying the Normative Conflict Model to Organizational Deviance

This study extends the normative conflict model of group dissent (Packer, 2008) to identify conditions that give rise to constructive versus destructive organizational deviance. Results show that affective commitment and normative conflict interact to determine the type of deviance that employees express in the workplace.

Melissa Gutworth, The College of New Jersey
Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

72-4 The Effects of Intent Attributions on Responses to Abusive Supervision

Data were collected in 2 waves from 268 full time employees. Abusive supervision was positively associated with counterproductive work behaviors. In addition, abusive supervision was more strongly associated with counterproductive work behaviors when subordinates perceived the intent of the abuse to be either malevolent or benevolent.

Kevin J. Eschleman, Air Force Research Laboratory
Nathan A. Bowling, Wright State University
Jesse S. Michel, Florida International University

Submitter: Kevin Eschleman, kevin.eschleman@wright.edu

72-5 Power of the Circumplex: Anger and Neglect Predicting Counterproductive Behaviors

This study was conducted to investigate the relationship between the FFM and AB5C models of personality and counterproductive work behaviors using self- and observer reports. The results demonstrate incremental validity of the AB5C across rating sources.

Erik N. Gonzalez-Mule, University of Iowa
David S. DeGeest, University of Iowa
Michael K. Mount, University of Iowa

Submitter: Erik Gonzalez-Mule, egonzalemule@iowa.uiowa.edu

72-6 Machiavellianism to Unethical Behavior: The Moderating Role of Leadership

Drawing on the cognitive-affective system theory of personality, this study identifies “good” and “bad” leadership as a moderator of the employee Machiavellianism to unethical behavior and social undermining relationships. Machs are sensitive to those in leadership positions because leaders have the ability to affect a Mach’s level of success.

Rebecca L. Greenbaum, Oklahoma State University
Aaron Hill, University of Nevada
Gabri M. Eissa, Oklahoma State University
Mary Barde, Drexel University
Matthew J. Quade, Oklahoma State University

Submitter: Rebecca Greenbaum, rebecca.greenbaum@okstate.edu

72-7 Relationship Between Idiocentrism and Counterproductive Workplace Behaviors

This study investigates the relationship between idiocentrism and counterproductive workplace behaviors. The effects of hostility and workplace hostile attribution (WHAS) on this relationship were also evaluated.

Jillian M. Hobig, Central Michigan University
Kimberly E. O’Brien, Central Michigan University

Submitter: Jillian Hobig, hobig1jm@cmich.edu

72-8 Claimant Takes Nothing: Mental Injuries and the Workers’ Compensation System

A study of workers’ compensation claims for mental injuries in the workplace was conducted to determine what factors influenced the success of these claims. The
72-9 Workplace Stressors and Counterproductive Behaviors: The Role of Ethical Leadership

This study investigated the moderating role played by ethical leadership in the relationship between workplace stressors and counterproductive behaviors. Consistent with theory, the results of a multiwave survey (3 points in time) show that ethical leadership reduces the positive association between stressors and counterproductive behaviors.

Alexandra Ilie, University of South Florida
Submitter: Alexandra Ilie, alexandra.v.iiie@gmail.com

72-10 When the “Good Guys” Lie: Perceptions of Unethical Pro-Organizational Behavior

Using moral licensing theory, perceptions of unethical pro-organizational behavior (UPB) in nongovernmental organizations (NGOs) versus Fortune 500s were examined. It was predicted that NGOs would be punished less for identical UPB lies than Fortune 500s, and high organizational identification would moderate punishment of UPB lies within NGOs. Empirical results supported both hypotheses.

Bradford Baker, University of Washington
Submitter: Michael Johnson, mdj3@uw.edu

72-11 Abusive Supervision and Its Negative Consequences: A Meta-Analysis

This study provides a meta-analysis on abusive supervision and its negative consequences including deviance behavior and psychological maladjustment. Results revealed a positive relationship between abusive supervision and both employee deviance behavior and psychological maladjustment. Results also showed that collectivism moderates the relationship between abusive supervision and its consequences.

Jae Hyeung Kang, George Washington University
Fang He, The George Washington University
Jose M. Cortina, George Mason University
Submitter: Jae Hyeung Kang, right@gwu.edu

72-12 Developing Indirect Measures for Implicit Aggression: A Follow-Up Study

This study is a follow up to a previous attempt to create a word fragment completion task to measure aggression. The validity of our scale and another indirect measures, the conditional reasoning test, was examined for measuring counterproductive behavior. Support was found for the latter but not the study scale.

Steven Khazon, Wright State University
Nathan A. Bowling, Wright State University
Submitter: Steven Khazon, khazon.2@wright.edu

72-13 Counterproductive Workplace Behavior and College Dishonesty: A Meta-Analysis

Counterproductive workplace behaviors and academic dishonesty have received much attention within their respective fields; however, there is attention to explicitly linking the 2 literatures. This meta-analysis produced a large correlation between self-report measures of deviant workplace behavior and academic dishonesty, indicating the possibility of an underlying tendency for deviance.

Jacob O. Gau, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Nathan Kuncel, kunce001@umn.edu

72-14 Customer Sexual Harassment and Frontline Employees’ Affective Delivery in China

This study examined the link between customer sexual harassment and frontline employees’ affective delivery by focusing on the mediating role of difficulty maintaining display rules and the moderating role of traditionalism. The results from a field survey of 359 supervisor–subordinate dyads in restaurants in China supported all the hypotheses.

Xiaoyu Liu, University of International Business & Economics
Ho Kwong Kwan, Drexel University
Submitter: Ho Kwong Kwan, weicheong2317@hotmail.com

72-15 Abusive Supervision and Supervisor-Directed Aggression: The Role of Self-Control

Drawing upon self-control theory, this study posits that aggressive responses to abusive supervision are determined by the capacity and motivation to exert self-control. Data collected from 196 employees demonstrate that self-control capacity, supervisor coercive power, and abusive supervision interact to affect subordinates’ aggressive responses towards supervisors.

Huiwen Lian, University of Waterloo
Douglas J. Brown, University of Waterloo
Lindie H. Liang, University of Waterloo
Lance Ferris, The Pennsylvania State University
Lisa M. Keeping, Wilfrid Laurier University
Submitter: Huiwen Lian, lianhuiwen@gmail.com

72-16 Workplace Incivility: Does the Injury Extend Across Person and Time?

This is a longitudinal study that examines whether the adverse consequences of workplace incivility extend across person and time. It was found that first-hand experiences of incivility had persistent longitudinal effects on job attitudes, but not mental health symptoms, but the opposite was true with observed incivility.

Sandy Lim, National University of Singapore
Dana K. Farr, University of Michigan
Lilia M. Cortina, University of Michigan
Vicki J. Magley, University of Connecticut
Submitter: Sandy Lim, sandylim@nus.edu.sg
72-17 Abusive Supervision and the High-Impact Employee

This study examined the moderating role of employee impact in the abusive supervision–workplace outcome relationship. When experiencing abusive supervision, high-impact employees were found to exhibit an increase in coworker-directed deviance, a decrease in extrinsic job satisfaction, and a decrease in relationship quality with their supervisor.

Jeremy D. Mackey, Florida State University
Rachel E. Kane, Florida State University
Pamela L. Perrewé, Florida State University
Vickie C. Gallagher, Cleveland State University
Submitter: Jeremy Mackey, jdm10e@fsu.edu

72-18 What if They Don’t Leave? Prolonged Turnover Intentions and CWB

This study aims to determine the capacity of prolonged turnover intentions to predict CWB and identify the potential moderators of this relationship (e.g., perceived employment alternatives, organizational support, and organizational constraints). Those exhibiting prolonged turnover intentions are more likely to commit CWBs; this effect is moderated by organizational constraints.

Katie M. Kinkade, University of Georgia
Neil Morelli, APTMetrics, Inc.
Stephanie N. Downey, University of Georgia
Brian J. Hoffman, University of Georgia
Lillian T. Eby, University of Georgia
Submitter: Neil Morelli, neilmorelli@gmail.com

72-19 Coping With Customer Sexual Harassment: Retaliation and Traditional Coping Strategies

Service workers regularly cope with customer sexual harassment (CSH). This paper reports 2 studies that operationalize a measure of coping with CSH. Traditional coping strategies (i.e., reporting, avoidance, internal, and social coping) as well as a nontraditional form of coping (i.e., retaliation toward the customer) are identified. Results are cross-validated.

Valerie J. Morganson, Old Dominion University
Debra A. Major, Old Dominion University
Submitter: Valerie Morganson, Vmorgans@odu.edu

72-20 Righting a Wrong: Does Deviance Restore Justice Following Abusive Supervision?

Consistent with a justice perspective, a mediated moderation model is proposed wherein interpersonal justice mediates the moderating effect of deviance on the relationship between abusive supervision and job attitudes. With a multiwave study design, support for the model was found such that abusive supervision was less detrimental to deviant subordinates.

Rachel J. Morrison, University of Waterloo
Huiwen Lian, University of Waterloo
Douglas J. Brown, University of Waterloo
Lance Ferris, The Pennsylvania State University
Submitter: Rachel Morrison, rjmorrison9@gmail.com

72-21 Guilty and Helpful: Emotion-Based Reparatory Model of Voluntary Work Behavior

This study proposed a dynamic reparatory model of voluntary work behavior whereby awareness of one’s high counterproductive work behavior (CWB) induces guilt that, in turn, results in organizational citizenship behavior. A field experiment involving randomized feedback about CWB supported this model. Moreover, Agreeableness moderated employees’ reactions to feeling guilty.

Nikos Dimotakis, Michigan State University
Remus Ilies, National University of Singapore
Chunyan Peng, Michigan State University
Submitter: Chunyan Peng, peng@bus.msu.edu

72-22 Interpersonal Aggression at Work: Beware the Socially Unskilled

Social skill constrains the expression of interpersonal aggression at work (IAW), and therefore that it moderates the relationships of organizational support and organizational politics with IAW. Data from two samples revealed the contextual predictors more strongly predicted IAW among workers low than high in social skill.

Lisa M. Penney, University of Houston
Emily David Gonzalez, Zayed University
L. A. Witt, University of Houston
Submitter: Lisa Penney, lpenney@uh.edu

72-23 Adolescents’ Workplace Harassment: Moderating Effects of Autonomy and Development Opportunities

This study focused on adolescents’ experiences with workplace sexual harassment. Rather than a simple relationship between adolescents’ harassment and job-related correlates, characteristics of the job may act as moderators. Harassed female and male adolescents reported worse job-related attitudes and lowered engagement for jobs low in skill development opportunities.

Kimberly T. Schneider, Illinois State University
Patricia A Jarvis, Illinois State University
Lindsay B. Pater, Illinois State University
Nicholas Strong, Allstate Insurance
Kandace L. Waddy, Illinois State University
Mackenzi M. Harmon, Illinois State University
Submitter: Kimberly Schneider, ktschne@ilstu.edu

72-24 You’re Just Envious: Interaction of Narcissism on Abusive Supervision–Envy

By tapping into their fragile self-concepts, supervisor abuse triggers strong envious responses from narcissistic employees. Workplace envy was found to mediate the relationship between abusive supervision and outcomes, with abuse having a greater affect on narcissistic employees. Envy was negatively related to attitudes and performance, but positively related to turnover.

Brooke A Shaughnessy, State University at Buffalo
Darren C. Treadway, State University of New York at Buffalo
Jeffrey R. Bentley, State University of New York at Buffalo
Jacob W. Brelan, University of Mississippi
Submitter: Brooke Shaughnessy, bas29@buffalo.edu
72-25 Creating Conflict: Antecedents and Consequences of an Uncivil Workplace Climate

This study addresses antecedents and consequences of uncivil workplace climates. First, the study investigates 5 possible organizational antecedents (governance, autonomy, interaction style, competition, and e-mail reliance) of uncivil climates. Secondly, the study addresses how uncivil climates lead to personal experiences of incivility and, in turn, negative outcomes for targets.

Amber L. Smittick, Texas A&M University
Kathi N. Miner, Texas A&M University
Michael L. Seigel, University of Florida
Submitter: Amber Smittick, als04d@tamu.edu

72-26 Work Locus of Control's Role in Predicting Counterproductive Work Behavior

This study was conducted to examine work locus of control as a moderator of counterproductive work behavior. Both main and interactive effects were tested in order to determine whether work locus of control influences employees’ tendency to engage in counterproductive behavior in response to work stressors.

Justin M. Sprung, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Justin Sprung, justinsprung@hotmail.com

72-27 Counterproductive Behaviors: Heritabilities and Relations of Counterproductivity Across Life Domains

A twin design is employed to demonstrate that counterproductive behaviors across developmental periods and several life domains, including school, nonwork, substance use, and work, are related. Biometric analyses show that most of the variance in counterproductivity scales/domains examined, including counterproductivity at work, is attributable to genetic and unique environmental factors.

Kevin C. Stanek, University of Minnesota
Deniz S. Ones, University of Minnesota
Matt McGue, University of Minnesota-Twin Cities
Submitter: Kevin Stanek, stane040@umn.edu

72-28 Thumbing Your Nose at the Boss: The Downside of Cohesion

This study hypothesized that abusive supervision and team cohesion have interactive effects on 2 forms of counterproductive work behavior (CWB)–production deviance and noncompliance with safety guidelines. Data collected from 244 construction crew members revealed that the highest levels of CWB were expressed by workers reporting abusive supervision and cohesive teams.

Eleanor M. Waite, University of Houston
L. A. Witt, University of Houston
Submitter: Eleanor Waite, lenniewaite@gmail.com

72-29 Workplace Violence Prevention in the Healthcare Sector: A Holistic Intervention

This study was conducted to develop a holistic intervention program for Type II workplace violence—​from patients and/or visitors—prevention in the health care sector. Through incorporating aggression management and burnout reduction, the efficacy of the intervention was measured before, right after, and 8 to 10 weeks after the intervention.

Xiao-Lu Wang, The University of Hong Kong
Julie Ma, The Hospital Authority
Siu-Man Ng, The University of Hong Kong
Venus Wong, The University of Hong Kong
Eric Leung, The University of Hong Kong
Xiao-Yu Zhu, The University of Hong Kong
Cecilia Chan, The University of Hong Kong
Submitter: Xiao-Lu Wang, wangxl@hku.hk

72-30 Honesty–Humility and Perceptions of Organizational Politics in Predicting Workplace Outcomes

This study sought to investigate whether a personality dimension named honesty-humility alters the workplace outcomes associated with employee perceptions of organizational politics. Results from 268 full-time employees indicate that the adverse effect of POP is exacerbated for those employees who are lower on honesty-humility.

Jocelyn D. Wiltshire, University of Calgary
Kibeom Lee, University of Calgary
Joshua S. Bourdage, University of Calgary
Submitter: Jocelyn Wiltshire, jocelyn.wiltshire@gmail.com

73. Panel Discussion: 3:30 PM–4:50 PM

Edward AB

The Judgment and Decision-Making Perspective on Core I-O Psychology Topics

This panel addresses the potential for cross-fertilization between the field of judgment and decision making (JDM) and 4 core areas of I-O psychology: selection, compensation, goal-setting, and team communication. Discussed will be the likely benefits of a JDM approach to research and practice in these 4 I-O areas, and vice versa.

Reeshad S. Dalal, George Mason University, Co-Chair
Scott Highhouse, Bowling Green State University, Co-Chair
Lisa Ordoñez, University of Arizona, Panelist
Jeral E. Slaughter, University of Arizona, Panelist
Kristine Kuhn, Washington State University, Panelist
Silvia Bonaccio, University of Ottawa, Panelist
Submitter: Reeshad Dalal, rdalal@gmu.edu

74. Panel Discussion: 3:30 PM–4:50 PM

Edward CD

Gender and the Dysfunctional Workplace

As a preview to their upcoming book, panelists offer integrative, cross-disciplinary perspectives on the many roles that gender plays in the dysfunctional workplace.
2012 SIOP Conference

Specific topics include gender and (a) incivility or workplace bullying, (b) sexual orientation discrimination, and (c) occupational mental health in an international setting.

Suzy Fox, Loyola University-Chicago, Chair
Lilia M. Cortina, University of Michigan, Panelist
Shaun Piebler, California State University, Fullerton, Panelist
Terri R. Lituchy, Concordia University, Panelist
Submitter: Suzy Fox, sfox1@luc.edu

75. Symposium/Forum: 3:30 PM–4:50 PM

Elisabeth F

Employee Engagement: Defining New Frontiers
Over the past decade, engagement has been a well-respected component of organizational strategy. Practitioners from 4 companies will describe their evolution to go beyond engagement and how they are beginning to evolve this concept for their organization.

Jacki Bassani, Towers Watson, Chair
Patrick Kulesa, Towers Watson, Beyond Traditional Engagement: Energizing and Enabling Employee Efforts
Jolene L. Skinner, Dell, Inc., Madhura Chakrabarti, Dell Inc, Net Promoter Score and Its Relationship to Engagement
Courtney Ledford, Intuit, Beyond Engagement: Measuring Employee Perceptions of Business Performance at Intuit
Elizabeth A. McCune, Microsoft Corporation, Leveraging Exit Survey Data to Understand Engagement
Benjamin Schneider, Valtera, Discussant
Submitter: Jacki Bassani, jackibassani@hotmail.com

76. Roundtable Discussion/Conversation Hour: 3:30 PM–4:50 PM

Elisabeth G

Competing to Win: Translating Consulting Services Into Compelling Value Propositions
Winning in today’s highly competitive consulting services marketplace requires communicating a strong value proposition aligned with prospective clients’ business needs. This roundtable will examine the key elements of “best in class” value propositions and how to translate common I-O services/products into compelling tangible client benefits and results.

Jay M. Finkelman, Alliant International University CSPP, Host
Ira M. Levin, Levin Consulting Group/AIU, Host
Submitter: Jay Finkelman, jfinkelman@alliant.edu

77. Special Events: 3:30 PM–4:50 PM

Elisabeth H

Theme Track: Narrowing the Science–Practice Gap for Workplace Discrimination
This interactive panel session and town hall discussion will promote dialogue between scholars and practitioners about the needs and desires of each side for knowledge generation about discrimination. Notable scholars and practitioners will describe successful partnerships and strategies for practical scholarship and evidence-based practice.

David A. Kravitz, George Mason University, Moderator
Derek R. Avery, Temple University, Co-Chair
Kizzy M. Parks, K. Parks Consulting Inc., Co-Chair
Ondra L. Berry, Guardian Quest, Panelist
Michelle (Mikki) Hebl, Rice University, Panelist
Patrick F. McKay, Rutgers University, Panelist
Nancy T. Tippins, Valtera Corporation, Panelist
Renee Yuengling, Yuengling & Assoc., Panelist
Submitter: Eden King, eking6@gmu.edu

78. Panel Discussion: 3:30 PM–4:50 PM

Emma AB

Job Analysis in a Legal Environment
Job analyses are commonly used in the legal system as evidence in a variety of contexts including different types of discrimination and wage and hour litigation. A panel of experts with different areas of specialization will discuss the unique issues associated with conducting job analyses in a high-stakes legal environment.

Chester M. Hanvey, Lamorinda Consulting, LLC., Chair
Kristina G. Banks, Lamorinda Consulting LLC, Panelist
Arthur Gutman, Florida Institute of Technology, Panelist
Mark A. Wilson, North Carolina State University, Panelist
Rick Bergstrom, Jones Day, Panelist
Gavin Appleby, Litlter Mendleson, P.C., Panelist
Submitter: Chester Hanvey, chesterhanvey@yahoo.com

79. Community of Interest: 3:30 PM–4:50 PM

Emma C

Future Directions in Work Motivation
Aaron M. Schmidt, University of Minnesota, Host
KD Zaldivar, Shell Oil, Host
John J. Donovan, Rider University, Coordinator

80. Symposium/Forum: 3:30 PM–5:20 PM

Emma AB

e-HRM: New Ideas for the Digital Age
This symposium features a collection of presentations on topics related to electronic human resource management (e-HRM) and processes, including eLancing, e-learning, e-selection, strategic e-HRM, and HR metrics utilizing advanced technology. New theories and empirical findings will be presented toward the goal of advancing research in these areas.

Steven D. Charlton, University of Iowa, Co-Chair
Kenneth G. Brown, University of Iowa, Co-Chair
James H. Dulebohn, Michigan State University, Richard
Johnson, University at Albany-SUNY, A Multilevel Application of Analytics to Human Resource Management
Janet Marler, University of Albany-SUNY, Sandra L. Fisher, Clarkson University, Individual Level Effects on the eHRM and Strategy Relationship
Herman Aguinis, Indiana University, Sola O. Lawal, Indiana University, eLancing: A Review and Research Agenda
Dianna L. Stone, University of Texas at San Antonio, Eugene F. Stone-Romero, University of Texas at San Antonio, Kimberly Lukaszewski, State University of New York-New Paltz, Teresa L. Johnson, University of Texas at San Antonio, Factors Affecting the Effectiveness and Acceptance of e-Selection Systems
MANCHESTER GRAND HYATT

STEVEN D. CHARLIER, UNIVERSITY OF IOWA, KENNETH G. BROWN, UNIVERSITY OF IOWA, ABDIAGI J. PIEROTTI, UNIVERSITY OF IOWA, 

An Integrative Model of e-Learning Utilization
Jerad F. Kehoe, Selection & Assessment Consulting, Discussant
Submitter: Steven Charlier, steven-charlier@uiowa.edu

81. Symposium/Forum: 3:30 PM–4:50 PM
Gregory AB

Theory-Driven, Personality-Based Leadership Development
This session includes 4 integrated presentations that collectively demonstrate how the socioanalytic theory of personality (Hogan, 1983, 2007) can inform the development of managers into better leaders. It features an overview of the theory, new research, application models, and a case study of a global project to develop airport managers.

Robert B. Kaiser, Kaiser Leadership Solutions, Chair
Robert Hogan, Hogan Assessment Systems, Leadership and Personality
Robert B. Kaiser, Kaiser Leadership Solutions, Joyce Hogan, Hogan Assessment Systems, Personality, Leader Behavior, and Overdoing It: Empirical Links
Darren V. Overfield, Kaplan DeVries Inc., From “What” to “Now What?” Personality Assessment in Leadership Development
René J. Kusch, Metaberatung GmbH, Peter Moser, Swissport International Ltd., Maret Kassner, Metaberatung GmbH, Developing Airport Managers With Personality and Leadership Assessments
Michael J. Benson, Johnson & Johnson, Discussant
Submitter: Robert Kaiser, robertbkaiser@gmail.com

82. Panel Discussion: 3:30 PM–4:50 PM
Madeline AB

International Research on Alternative Selection Procedures
Valid selection procedures that foster workforce diversity have been a goal of I-O psychologists in the United States for over 3 decades. The purpose of this panel discussion is to explore the extent to which other countries share this goal and what if any progress has been made.

James L. Outtz, Outtz and Associates, Chair
Nadene Venter, SHL SA, Panelist
Kathleen Kappy Lundquist, APTMetrics, Inc., Panelist
Hennie J. Kriek, TTS Talent Group/University of South Africa, Panelist
Andreas Lohff, cut-e GmbH, Panelist
Submitter: James Outtz, jouttz@aol.com

83. Panel Discussion: 3:30 PM–4:50 PM
Madeline CD

Organization Design: Beyond Lines and Boxes
Too often, I-Os and clients jump to drawing line-and-box charts when organization design comes up. Most agree that more should be included, but what? To better design organizations for competitive advantage, practitioners need a broad repertoire of frameworks and interventions. How can I-O help? And is it really enough?

Michael N. Bazigos, KPMG LLP/Columbia University, Chair
Michel A. Buffet, Fisher Rock Consulting, Panelist

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85-3 Comparing Internal and Research Performance Ratings Influence on Criterion Validity

This study was conducted to help continue clarifying the relationship between performance ratings collected for research purposes and those collected for internal organizational purposes. The use of organizational ratings as a reliability check and the effectiveness for cleaning research performance ratings for validation studies is investigated.

Kristina R. Barr, First Advantage
Matthew J. Such, First Advantage
Heather D. Rooney, First Advantage
Submitter: Kristina Barr, kristina.barr@fadv.com

85-4 Criterion-Related Validity of Three Personality Questionnaires

Big Five Conscientiousness, the Myers-Briggs Type Indicator Judging dimension, and scores from the Hartman Value Profile showed incremental validity over cognitive ability predicting academic performance. MBTI and HVP scores were incrementally valid over Big 5 Conscientiousness. Results were similar when factor scores from method factor models were analyzed.

Michael Biderman, University of Tennessee-Chattanooga
Raven L. Worthy, PDRI
Nhung T. Nguyen, Towson University
Billy Mullins, Vikus Corporation
Jason Luna, University of Tennessee-Chattanooga
Trey Mullins, Vikus Corporation
Submitter: Michael Biderman, Michael-Biderman@utc.edu

86. Symposium/Forum: 4:30 PM–5:50 PM

Betsy BC

Recent Developments in Personality Measurement Invariance: Time, Culture, and Forms

This session presents recent research on measurement invariance of personality assessments. Studies consider the comparability of scores across time, issues involved with shortened forms, substantive explanations for non-invariance across cultures, and the efficacy of different approaches to detecting noninvariance. Future directions for research in this area are discussed.

Nathan T. Carter, University of Central Florida, Chair
Alan D. Mead, IIT, Co-Chair
Christopher D. Nye, Bowling Green State University, Mathias Allemand, University of Zurich, Brent W. Roberts, University of Illinois at Urbana-Champaign, Personality Differences Across Age Groups: Artifact or Substantive Difference?


Samuel T. MaCabe, Rice University, Jisoo Ock, Rice University, Frederick L. Oswald, Rice University,

87. Posters: 4:30 PM–5:20 PM

Douglas Pavilion BCD

Affect Personality and Emotions

87-1 Age and Emotional Labor Strategies: Mediating Role of Emotional Intelligence

The purpose of this study was to investigate whether age was related to emotional labor strategies and whether emotional intelligence partially explained this relationship. A structural equation model supported this model. Implications of these findings are discussed.

Michael T. Sliter, Bowling Green State University
Scott A. Withrow, Bowling Green State University
Yiwei Chen, Bowling Green State University
Ashlie R. Britton, Bowling Green State University
Submitter: Ashlie Britton, arbritt@bgsu.edu

87-2 Expressive Suppression: Social Outcomes and the Mediating Role of Emotions

This study investigated the social outcomes of expressive suppression in a negotiation situation, proposing discrete emotions as mediators in these relationships. Results partially support this model, suggesting that expressive suppression influences the negotiation partner’s perceptions of the suppressor’s felt emotions and ultimately the partner’s satisfaction with the negotiation.

Gregory Frazier, Auburn University
Daniel R. Krenn, Auburn University
Brittany Collier, Auburn University
Olivia Childers, Auburn University
Philip Montgomery, Auburn University
Malissa A. Clark, Auburn University
Submitter: Malissa Clark, clarkm@auburn.edu

87-3 Emotional Dissonance and Well-Being: The Role of Personal Agency

This study looks at personal agency (the level of abstraction at which behavior is construed) as a moderator of the emotional dissonance–well-being relationship. Using a survey of Singaporean workers across occupations, personal agency moderated several relationships in the expected direction. Implications for theory development as well as practice are discussed.

Michael A. Daniels, Bowling Green State University
Gary J. Greguras, Singapore Management University
Submitter: Michael Daniels, mdaniels@smu.edu.sg
87-4 Emotional Labor Strategies and Customer Tips: A Diary Study

A diary study was conducted to assess the link between employees’ daily engagement in deep and surface acting and customer tips. Multilevel analyses revealed that deep but not surface acting was positively associated with customer tips. Findings thus suggest that emotional labor is indeed related to actual customer behavior.

Ute R. Hulsheger, Maastricht University
Jonas W. B. Lang, Maastricht University
Anna F. Schewe, Bielefeld University
Suzanne Meeuwenooro, Maastricht University
Fred Zijlstra, Maastricht University
Submitter: Ute Hulsheger, u.te.hulsheger@maastrichtuniversity.nl

87-5 Organizational Identification's Mitigation of the Psychological Contract Breach–Violation Relationship

The moderating effect of organizational identification on the psychological contract breach–psychological contract violation relationship was investigated. Results show that organizational identification mitigates the breach–violation relationship. However, contrary to our hypothesis, both individuals low and high in organizational identification experienced increases in violation as a result of breach.

Kristina C. Kams, Ohio University
Jason Stoner, Ohio University
Rebecca Thacker, Ohio University
Submitter: Kristina Kams, kristina.kams@gmail.com

87-6 Forgotten Emotions at Work: Investigating Interpersonal Conflict and Emotional Labor

This survey study of 459 employees identified relationships between emotional labor and task, relationship, and non-task organizational conflict. Deep and surface acting moderated the relationships between conflict and job satisfaction, performance, and depression. Future research directions and the importance of understanding how emotional labor relates to conflict–strain relationships are discussed.

Ashley E. Nixon, Williamette University
Valentina Bruk Lee, Florida International University
Paul E. Spector, University of South Florida
Submitter: Ashley Nixon, ashley.e.nixon@gmail.com

87-7 Exploring Emotional Labor, Work–Family Interference, and Burnout in Nursing

We explored the relationships between emotional labor, work–family interference (WFI), and burnout in a sample of nurses. Findings suggest genuinely expressed negative emotions predict WFI and exhaustion, whereas cynicism results from both genuinely expressed and faked positive and negative emotions. Results highlight differential relationship between emotion work and stress outcomes.

Kathryn M. Packell, University of Tulsa
Anupama Narayan, University of Tulsa
Elica A. Hrabal, University of Tulsa
Submitter: Kathryn Packell, kathryn-packell@utulsa.edu

87-8 Communication in Virtual Teams: The Role of Emotional Intelligence

Our purpose was to examine emotional intelligence (EI) as a driver of virtual team effectiveness. In addition, we investigated the extent that group communication mediated the relationship between EI and team effectiveness. Participants were 228 undergraduate students, who comprised 57 4-person virtual teams. Multilevel modeling was used to test hypotheses.

Virginia Pitts, Shippensburg University
Natalie A. Wright, North Carolina State University
Lindsey Harkabus, Colorado State University
Submitter: Virginia Pitts, vepitts@ship.edu

87-9 How Guilt and Managerial Status Influence Organizational Communication Following Failure

Much research assumes that communication decisions after a company failure are shaped by purely rational or strategic factors. This study examined the influence of guilt as a moral emotion and the moderating effect of managerial status on apologies and defensive behavior following organizational failure.

Rommel O. Salvador, University of Massachusetts, Amherst
Robert G. Folger, University of Central Florida
Manuela Priesemuth, University of Central Florida
Submitter: Manuela Priesemuth, mpriesemuth@bus.ucf.edu

87-10 Improving Case-Based Learning and Transfer Through Emotionally Rich Cases

Case-based learning methods are regularly applied in ethics education; however, little is known about the attributes of the cases that make them effective. Emotions are inherent in ethical dilemmas and case-based knowledge. The purpose of this study was to investigate the influence of emotional case content on learning and transfer.

Chase E. Thiel, University of Oklahoma
Lauren N. Harkrider, University of Oklahoma
Shane Connelly, University of Oklahoma
Lynn D. Devenport, University of Oklahoma
Juandre Peacock, University of Oklahoma
Submitter: Chase Thiel, cthiel@ou.edu

87-11 Discrete Emotions as Mediators Between Distributive Justice and Theft

This study uses the appraisal model to examine the mediating role of discrete emotions in predicting why people steal. The results indicate that individuals who are paid fairly experience less envy, anger, disappointment, and engage in less theft. Envy partially mediates the relationship between distributive justice and theft.

Christa L. Wilkin, California State University, Northridge
Catherine E. Connelly, McMaster University
Submitter: Christa Wilkin, christa.wilkin@csun.edu
**87-12 Political Skill: An Antidote for Frustration at Work**

Organizational politics are reported to have negative effects on work attitudes and performance. Political skill was examined as a neutralizer of these effects. Using moderated structural equation modeling, political skill reduced the negative effects of organizational politics on frustration and satisfaction, and their subsequent impact on turnover intentions.

Christina M. Banister, University of Missouri-St. Louis
John P. Meriac, University of Missouri-St. Louis
Submitter: Christina Banister, christina.banister@gmail.com

**87-13 Personality Predicts Acceptance of Electronic Performance Monitoring at Work**

Dispositional and situational factors that contribute to the acceptance of workplace electronic surveillance are investigated. Trait reactance and Extraversion positively relate to fairness and legitimacy perceptions, and Conscientiousness negatively relates to fairness perceptions, even after controlling for the monitoring system’s characteristics, invasiveness, and control.

Allison Brown, George Washington University
Jessica Badger, George Washington University
Tara S. Behrend, George Washington University
Jaclyn M. Jensen, George Washington University
Submitter: Allison Brown, arbrown86@gmail.com

**87-14 A Mediated Moderation Model of Incivility, Contract Breach, and Behaviors**

Linkages among incivility, psychological contract breach, psychological safety, and employees’ voice and silence behaviors were tested. Incivility and contract breach had relationships with behaviors via psychological safety. Proactive personality moderated the relationships. Indirect effects of incivility on voice, and of breach on voice and silence, were stronger for proactive employees.

Changguo Mao, Renmin University of China
Chu-Hsiang Chang, Michigan State University
Russell E. Johnson, Michigan State University
Juanmin Sun, Renmin University of China
Submitter: Chu-Hsiang Chang, cchang@msu.edu

**87-15 Is the Structure of Personality Described by the Circumplex Model?**

Past research on the 5 factor model (FFM) of personality proposes a circumplex structure for the traits. This study uses advances in structural covariance modeling to rigorously test this proposition. Results show that the FFM fits the circumplex model across multiple indices. These findings have implications in clarifying personality’s structure.

David S. DeGeest, University of Iowa
Frank L. Schmidt, University of Iowa
Submitter: David DeGeest, david-degeest@uiowa.edu

**87-16 A MIMIC Model of Acculturation and the IPIP FFM Measure**

This study tested the role of acculturation in the functioning of items on the 50-item international personality item pool 5-factor model. Results of a MIMIC model indicated a number of significant, but relatively weak, relationships for acculturation.

Mark G. Ehrhart, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Abdifatah A. Ali, San Diego State University
Scott Roesch, San Diego State University
Lindsay E. Palmer, San Diego State University
Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

**87-17 Personality-Based Job Fit as a Determinant of Work Stress**

This research aims to provide a comprehensive view of person-job fit. A narrow view is considered that examines employee’s fit with specific job tasks. Results indicate that employees will view job tasks as more stressful when they do not have elevations in relevant personality traits.

Christopher T. Frost, Central Michigan University
Neil D. Christiansen, Central Michigan University
Submitter: Christopher Frost, frost1ct@cmich.edu

**87-18 Evidence for the Workplace Interpersonal Relatedness Trait in U.S. Employees**

This study examined evidence for the workplace interpersonal relatedness construct among United States employees. Results indicated that this construct emerged and was not subsumed within the Big 5, suggesting that this purported indigenous Chinese personality trait also has relevance to working adults in a Western culture.

Chia-Lin Ho, North Carolina State University
Pierce J. Howard, Center for Applied Cognitive Studies
Jennifer L. Welbourne, University of Texas-Pan American
Submitter: Chia-Lin Ho, chialinroseho@gmail.com

**87-19 Job Complexity, Interpersonal Skills, and Outcomes**

This research was guided a single question: Does job complexity moderate the relationship between interpersonal skills and outcomes? A series of meta-analytic investigations provided support for the moderating impact of job complexity. The paper concludes with a handful of research recommendations and study limitations.

Cameron Klein, Kenexa
Submitter: Cameron Klein, cameronklein@hotmail.com

**87-20 The Big Five and Teamwork: Predicting Executive Development Team Effectiveness**

This study investigated how the team-level Big 5 personality traits could predict team effectiveness (performance, self-perceived learning, and member satisfaction) in executive development teams. Results indicated that team-level Agreeableness and Emotional Stability were significantly related to team effectiveness.
Manchester Grand Hyatt

Curvilinear relationships between the personality traits and team effectiveness are also discussed.

Dejun Kong, Washington University in St. Louis
Lee J. Konczak, Washington University in St. Louis
William P. Bottom, Washington University in St. Louis
Submitter: Dejun Kong, kongd@wustl.edu

87-21 Measurement Invariance and the Personality Differentiation by Intelligence Hypothesis

Stability in the factor structure of personality is crucial to its construct and predictive validity. Following the best practices of measurement invariance techniques, results suggest that invariance of the structure of a commonly used personality inventory does not hold across intelligence levels.

Matthew J. W. McLarnon, University of Western Ontario
Julie J. Carswell, Sigma Assessment Systems
Submitter: Matthew McLarnon, mmclarno@uwo.ca

87-22 Predictive Validity of Big Five Circumplex Diagonals

The current study examined the incremental validity of the positive diagonal elements of the Abridged Big 5 Circumplex. Results suggest that many of these diagonals offer correlations that meet or exceed those of principal traits in regard to performance, job attitudes, and withdrawal behavior outcomes.

Megan B. Morris, Wright State University
Gary N. Burns, Wright State University
Corinne P. Wright, Wright State University
Submitter: Megan Morris, morris.156@wright.edu

87-23 An Exploration of the Dishonest Side of Self-Monitoring

Recent findings indicate that self-monitoring has a dark side. This study investigated the relationship between self-monitoring, unethical business decision making, and leadership emergence. Moral disengagement is proposed as a mediating mechanism. Finally, the extent to which Extraversion and honesty-humility accounted for the relationship between self-monitoring and the outcomes was examined.

Tunde Ogunfowora, University of Regina
Joshua S. Bourdage, University of Calgary
Brenda Nguyen, University of Calgary
Submitter: Tunde Ogunfowora, babatunde.ogunfowora@uregina.ca

87-24 You and I Are Not Alike: Culture and Perceived Similarity

The extent to which culture moderates the relationship between individuals’ perceptions of their own traits and their perceptions of others’ traits was examined with data from 395,823 individuals from 20 countries. Results indicate both gender and culture have an influence on views of similarity between oneself and others.

Catherine Ott-Holland, Michigan State University
Jason L. Huang, Wayne State University
Submitter: Catherine Ott-Holland, c.ottholland@gmail.com

87-25 Narcissism, Aggression, and Achievement Motivation: How Do They Measure Up?

This study explores the relationship between the Narcissistic Personality Inventory (NPI) and the Conditional Reasoning Test for Aggression (CRT-A) and Conditional Reasoning Test-Relative Motive Strength (CRT-RMS) to aid in understanding the relationships between the underlying constructs. Relevant correlations between the NPI and the Conditional Reasoning measures were found.

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

87-26 Placing Personality in Context: Linking Work and Within-Individual Personality Variation

A 10-day experience sampling study was conducted to examine whether experiences at work (i.e., organizational citizenship, interpersonal conflict, and motivation) can predict deviations from central tendencies in trait-relevant behavior, affect, and cognition for each of the Big 5 traits. In addition, the study examined whether there are individual differences in these relationships.

Timothy A. Judge, University of Notre Dame
Lauren Simon, Portland State University
Charlice Hurst, Richard Ivey School of Business
Submitter: Lauren Simon, lausimon@pdx.edu

87-27 Does the Dark Side Look Different Depending on Organizational Level?

Dark side personality is an underlying factor in predicting behavioral differences related to leader derailment. However, limited work has focused on dark side personality differences depending on organizational level. This study found partial support for dark side personality distribution differences (mean and variance) based on organizational level.

Michael Tuller, PepsiCo
Janet L. Barnes-Farrell, University of Connecticut
Submitter: Michael Tuller, michael.tuller1@pepsico.com

87-28 Self-Monitoring Personality and Job Performance, Success, and Leadership: A Meta-Analysis

An updated meta-analysis of self-monitoring personality tested its relationship to job performance, job success, and leadership. Results indicated positive relationships to all 3 correlates, although some differences were found across selected moderators (e.g., research setting). Implications for future research are discussed.

Michael P. Wilmot, University of Minnesota
John E. Barbuto, Jr., California State University–Fullerton
Submitter: Michael Wilmot, wilmo040@umn.edu
87-29 Gender Bias in Self-Monitoring Personality Scales: Measurement Matters

An updated meta-analysis of self-monitoring personality tested its relationship to gender, age, race, and education. Results indicated that bias was associated with different operationalizations of the construct: Snyder (1974) and Gangestad and Snyder (1985) versus Lennox and Wolfe (1984).

Michael P. Wilmot, University of Minnesota
John E. Barbuto, Jr., California State University–Fullerton
Submitter: Michael Wilmot, wilm040@umn.edu

87-30 Personality, Culture, and Individual Satisfaction With Simulated Teams

The Big 5 personality traits (i.e., Conscientiousness, Openness, Agreeableness, Extraversion, and Neuroticism); the cultural dimensions of individualism, masculinity, and power distance; and individual satisfaction with the team were examined among 194 working adults. Personality and the interaction of personality and culture predict individual satisfaction with the team.

Corinne P. Wright, Wright State University
Gary N. Burns, Wright State University
Submitter: Corinne Wright, lyttle.3@wright.edu

87-31 Curvilinear Effect of CEO Narcissism on Firm Performance

An inverted U-shaped relationship between CEO narcissism and firm performance is tested. Findings based on a sample of 155 CEOs suggest that when CEOs are high (low) in core self-evaluations or in organizational identification, their narcissism is curvilinearly and positively (negatively) related to firm performance.

Zhen Zhang, Arizona State University
Suzanne J. Peterson, Arizona State University
Christopher S. Reina, Arizona State University
Submitter: Zhen Zhang, zhen.zhang@asu.edu

88. Panel Discussion: 5:00 PM–5:50 PM
America’s Cup CD

The Current Role of Ethics in Industrial-Organizational Psychology

The panel will discuss the meaning of ethics in today’s multinational organizations. Does the concept of ethics have to be changed to accommodate modern problems? The panel will respond to 3 business dilemmas that are not clear cut but the solutions of which have important cultural and business implications.

Jeffrey M. Saltzman, OrgVitality, Chair
Eric Brasher, Advocate Health Care, Panelist
Frank Guglielmo, Park Consulting, Panelist
Joel M. Lefkowitz, Baruch College, CUNY, Panelist
Submitter: Walter Reichman, walterreichman@gmail.com

89. Debate: 5:00 PM–5:50 PM
Delmar AB

Internal Versus External Executive Coaching: A Fork in the Road?

Many companies employ external coaches for reasons of overhead, confidentiality, and expertise. Others prefer to employ internal coaches for scale, context, and confidentiality. Experienced practitioners will debate which is better and explore the strengths and limitations of each approach. They will stimulate open dialogue with the audience.

David B. Peterson, Google, Moderator
Pradeep Chakravarthy, Infosys Leadership Institute, Presenter
Rebecca A. Turner, CSPP/Alliant, Presenter
Christopher Tobin, SAY:Media, Presenter
Robert J. Lee, iCoachNewYork, Presenter
Submitter: Rebecca Turner, rturner@alliant.edu

90. Symposium/Forum: 5:00 PM–5:50 PM
Edward AB

Predictors of Turnover Intentions in Healthcare Settings

Employee turnover is undesirable in any organization. It is especially so in healthcare settings where it not only affects the bottom line but can potentially endanger patients. Keeping turnovers low depends on knowing why employees choose to leave. This symposium explores several approaches to identifying predictors of turnover intentions.

Katerine Osatuke, VHA National Center for Organization Development/Miami University, Chair
Nancy Yanchus, University of Georgia, Thomas Brassell, VHA National Center for Organization Development, Presenter
Katerine Osatuke, VHA National Center for Organization Development/Miami University, Presenter
Allison N. Tenbrink, Ohio University, Justin M. Weinhardt, Ohio University, Rodger W. Griffeth, Ohio University, The Influence of Burnout and Shocks on Turnover Intentions
Catherine K. Wantes, University of Windsor, Simone Arbour, University of Windsor, Work-Related Injury: Impact on Nurses’ Turnover and Turnover Intentions
Stacie Furst-Holloway, University of Cincinnati, Andrew B. Brown, University of Cincinnati, Adam C. Carle, University of Cincinnati, Cynthia Cominsky, University of Cincinnati, Sue R. Dyrenforth, VHA National Center for Organization Development, Presenter
Kelley A. Caramelli, VHA National Center for Organization Development, Presenter
Steven R. Howe, University of Cincinnati, Rodger W. Griffeth, VHA National Center for Organization Development, Presenter
Rodger W. Griffeth, VHA National Center for Organization Development, Presenter
Submitter: Katerine Osatuke, katerine.osatuke@va.gov

91. Special Events: 5:00 PM–5:50 PM
Edward CD

Errors in Organizations—Panel on SIOP Organizational Frontiers Series Book

Introduces the 2011 SIOP book on Errors in Organizations, hailed as a new approach in error research, shifting from a purely error prevention point of view to one of error management. These issues will be discussed with relation to safety/adverse events, collective failure, team training, innovation, and cross-culture.
92. Special Events: 5:00 PM–5:50 PM

Elizabeth H

Theme Track: Scholarly Reflections on the Past, Present, and Future of Discrimination

Leading scholars will discuss advances in understanding workplace discrimination, how emergent trends are shaping discourse surrounding workplace discrimination, and key steps for research. This session, which includes audience participation, will generate a research agenda that improves understanding of workplace discrimination and tools for its eradication.

Lisa M. Leslie, University of Minnesota, Co-Chair
Eden B. King, George Mason University, Co-Chair
Arthur P. Brief, University of Utah, Panelist
Madeline E. Heilman, New York University, Panelist
Ann Marie Ryan, Michigan State University, Panelist
Paul R. Sackett, University of Minnesota, Panelist
Kecia M. Thomas, University of Georgia, Panelist

Submitter: Eden King, eking6@gmu.edu

93. Panel Discussion: 5:00 PM–5:50 PM

Emma AB

Women With Unique Perspectives: Power, Progress, and Priorities

Experts and thought leaders will provide insight for successfully navigating the unwritten rules of the workplace and also discuss the field of I-O psychology. The all-female panel will explore topics such as career development and advancement, establishing credibility/honing skill sets, networking, negotiating compensation, and overcoming bias/stereotypes, among other themes.

Kizzy M. Parks, K. Parks Consulting Inc., Chair
Adrienne J. Colella, Tulane University, Panelist
Felicia O Mokuolu, Defense Equal Opportunity Institute (DEOMI), Panelist
Lisa H. Nishii, Cornell University, Panelist
Patrice Reid, Defense Language Office/DEOMI, Panelist

Submitter: Kizzy Parks, kparks@kparkconsulting.com

94. Panel Discussion: 5:00 PM–5:50 PM

Gregory AB

Keeping Former Employees Aligned and Engaged: Challenges in Outsourced Organizations

Organizations are increasingly outsourcing multiple functions. Others have converted to franchise structures. When you no longer “own” the workforce, how do you protect the brand, maintain quality, or engage workers?

Can you still get discretionary effort under such conditions? This panel will discuss the challenges of such alternative labor structures.

Jerry Seibert, Metrus Group, Inc., Chair
Nancy Ely, WD-40 Company, Panelist
Daniel Sonsino, Hewlett-Packard Company, Panelist
Alfred Torres, Verizon, Panelist

Submitter: Jerry Seibert, jseibert@metrus.com

95. Panel Discussion: 5:00 PM–5:50 PM

Madeline AB

Practical Recommendations for Implementing Global Selection Programs

“One size does not fit all” when rolling out a global selection program. Representatives from organizations who have recently implemented employee selection on a global basis will share their experiences. This panel will discuss the practical issues one may encounter when implementing employee selection programs on a global basis.

Sandra P. Dennis, SHL, Chair
Beth Gunderson, General Mills, Panelist
George Montgomery, American Express, Panelist
Dorothy Sood, The Coca-Cola Company, Panelist

Submitter: Sandra Dennis, sandra.dennis@shlgroup.com

96. Special Events: 5:00 PM–5:50 PM

Madeline CD

SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals

In the past year, SIOP and SHRM have collaborated to create a series of industrial-organizational research papers that distill evidence-based science into readable, actionable formats that help HR practitioners solve everyday issues. This session showcases papers that have been written, presents ideas for future papers, and gathers input from SIOP members.

Mark J. Schmit, Society for Human Resource Management, Presenter
Alexander Alonso, Society for Human Resource Management, Presenter
Benjamin Schneider, Valtera, Presenter
Karen M. Barbera, Valtera, Presenter
Gerald E. Ledford, Ledford Consulting Network, LLC, Presenter
Herbert G. Heneman, University of Wisconsin-Madison, Presenter
Richard T. Cober, Marriott International, Presenter
Samantha A. Ritchie, Novo Nordisk Inc., Presenter
David Morgan, DCI Consulting Group, Presenter
Anuradha Ramesh, NCR, Presenter

Submitter: Richard Cober, rich.cober@marriott.com

97. Roundtable Discussion/Conversation Hour: 5:00 PM–5:50 PM

Mohsen AB

Building International Linkages: Practice and Science and SIOPSA and SIOP

This conversation hour presents the opportunity to build linkages to South African I-O practice and science. Two
Thursday PM

98. Posters: 6:00 PM–6:50 PM

Elizabeth D

Top Posters

98-1 Talk Isn’t Cheap: Moral Messaging Tactics and Ethics-Centered Communication

Ethics-centered communication has been identified as promoting ethical behavior. However, to date, no research has explicitly defined or examined the content of ethics-centered communication. Disparate literatures are synthesized to present a taxonomy of 13 moral messaging tactics, and psychological mechanisms through which these tactics influence ethical behavior are proposed.

Johnathan Nelson, Morehead State University
Stephen J. Zaccaro, George Mason University
Submitter: Johnathan Nelson, j.nelson@moreheadstate.edu

98-2 Emotional and Physical Strain and Identity Cycles in Voluntary Turnover

Analysis of data from in-depth interviews using grounded theory methods reveals an iterative, cumulative model of developing readiness to voluntarily turnover based on emotional and physical responses to identity disconnects. Job-identity incongruence leads to psychophysiology-related strains, which in turn lead to an increase in readiness to turnover.

Teresa J. Rothausen, University of St. Thomas
Avinash Malshe, University of St. Thomas, Minnesota
James K. Arnold, University of St. Thomas, Minnesota
Submitter: Teresa Rothausen, tjrothausen@stthomas.edu

98-3 Predicting Teamwork Attitudes Using Optimal Distinctiveness Theory

Optimal distinctiveness theory predicts that people strive to balance the need to belong with the need to be unique within social groups. This primary tenet of optimal distinctiveness theory was supported in the form of 4 significant quadratic effects between team member uniqueness and 4 individual level attitudinal variables.

Jeffrey S. Conway, University of South Florida/PDRI
Jason D. Way, University of South Florida
Kristen M. Shockley, Baruch College-City University of New York
Erin Jackson Walker, Louisiana State University
Matthew Lineberry, Naval Air Warfare Center Training Systems Division
Michael E. Rossi, University of South Florida
Submitter: Jeffrey Conway, jconway@mail.usf.edu

98-4 Complementing Diversity Climate With Leader Inclusiveness: Effects on Altruism

This study examined how leaders can reinforce or undermine the effects of diversity climate on altruism. Leader inclusiveness was found to strengthen the relationship between diversity climate and supervisor-directed and work group-directed altruism. This effect was stronger for minorities and women for supervisor-directed altruism but not for work group-directed altruism.

Amy E. Randel, San Diego State University
Michelle A. Dean, San Diego State University
Lynn M. Shore, San Diego State University
Karen Holcombe Ehrhart, San Diego State University
Beth G. Chung, San Diego State University
Submitter: Michelle Dean, michelle.dean@sdsu.edu

98-5 Explaining Male and Female Leadership Potential: New York and London

This study investigated managers’ spoken causal attributions for men and women they judged equal in leadership potential. U.K. and U.S. managers attributed female performance to more stable, global, personal, and controllable causes than male performance. Findings provide evidence of attributional rationalization in performance evaluations in a field setting.

Jo Silvester, City University London
Anna Koczvara, University of London
Submitter: Joanne Silvester, jo.silvester.1@city.ac.uk

98-6 Job Characteristics: The Times, They Are A-Changin’

Cross-temporal meta-analysis was used to examine changes in perceptions of job characteristics. Results revealed that workers perceive greater levels of skill variety and autonomy. Changes remained after controlling for industry and occupational characteristics. Moderator analyses showed that women not men reported higher levels of task significance and feedback in recent years.

Lauren A. Wood, University of Georgia
Brian J. Hoffman, University of Georgia
Jean M. Twenge, San Diego State University
Submitter: Lauren Wood, wood.lauren8@gmail.com

98-7 Managerial Training to Increase Employee Perceptions of Support

A quasi-experiment examined the effect of supervisory support training on subordinate levels of POS. Training supervisors to be supportive of employees led to significant increases in subordinate perceptions of perceived organizational support (POS) and levels of supervisor organizational embodiment, supervisor support, and decrements in abusive supervision.

M. Gloria Gonzalez-Morales, University of Guelph
Mary C. Kernan, University of Delaware
Thomas E. Becker, University of Delaware
Robert Eisenberger, University of Houston
Submitter: Mary Kernan, mck@udel.edu
98-8 Need for Achievement: Predicting Performance Beyond g and Personality

Although need for achievement was believed to be an important predictor of job performance, poor concurrent validity for measures of achievement have tempered enthusiasm for the construct. In student proxies, the research demonstrates that need for achievement is important in predicting multiple performance indices, over and above cognitive ability and personality.

Heidi N. Keiser, University of Minnesota
Scott R. Ross, DePauw University
Submitter: Heidi Keiser, keise026@umn.edu

98-9 The Interactive Effects of Narcissism and Accountability on Advice Taking

This study examined how narcissism relates to advice taking and the moderating role of accountability. Results revealed that narcissism and advice taking are negatively related. However, although the relationship is strongly negative when process accountability is present, it is weaker when there is no accountability or outcome accountability.

Edgar E. Kausel, University of Chile
Satoris S. Culbertson, Kansas State University
Pedro Ignacio Leiva, University of Chile
Jiquan Lin, Kansas State University
Mengmeng Zhu, Kansas State University
Submitter: Edgar Kausel, ekausel@unegocios.cl

98-10 How Does Transformational Leadership Enhance Employees’ Job Performance

This study aimed to investigate how transformational leadership enhances followers’ job performance. The results verified the dual mediating effects of organizational trust and work engagement among the process, and the moderating effect of followers’ occupational self-efficacy on the relationship between transformational leadership and followers’ work engagement.

Mengyang Cao, University of Illinois at Urbana-Champaign
Haijiang Wang, Peking University
Changqin Lu, Peking University
Submitter: Mengyang Cao, pkucmy@gmail.com

98-11 The Effect of Regulatory Fit During Change Implementation

This study examines whether experience of regulatory fit between individual and situational regulatory focus improves performance and adaptation during change. One experiment among students and one survey among employees experiencing organizational change revealed that regulatory fit is particularly beneficial for prevention-focused individuals.

Paraskevas Petrou, Utrecht University
Evangelia Demerouti, Eindhoven University of Technology
Michael Häfner, Utrecht University
Submitter: Paraskevas Petrou, P.Petrou@uu.nl

98-12 A Comparison of Top-Down and SED Banding Selection Protocols

Despite the controversy regarding SED banding, little empirical evidence has been reported on its effect on adverse impact and test utility. Eight selection protocols were applied to promotional procedure data for firefighters. Of the 4 hypotheses tested, most were only partially supported. Implications for the banding debate are discussed.

Frank P. Igou, Louisiana Tech University
Mitzi Desselles, Louisiana Tech University
Submitter: Frank Igou, figou@latech.edu

98-13 A Meta-Analytic Investigation of Contextualized and Noncontextualized Personality Measures

This study investigates frame-of-reference effects related to the validity of personality. The validities of general, noncontextualized personality measures and work-specific, contextualized measures are compared meta-analytically. Findings suggest that personality measures are a more valid predictor of performance when scale items or instructions are framed to reference work-specific behaviors.

Jonathan A. Shaffer, West Texas A&M University
Bennett E. Postlethwaite, Pepperdine University
Submitter: Jonathan Shaffer, jshaffer@mail.wtamu.edu

98-14 Candidates’ Integration of Individual Psychological Assessment Feedback

This study examines how candidates integrate feedback following an individual psychological assessment. In a 2-wave study, structural equation modeling analyses lent support for a model suggesting that feedback characteristics influence immediate cognitive feedback integration (acceptance, awareness), which in turn influences candidates’ motivation and postfeedback behaviors 3 months later.

Jean-Sebastien Boudrias, University of Montreal
Jean-luc Bernaud, Rouen University
Patrick Plunier, University of Montreal
Submitter: Jean-Sebastien Boudrias, jean-sebastien.boudrias@umontreal.ca

98-15 Gender Differences in Job Interview Anxiety, Performance, and Coping Styles

Two studies found support for the gender-linked coping theory in the context of job interviews. Women experienced more interview anxiety than did men, but interview anxiety was more strongly associated with poorer job interview performance for men. Consistent with predictions, women used more effective interview coping strategies than did men.

Justin Feeney, University of Western Ontario
Richard D. Goffin, University of Western Ontario
Julie M. McCarthy, University of Toronto
Submitter: Justin Feeney, jfeeney3@uwo.ca
98-16 Unproctored Cognitive Ability Internet Testing: Does Cheating Pay Off?

This study investigated the effect of cheating on an Internet-based test of cognitive ability using a randomized experimental design (“honest” group, $N = 253$; “cheating” group, $N = 178$). The findings showed that cheating paid off, with the outcome depending on subtest and number of cheating strategies used.

Wim Bloemers, Open University Netherlands
Arjan Oud, ArjanOudCompany
Karen Van Dam, Open University Netherlands
Submitter: Karen Van Dam, karen.vandam@ou.nl

98-17 When Will Family-Friendly Benefits Work?: Role of Culture and Support

Using conservation of resources theory, this study explains why family-friendly benefits are effective. Results indicate benefits are indirectly and negatively related to work interfering with family through work-family culture (organizational family support, career consequences, organizational time demands). Some of the mediated relationships were stronger when manager or coworker support was higher.

Chris A. Henle, Colorado State University
Tristan Nelson, Colorado State University
Submitter: Chris Henle, chris.henle@business.colostate.edu
Emerald Group Publishing at SIOP 2012

Journal of Managerial Psychology
Editor: Dr Dianna Stone (University of Texas at San Antonio)
ISI ranking: 2.15

Journal of Managerial Psychology concerns itself with the wider aspects of human resource management derived from the application of psychology theory and practice, helping managers to deal better with current personnel issues. The aim is to promote a dialogue between theory and practice, and to disseminate high quality quantitative and qualitative research to students and practitioners of management, psychology and allied fields.

For more information, please visit: www.emeraldinsight.com/jmp.htm

What Have We Learned? Ten Years On
Series Title: Research on Emotion in Organizations
ISBN: 9781780522081
Editors: Charmine E. J. Härtel, Neal M. Ashkanasy and Wilfred J. Zerbe

This volume provides a wonderful tour of how emotions research has advanced the way in which we conceive of work and its possibilities for adding value to life. The reader can see how emotions research has advanced our knowledge and understanding of what comprises work, the experiences and resourcefulness of traditional and non-traditional workers, the dynamics of team behaviour, the quality of the leader—member relationship, the demands and skills required of in extremis work contexts, methods to improve non-cognitive assessment, and advances in ways to create and maintain positive work environments.

Journal of Organizational Change Management
Editor: Professor Slawomir Magala (Rotterdam School of Management)
ISI ranking: 0.65

Successful organizations respond intelligently to factors which precipitate change. Economic climates, political trends, changes in consumer demands, management policy or structure, employment levels and financial resources – all these elements are constantly at play to ensure that organizations clinging to static structures will ultimately lose out. But change is a dynamic and alarming thing – this journal addresses how to manage it positively, so that employees give their support and the positive goals set are worked towards with enthusiasm.

For more information, please visit: www.emeraldinsight.com/jocm.htm

Voice and Silence in Organizations
ISBN: 9781848552128
Editors: Jerald Greenberg and Marissa S. Edwards

One of the most fundamental decisions made by people in the workplace involves whether or not to express their ideas and concerns. Are employees encouraged to speak up or to pipe down? Do they share ideas openly or do they remain silent in ways that are hurtful to individuals and harmful to the functioning of their organizations? Moving beyond the extreme actions of whistle-blowers, questions about having voice, exercising voice, the content of voice, and presumed reactions to voice are ubiquitous ones that frame the everyday behaviour of people in organizations. Voice and Silence in Organizations is a collection of 12 original essays that address these and related issues from a wide variety of scholarly perspectives.

For FREE online access to Emerald journals, or 30% off our books, please visit the Emerald stand!
You can also find out more about our forthcoming new series "Advances in Positive Organizational Psychology", at the Emerald stand

www.emeraldinsight.com
2012 marks a milestone for Sirota. Forty years ago, Dr. David Sirota left his job at IBM to teach at the Wharton School and to open a small consulting practice on the Upper East Side of Manhattan. He focused on the use of attitudinal surveys to help organizations improve their management practices. With a lot of hard work, the help of a number of extraordinary and caring people -- and a little luck at just the right moments -- that small office has grown to four offices in the US and Europe, with more currently being planned. In that time, Sirota has helped advance the processes and technology of our industry from a paper based, manual method to an online, digital world.

Nonetheless, the history of Sirota is not only about innovative technology, but about a special group of people who have come together over the course of time to pursue a shared goal: helping organizations improve by helping them understand, and act on, the needs of their workers. This purpose, expressed in a variety of ways throughout the years, has led to an array of discoveries and improvements in the field of organizational psychology. From bottom-up feedback and alignment models, life-cycle research, to action-taking paradigms, Sirota has been a center of scientifically applied research and learning. In 2005, The Wharton School published our unique perspective on business best HR practices, which we call the “partnership culture”, in a critically acclaimed book, “The Enthusiastic Employee”, co-authored by our founder and fellow “Sirotians”.

We look forward to a future of helping organizations around the world. But, for now, let us simply take this opportunity to thank you, our colleagues and clients, for your partnership and support.

Come learn with us!
Sirota Welcomes You to SIOP 2012

We are pleased to be presenting at...

Developing 21st Century Leaders: Current Challenges, Trends, and Techniques
Thursday April 26, 2012 at 2:00pm, 50 Minutes, Room: Elizabeth A
  Carly Bruck, Ph.D. and Patrick Hyland, Ph.D., Sirota
  Alan Echtenkamp, Ph.D. from Time Warner, Rich Fernandez, Ph.D., Google,
  Wes Siegal, Ph.D. from Schaffer Consulting, and Michael Crespo, Ph.D., Cargill

Engagement Among Employees with Disabilities: Initial Reports
Friday April 27, 2012 at 4:30pm, 60 Minutes, Room: Douglas Pavilion BCD 202-20
  Peter Rutigliano Ph.D., Tiffany Ivory, and David Reeves, Sirota
  Meg O’Connell, National Organization on Disability

Workplace Characteristics and Employee Physiological Health: Evidence from CPH-NEW,
In Let’s be objective: Does Work Make Us Sick?
Saturday April 28, 2012 at 12:00pm, 90 Minutes, Room: Ford AB
  David Reeves, Sirota
  Zandra Zweb, Robert Henning, Martin Cherniack, University of Connecticut

Identified Surveys: Appropriate Usage and Professional Guidelines
Saturday April 28, 2012 at 1:30pm, 90 Minutes, Room: Edward CD
  Peter Rutigliano, Ph.D., Sirota
  Charles Scherbaum from Baruch College CUNY, Lise Saari, New York University,
  Christopher Rotolo, PepsiCo., and Kristofer Fenlason, 3M

  (Be sure to check the Conference Program to confirm dates and times.)

Stop by and say hello! We are at: Booth 513 near the showcase area.

Our invitation only reception, celebrating our 40th anniversary, is Friday, April 27, 2012. Contact
Elizabeth Feola at efeola@sirota.com for further information.

Come Learn with Us
BE EXTRAORDINARY

Portland State University’s I/O Program has established a new partnership with SuccessFactors

SuccessFactors Business Execution solutions support end-to-end talent, recruiting, alignment, and management processes for organizations worldwide. The SuccessFactors-PSU Partnership provides a variety of collaborative opportunities for PSU faculty and students. In addition to its research focused on understanding strategic HR methods, this partnership will further SuccessFactors’ ongoing development of delivering innovative products to business around the globe.

Business Execution is the difference between being ordinary and extraordinary.

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Empower Results

Harness the Power.
Gain an Advantage.

It’s time to harness the power of talent management, organizational change and HR effectiveness. These significantly impact the bottom line and can provide a distinct competitive advantage.

Aon Hewitt offers innovative approaches in critical areas, including engagement, leadership development and recruitment. Our solutions are strategic, scalable and measurable. Clients worldwide benefit from an advice and delivery platform that only the largest HR firm can provide.

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The DeGarmo Personality Inventory is a 20 minute, 120-item measure of normal personality traits and related work styles designed to predict valued organizational outcomes.

The end of ordinary personality assessment

What makes the DPI unique?
The DPI doesn't just tell you about a person. It tells you about a person relative to the unique work style demands of a specific occupation – any occupation.

The DPI can profile candidates against several occupations at once, and profile against any additional occupations with a few points and clicks.

The DPI provides dynamically-generated interview content based on assessment results.

The DPI is not just another replication of the Big Five
While the DPI is based on Big Five theory, we measure and report data for 14 unique work styles that underlie the Big Five. That is, the DPI is more specific than other measures...

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The DPI is integrated with the US Department of Labor’s O*NET database, where critical data about job requirements – including work style demands - is collected annually. DeGarmo Group offers custom work style profiles for over 900 occupations based on this data.

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ACTION PLANNING

www.datarecognitioncorp.com
800.826.2368
## Friday Special Events:

### FRIDAY SEMINARS

Three (3) APA CE credits each for attending. Preregistration required.

- **Session 105:** Global I-O: Developing an International Curriculum (8:30 am to 11:20 am)
- **Session 112:** The Science and Practice of Workplace Mentoring Relationships (8:30 am to 11:20 am)
- **Session 142:** Quasi-Experimentation in Organizations (noon to 2:50 pm)
- **Session 151:** Followership: The Missing Link in Our Understanding of Leadership (noon to 2:50 pm)
- **Session 162:** Renorming the Work-Family Interface (8:30 am to 11:20 am)
- **Session 172:** A Standard for Assessment in Work and Organizational Settings (8:30 am to 11:20 am)
- **Session 180:** Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria (8:30 am to 11:20 am)

### INVITED SPEAKERS

- **Session 128:** Women as Leaders: Negotiating the Labyrinth (8:30 am to 11:20 am)
- **Session 135:** Future of Organizational Behavior: A Perspective on the Next 20 Years (8:30 am to 11:20 am)

### EXECUTIVE BOARD SESSIONS

- **Session 180:** Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria (8:30 am to 11:20 am)
- **Session 184:** Science Advocacy: An Update and Training Session (8:30 am to 11:20 am)

### MASTER COLLABORATION SESSION

**Session 133:** Entrepreneurial Personality and Executive Coaching Management Through Technology

An Academic–Practitioner Collaboration to Assess Entrepreneurial Personality
John Bradberry and Bartholomew Craig
Innovating New Frontiers: An Internal–External Partnership to Innovate Best-in-Class Executive Coaching Management Through Technology
Erica Desrosiers and Brian O. Underhill
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<th>Time</th>
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<td>7:30 AM</td>
<td>Coffee Break</td>
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<tr>
<td>8:00 AM</td>
<td>193 Differences in Personnel Selection</td>
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<td>8:30 AM</td>
<td>110 Undergraduate Matter Tool</td>
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<td>9:00 AM</td>
<td>111 Whole While You Work</td>
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<td>9:30 AM</td>
<td>132 The Science and Practice of Workplace Mentoring Relationships</td>
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<td>10:00 AM</td>
<td>122 Workplace Inequality</td>
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<td>10:30 AM</td>
<td>114 Comparing Culture Climate Strength</td>
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<td>11:00 AM</td>
<td>115 So You Think You Can Analyze</td>
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<td>11:30 AM</td>
<td>116 You’ve Got Problems! We’ve Got</td>
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<td>12:00 PM</td>
<td>117 One Size Doesn’t Fit All Personalized</td>
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<td>12:30 PM</td>
<td>133 Organization</td>
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**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES MEETING**

2:30–3:30 PM Maggie (3rd Level)

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

6:00–7:00 PM Elizabeth Ballroom F (2nd Level)
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<td>Careers/Mentoring/Socialization/Onboarding/Retirement</td>
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<tr>
<td>112 The Science and Practice of Workplace Mentoring Relationships, Emma AB, 8:30 AM</td>
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<tr>
<td>173 Working for Uncle Sam: Finding the I-O in Government Positions, Madeline AB, 1:30 PM</td>
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<tr>
<td>191 Managing the Aging Workforce: Challenges and Opportunities, Elizabeth C, 3:30 PM</td>
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<tr>
<td>214 The Global Unemployment Crisis: How I-O Psychology Can Help, Mohsen AB, 5:00 PM</td>
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<tr>
<td>Coaching/Leadership Development</td>
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<td>117 One Size Doesn’t Fit All—Personalized High-Potential Development, Madeline CD, 8:30 AM</td>
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<td>127 360 Degree Feedback: An Essential Commodity for Leadership Development, Elizabeth B, 10:30 AM</td>
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<td>141 Leading First Through Self-Awareness and Self-Development, and Role Modeling, America’s Cup CD, 12:00 PM</td>
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<tr>
<td>190 Leaders Building Leaders: How Senior Leaders Develop Their Protégés, Elizabeth B, 3:30 PM</td>
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<tr>
<td>208 The Journey From Assessment to Development Center: Lessons From Practice, Elizabeth B, 5:00 PM</td>
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<td>Consulting Practices/Ethical Issues</td>
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<td>130 Ethical Dilemmas in Assessment: Perspectives on Sticky Situations, Elizabeth G, 10:30 AM</td>
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<td>150 Should I-O Psychology Have a Social Justice Agenda?, Elizabeth G, 12:00 PM</td>
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<tr>
<td>194 Assessing and Advancing Environmental Sustainability, Emma AB, 3:30 PM</td>
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<td>Counterproductive Behavior/Workplace Deviance</td>
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<td>113 Workplace Incivility, Emma C, 8:30 AM</td>
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<tr>
<td>135 Integrating Time and Context Into Research on Workplace Mistreatment, Madeline AB, 10:30 AM</td>
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<td>Emotions/Emotional Labor</td>
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<tr>
<td>201 Poster 1, America’s Cup AB, 4:30 PM</td>
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<td>Employee Withdrawal (e.g., absence, turnover)/Retention</td>
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<td>123 Poster 1-8, Douglas Pavilion BCD, 10:30 AM</td>
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<td>Global/International/Cross-Cultural Issues</td>
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<tr>
<td>105 Global I-O: Developing an International Curriculum, Annie AB, 8:30 AM</td>
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<td>118 Posters 1-16, Douglas Pavilion BCD, 9:00 AM</td>
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<tr>
<td>163 A Standard for Assessment in Work and Organizational Settings, America’s Cup CD, 1:30 PM</td>
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<tr>
<td>182 Overqualification Across Cultures: Applicability of Established and New Models, America’s Cup CD, 3:30 PM</td>
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<tr>
<td>201 Cross-Cultural Testing Considerations for a Variety of Item Types, Madeline AB, 5:00 PM</td>
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<td>Groups/Teams</td>
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<td>115 So You Think You Can Analyze Networks?, Gregory AB, 8:30 AM</td>
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<td>134 Virtual Organizational Effectiveness, Gregory AB, 10:30 AM</td>
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<td>143 Virtual Teams: Exploring New Directions in Research and Practice, Betsy BC, 12:00 PM</td>
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<td>159 Get Out of the Way! Unobtrusive Measures of Team Constructs, Elizabeth H, 12:30 PM</td>
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<tr>
<td>162 Poster 1, America’s Cup AB, 1:30 PM</td>
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<td>165 Critical Considerations of Teamwork Research and Practice: The Next Frontier, Delmar AB, 1:30 PM</td>
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<td>167 Helping Healthcare Enter a New Era, Edward CD, 1:30 PM</td>
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<tr>
<td>186 Posters 1 and 2, Douglas Pavilion BCD, 3:30 PM</td>
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<td>200 Making Meetings Work: Advancing the Science–Practice of Work Meetings, Mohsen AB, 3:30 PM</td>
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<td>201 Poster 2, America’s Cup AB, 4:30 PM</td>
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<tr>
<td>Inclusion/Diversity (e.g., sexual orientation, race, gender)</td>
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<td>98 Posters 4 and 5, Elizabeth D, 6:00 PM</td>
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<tr>
<td>119 Posters 1-4, America’s Cup AB, 10:30 AM</td>
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<tr>
<td>124 Setting Standards for Diversity and Inclusion: Working With SHRM, Edward AB, 10:30 AM</td>
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<tr>
<td>161 Creating Effective Global Diversity and Inclusion Programs: Challenges and Solutions, Elizabeth G, 1:00 PM</td>
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<td>183 Affirmative Action in the New Millennium: Perspectives, Advancements, and Limitations, Annie AB, 3:30 PM</td>
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<td>186 Posters 3 and 4, Douglas Pavilion BCD, 3:30 PM</td>
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<tr>
<td>192 Roadblocks to Decreasing Discrimination, Elizabeth F, 3:30 PM</td>
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<td>202 Posters 1-29, Douglas Pavilion BCD, 4:30 PM</td>
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<td>204 Religion in the Workplace: Promoting Diversity and Combating Discrimination, Edward CD, 4:30 PM</td>
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<td>Innovation/Creativity</td>
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<td>118 Posters 17-32, Douglas Pavilion BCD, 9:00 AM</td>
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<tr>
<td>144 International Advances in Innovation and Creativity in the Workplace, Delmar AB, 12:00 PM</td>
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<td>186 Poster 5, Douglas Pavilion BCD, 3:30 PM</td>
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<tr>
<td>Job Analysis/Job Design/Competency Modeling</td>
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<tr>
<td>116 You’ve Got a Problem? We’ve Got the Solution: Job Analysis!, Madeline AB, 8:30 AM</td>
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<td>129 Eyes of the Beholder? Rater Effects in Work Analysis, Elizabeth F, 10:30 AM</td>
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<td>176 Posters 1, 3-8, Douglas Pavilion BCD, 2:00 PM</td>
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<td>186 The Practice of Competency Modeling in China: Current and Future, Madeline AB, 3:30 PM</td>
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<td>213 Enterprise Competency Models: Practices, Pitfalls, and Prospects, Madeline CD, 5:00 PM</td>
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<td>Job Attitudes/Engagement</td>
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<td>111 Whistle While You Work: Happiness and the Workplace, Elizabeth H, 8:30 AM</td>
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<td>123 Posters 9-11, Douglas Pavilion BCD, 10:30 AM</td>
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<td>148 Implicit Processes in Organizational Behavior: Research and Practice Next Steps, Elizabeth B, 12:00 PM</td>
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<tr>
<td>160 Posters 1-32, Douglas Pavilion BCD, 1:00 PM</td>
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<td>166 Economic Challenges in Academia: Employee Reactions to Furloughs, Edward AB, 1:30 PM</td>
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<td>169 Staying Ahead of the Curve: Ingredients for Successful Survey Redesign, Elizabeth B, 1:30 PM</td>
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<td>187 Distinguished Early Career Contributions Award (Science): Giving I-O Psychology Away: Reclaiming Employees, Not Leaders, as Stakeholders, Edward AB, 3:30 PM</td>
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<td>195 Employment Branding, Emma C, 3:30 PM</td>
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<td>Job Performance/Citizenship Behavior</td>
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<td>99 Expanding New Frontiers of OCB Research: Context Matters, America’s Cup CD, 8:00 AM</td>
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<td>Judgment/Decision Making</td>
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<td>176 Posters 9-17, Douglas Pavilion BCD, 2:00 PM</td>
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<td>188 Challenges in Optimizing Situational Judgment Tests Across Organizational Contexts, Edward CD, 3:30 PM</td>
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<td>Leadership</td>
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<td>100 Implicit Leadership Theories: Antecedents and Implications for Leader(ship) Development?, Delmar AB, 8:00 AM</td>
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<td>128 Women as Leaders: Negotiating the Labyrinth, Elizabeth C, 10:30 AM</td>
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<td>139 Posters 1-23, Douglas Pavilion BCD, 11:30 AM</td>
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<td>145 Millennials: Ready to Lead or Be Led?, Edward AB, 12:00 PM</td>
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<td>151 Followership: The Missing Link in Our Understanding of Leadership, Emma AB, 12:00 PM</td>
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<td>155 Leadership and Big Five Personality, Madeline AB, 12:00 PM</td>
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<td>157 Leader–Member Exchange: Timeless or Time to Rethink?, Mohsen AB, 12:00 PM</td>
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<td>162 Posters 2-4, America’s Cup AB, 1:30 PM</td>
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<tr>
<td>180 Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria, Gregory AB, 2:00 PM</td>
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<tr>
<td>184 Science Advocacy: An Update and Training Session, Betsy BC, 3:30 PM</td>
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<td>207 Understanding and Supporting Transitions Up the Leadership Ladder, Elizabeth A, 5:00 PM</td>
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<td>Legal Issues/Employment Law</td>
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<td>132 Employment Law/EEOC, Emma C, 10:30 AM</td>
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<tr>
<td>154 Antidiscrimination Law: Past Successes, Current Concerns, and Future Directions, Gregory AB, 12:00 PM</td>
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</table>
206 Distinguished Early Career Contributions Award (Practice): Navigating the Maze of Early Career Practice: Scientist–Practitioner Reflections, Annie AB, 5:00 PM

Measurement/Statistical Techniques
139 Posters 24 and 25, Douglas Pavilion BCD, 11:30 AM
142 Quasi-Experimentation in Organizations, Annie AB, 12:00 PM
189 Practical IRT: Applications in Real-World Situations, Elizabeth A, 3:30 PM
201 Poster 3, America's Cup AB, 4:30 PM

Motivation/Rewards/Compensation
123 Posters 12-25, Douglas Pavilion BCD, 10:30 AM

Occupational Health/Safety/Strain/Aging
123 Poster 19, Douglas Pavilion BCD, 10:30 AM
126 Recovery From Work: Exploring Nonwork Behaviors, Elizabeth A, 10:30 AM
175 The Role of I-O Psychologists in Creating a Safe Workplace, Mohsen AB, 1:30 PM

Organizational Culture/Climate
104 Organization Culture Realignment: Solving the Enigma, Mohsen AB, 8:00 AM
114 Contrasting Culture Strength and Climate Strength: Perspectives From Leading Researchers, Ford AB, 8:30 AM
139 Posters 26-30, Douglas Pavilion BCD, 11:30 AM
181 Poster 1, America's Cup AB, 3:30 PM
193 Focused Organizational Climates: New Directions and New Possibilities, Elizabeth H, 3:30 PM

Organizational Justice
146 Affective and Cognitive Perspectives on Fairness, Edward CD, 12:00 PM

Organizational Performance/Change/Downsizing/OD
171 I-O Needs OD: HR Interventions as Change Management, Elizabeth F, 1:30 PM
174 Everything in Moderation: When Is Good Enough, Enough?, Madeline CD, 1:30 PM
201 Poster 4, America’s Cup AB, 4:30 PM

Performance Appraisal/Feedback/Performance Management
123 Poster 26, Douglas Pavilion BCD, 10:30 AM
196 Talent Management Adoption: If Only Works if They Use It, Ford AB, 3:30 PM

Personality
133 Master Collaboration Session: Entrepreneurial Personality and Executive Coaching Management Through Technology, Ford AB, 10:30 AM
186 Posters 8-26, Douglas Pavilion BCD, 3:30 PM

Research Methodology (e.g., surveys)
101 Key to the Lock: Matching Qualitative Methodology to Organizational Questions, Elizabeth B, 8:00 AM
107 Where Do I Begin? Practical Advice on Experience Sampling Method, Edward AB, 8:30 AM
164 Methods for the Masses: Demystifying Multilevel (or Hierarchical Linear) Modeling, Betsy BC, 1:30 PM
209 “Going Green” With Your Company’s Survey: Doing More With Less, Elizabeth C, 5:00 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)
103 Racial Differences in Personnel Selection: Complex Findings and Ongoing Research, Elizabeth F, 8:00 AM
125 Restest Effects and Implications for Employee Selection, Edward CD, 10:30 AM
138 Posters 1-4, America’s Cup AB, 11:30 AM
152 Employment Interviews: Best Practices, Elizabeth A, 12:00 PM
168 Tail Wagging The Dog: Applicant Tracking System Effects on Assessments, Elizabeth A, 1:30 PM
181 Posters 2 and 3, America’s Cup AB, 3:30 PM
185 Current Professional Practices to Assess and Grow Organizational Talent, Delmar AB, 3:30 PM

203 Variations in Unproctored Internet Testing: The Good, Bad, and Ideal, Edward AB, 4:30 PM
211 M. Scott Myers Award for Applied Research: Siena Reasoning Test: Measuring Intelligence With Reduced Adverse Impact, Gregory AB, 5:00 PM

Strategic HR/Utility/Changing Role of HR
178 HR Analytics: A New Approach to Influencing Organizations Through Data, Elizabeth H, 2:00 PM
210 No More Cubicles: Scientific Inquiry Into High-Intensity Remote Work, Emma AB, 5:00 PM

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
110 Undergraduates Matter, Too! Promoting Bachelor’s-Level I-O Education, Elizabeth G, 8:30 AM
136 Educating Industrial-Organizational Psychologists for Science and Practice, Madeline CD, 10:30 AM
156 Overcoming Common Obstacles to Strong Theses and Dissertations, Madeline CD, 12:00 PM
177 Best Practices for Terminal Master’s Degree Programs in I-O Psychology, Elizabeth G, 2:00 PM
179 Distinguished Teaching Contributions Award: Teaching Statistics: Pumpkins, Jelly Donuts, and Student Engagement, Ford AB, 2:00 PM

Testing/Assessment (e.g., selection methods; validation; predictors)
102 Addressing Unproctored Internet Testing Claims and Fears: Founded or Unfounded?, Elizabeth C, 8:00 AM
106 Do Values Really Differ by Generation? A Multi-Assessment Review, Betsy BC, 8:30 AM
121 Renorming and Custom Norming: How, When, and Why?, Betsy BC, 10:30 AM
131 Situational Judgment Tests: Research From an Interactionist Perspective, Elizabeth H, 10:30 AM
137 Inside Assessment Centers: New Insights About Assessors, Dimensions, and Exercises, Mohsen AB, 10:30 AM
140 Chasing the Tortoise: Zeno’s Paradox in Technology-Based Assessment, Elizabeth C, 11:30 AM
153 Current Research in Advanced Assessment Technologies, Ford AB, 12:00 PM
158 Posters 1-4, America’s Cup AB, 12:30 PM
170 Computerized Adaptive Testing: A Primer on Benefits, Design, and Implementation, Elizabeth C, 1:30 PM
181 Poster 4, America’s Cup AB, 3:30 PM
197 Alternate Methodologies for Assessing Culture Fit in the Applied Realm, Gregory AB, 3:30 PM

Training
108 New Developments in Training Motivation and Training Transfer Research, Edward CD, 8:30 AM
120 Teaching Older Learners New Tricks: Adapting Training for Older Learners, America’s Cup CD, 10:30 AM
147 By Land, Air, and Sea: Applications in Training Needs Assessment, Elizabeth A, 12:00 PM
176 Posters 2, 18-29, Douglas Pavilion BCD, 2:00 PM
199 Building a Science of Learner Control in Training: Current Perspectives, Madeline CD, 3:30 PM

Work and Family/Non-Work Life/Leisure
149 The Role of Supervisors and Leaders in Managing Work–Family Conflict, Elizabeth F, 12:00 PM
172 Work–Family Issues, Emma C, 1:30 PM
205 Expanding Work and Family Scholarship and Practice: Considering New Populations, Ford AB, 4:30 PM
Implicit Leadership Theories: Antecedents and Implications for Leader(ship) Development?

Implicit leadership theories are everyday images of leaders. They influence the perception of actual leaders and decision making. However, little is known about their antecedents and use in leader(ship) development. This session investigates antecedents of implicit leadership theories, namely, attachment style, self-perception, and hierarchical level and derives leadership development suggestions.

Birgit Schyns, Durham University, Chair
Tiffany Hansbrough, Baldwin-Wallace College, Selective Perception of Transformational Leadership: Attachment and Implicit Leadership Theories
Roseanne J. Foti, Virginia Tech, Nicole J. Thompson, Virginia Tech, Sarah F. Allgood, Virginia Tech, Bethany Bray, Virginia Tech, Know Thy Self, Know Thy Leader: Patterns of Leadership Perceptions
Rudolf Kerschreiter, Ludwig-Maximilians-University Munich, Rainer Wunderer, LMU Muenchen, Implicit Leadership Theories for Leaders on Different Hierarchical Levels
Tina Kiefer, University of Warwick, Birgit Schyns, Durham University, Drawings in Leadership Development: A Picture Paints a Thousand Words
Robert G. Lord, University of Akron, Discussant
Submitter: Birgit Schyns, birgit.schyns@durham.ac.uk
103. Symposium/Forum: 8:00 AM–9:50 AM
Elizabeth F
Racial Differences in Personnel Selection: Complex Findings and Ongoing Research

Some critical personnel selection tests produce substantial racial differences. Although some perspectives view these differences as reflecting reality, others view them as reflecting test bias. Current research is presented that demonstrates conflicting findings regarding racial differences in hopes of spurring continued debate and future research on these issues.

Leaetta M. Hough, The Dunnette Group, Ltd., Chair
Michael A. McDaniel, Virginia Commonwealth University,
Sven Kepes, Virginia Commonwealth University,
*Spearmann’s Hypothesis Is a Model for Understanding Alternative g Tests*
Charles A. Scherbaum, Baruch College, CUNY, Paul J. Hanges, University of Maryland, Ken Yusko, Marymount University, Harold W. Goldstein, Baruch College, CUNY, Rachel Ryan, Baruch College, CUNY, *The Spearman Hypothesis Cannot Explain All Racial Score Differences*
Scott H. Oppler, Association of American Medical Colleges,
Christopher M. Berry, Texas A&M University, Michael J. Cullen, Human Resources Research Organization, Jolene M. Meyer, SHL, *Race, Range Restriction, and Ability Tests: One Million Participants’ Data*
Deniz S. Ones, University of Minnesota, *Discussant*
James L. Outtz, O uttz and Associates, *Discussant*
Submitter: Harold Goldstein, harold.goldstein@baruch.cuny.edu

104. Master Tutorial: 8:00 AM–9:50 AM
Mohsen AB
Receive 2 CE credits for attending.

Organization Culture Realignment: Solving the Enigma

Organization culture remains an elusive phenomenon that is not readily amenable to change. This session will present a structured roadmap for guiding client organizations through the daunting and complex work of culture realignment, explore specific methods/tools used to navigate the roadmap, and examine the key success factors required.

Ira M. Levin, Levin Consulting Group/AlU, *Presenter*
Submitter: Ira Levin, levinconsultinggroup@comcast.net

105. Friday Seminars: 8:30 AM–11:30 AM
Annie AB
Global I-O: Developing an International Curriculum

The forces of globalization have continued to expand at a dizzying rate, making international business routine. However, I-O psychology has been slow to adopt an international perspective. If I-O psychology is to remain relevant and contribute to the success of modern business, the field must adopt and integrate a broad global perspective and formally train our students in the complexities of international management.

Richard L. Griffith, Florida Institute of Technology, *Presenter*
Jose M. Peiró, University of Valencia, *Presenter*
Lori Foster Thompson, North Carolina State University, *Presenter*
Ted B. Kinney, Select International, Inc., *Coordinator*
Submitter: Ted Kinney, tkinney@selectintl.com

106. Symposium/Forum: 8:30 AM–9:50 AM
Betsy BC
Do Values Really Differ by Generation? A Multi-Assessment Review

One of the most popular topics in management training and development literature is managing workers from different generations. Results will be presented that represent a unique and comprehensive examination of generational differences in individual workplace values and interests to test the popular assumption that differences exist between generations.

Kevin D. Meyer, Hogan Assessment Systems, Chair
Dave Bartram, SHL Group Ltd, Ilke Incceoglu, SHL Group Ltd, *Generational Differences in Motivation as Measured by the MQ*
Michael G. Anderson, CPP, Inc., Nicole Herk, CPP, Inc., *Generational Differences in Vocational Interests*
Jeff Foster, Hogan Assessment Systems, Kevin D. Meyer, Hogan Assessment Systems, *Generational and Cultural Effects on Values Using the MVPI*
Ruth Kanfer, Georgia Institute of Technology, *Discussant*
Submitter: Jeff Foster, jfoster@hoganassessments.com

107. Panel Discussion: 8:30 AM–9:50 AM
Edward AB
Where Do I Begin? Practical Advice on Experience Sampling Method

Ever wondered how to begin planning an experience sampling method study? Tried ESM but looking for practical tips to improve? This expert panel brings together researchers with experience in conducting ESM studies to share “how to” advice including distributing surveys by mobile phones, retaining participants, and analyzing data.
2012 SIOP Conference

108. Symposium/Forum: 8:30 AM–9:50 AM
Edward CD

New Developments in Training Motivation and Training Transfer Research
This symposium aims to advance the understanding of training by examining training motivation and training transfer from multiple theoretical perspectives. Using different research methods, the studies examined important yet understudied factors in training, including affect, change patterns of training outcomes, and transfer measurement context.

Mo Wang, University of Florida, Chair
Le Zhou, University of Florida, Co-Chair
Traci Sitzmann, University of Colorado Denver, Stefanie K. Johnson, University of Colorado Denver, Delving Into the Realm of Unconscious Affect
Ozias A Moore, Cornell University, Bradford S. Bell, Cornell University, Quinetta M. Roberson, Villanova University, Individual and Contextual Influences on the Transfer of Diversity Training
Le Zhou, University of Florida, Mo Wang, University of Florida, Jocelyn Belanger, University of Maryland, Yujie Zhan, Wilfrid Laurier University, Songqi Liu, Pennsylvania State University, Mood Influence on Training Motivation and Training Transfer
Jason L. Huang, Wayne State University, Brian D. Blume, University of Michigan, Flint, J. Kevin Ford, Michigan State University, Timothy T. Baldwin, Indiana University, Paths to Transfer: A Meta-Analytic Investigation of Training Outcomes
Giland Chen, University of Maryland, Discussant
Submitter: Le Zhou, zhoule2007@gmail.com

109. Symposium/Forum: 8:30 AM–9:50 AM
Elizabeth A

Individual Differences Predicting Service Effectiveness in a Global Economy
Some individuals are better at responding to the unique demands of customer service than others. These papers examine individual differences in abilities, values, and skills as direct and interactive predictors of service performance and well-being. The papers provide field samples with unique methods from 4 different countries.

Sarina M. Maneotis, Pennsylvania State University, Co-Chair
Alicia A. Grandey, Pennsylvania State University, Co-Chair
Patricia E. Grabarek, Federal Management Partners, Alicia A. Grandey, Pennsylvania State University, Stephanie Lanza, Pennsylvania State University, Patricia B. Barger, Kronos, Inc., Personality Typologies as a Predictor of Effective Interpersonal Performance
Helena Hong, University of New South Wales, Markus Groth

110. Roundtable Discussion/Conversation Hour:
8:30 AM–9:50 AM
Elizabeth G

Undergraduates Matter, Too! Promoting Bachelor’s-Level I-O Education
More undergraduates than graduate students take I-O classes, but SIOP mostly focuses on graduate education. This session will focus on 3 topics affecting undergraduate I-O education: assessment of student learning outcomes (and how I-O can help); SIOP’s existing undergraduate-related resources; and developing innovative undergraduate I-O curricula. Bring examples, questions, and ideas!

Marcus W. Dickson, Wayne State University, Host
Michelle (Mikki) Hebl, Rice University, Host
Scott Tonidandel, Davidson College, Host
Submitter: Marcus Dickson, marcus.dickson@wayne.edu

111. Symposium/Forum: 8:30 AM–9:50 AM
Elizabeth H

Whistle While You Work: Happiness and the Workplace
This session includes a diverse set of studies that examine the interconnections between work and happiness. Scholars from around the world will present their work on employee happiness and the related constructs of well-being. The session attempts to generate healthy debate about future research directions and stimulate well-being research.

Layla R. Mansfield, Portland State University, Co-Chair
Berrin Erdogan, Portland State University, Co-Chair
Berrin Erdogan, Portland State University, Talia N. Bauer, Portland State University, Donald M. Truxillo, Portland State University, Layla R. Mansfield, Portland State University, Life Satisfaction and Work: A Review of the Literature
Timothy A. Judge, University of Notre Dame, Brooke R. Buckman, Arizona State University, Jaclyn M. Koopmann, University of Florida, Alex Rubenstein, University of Florida, Michael D. Baer, University of Georgia, The Motives Underlying Work Goals: A Self-Determination Theory Perspective
Arnold B. Bakker, Erasmus University, Rotterdam, Akihito Shimazu, University of Tokyo, Kyoko Shimada, University of Tokyo, Work Engagement Versus Workaholism: A Test of the Spillover–Crossover Model
Olga Epitropaki, ALBA, Greece, Nikos Bozionelos, University of Durham, Beatrice I. van der Heijden, Radboud University Nijmegen, Izabela Marzec, Silesian University of Economics, Dora M. Scholarios, Strathclyde University, Esther van der Schoot, University of Amsterdam, Piotr Jedrzejowicz, Gdynia Maritime
Manchester Grand Hyatt

University, Peter Kauth, Universität Karlsruhe, Aslag Mikkelsen, University of Stavanger, Claudia M. van der Heijde, University of Twente, A Cross-Cultural Study of the Relationships Among Flow at Work
Brent A. Scott, Michigan State University, Discussant
Submitter: Berrin Erdogan, berrine@sba.pdx.edu

112. Friday Seminars: 8:30 AM–11:30 AM
Emma AB

The Science and Practice of Workplace Mentoring Relationships
This seminar will focus on the science and practice of workplace mentoring relationships. Specifically, an overview of the latest research on mentoring will be shared, followed by a comprehensive set of guidelines for implementing programs within organizations. Challenges and strategies to overcome challenges associated with mentoring will be covered. Experiential exercises and discussion will be included.
Tammy D. Allen, University of South Florida, Presenter
Lillian T. Eby, University of Georgia, Presenter
Kristen M. Shockley, Baruch College-City University of New York, Coordinator
Submitter: Kristen Shockley, kristen.shockley@baruch.cuny.edu

113. Community of Interest: 8:30 AM–9:50 AM
Emma C

Workplace Incivility
Vicki J. Magley, University of Connecticut, Host
Michael Leiter, Michael Leiter & Associates, Host
Jessica M. Nicklin, University of Hartford, Coordinator

114. Panel Discussion: 8:30 AM–9:50 AM
Ford AB

Contrasting Culture Strength and Climate Strength: Perspectives From Leading Researchers
Strength, or the “shared” aspect of culture and climate, has been investigated for years. Leading experts gather to discuss differing perspectives on the conceptualization and measurement of strength and ways to “bridge the gap” between culture and climate. Understanding of the practical implications for organizations is sought.
Lindsey M. Kotrba, Denison Consulting, Co-Chair
Nathalie Castano, Wayne State University, Co-Chair
Jennifer A. Chatman, University of California-Berkeley, Panelist
Daniel R. Denison, International Institute for Management Development, Panelist
Maribeth L. Kuenzi, Southern Methodist University, Panelist
Benjamin Schneider, Valtera, Panelist
Submitter: Nathalie Castano, nats2003@gmail.com

115. Panel Discussion: 8:30 AM–9:50 AM
Gregory AB

So You Think You Can Analyze Networks?
As organizations have shifted to more complex structures, organizational science has evolved from individualistic theories to more systemic, multilevel perspectives. Testing complex, dynamic, multilevel theories requires new tools, such as network analysis. This panel explores the issues and considerations that arise when applying network analysis to understand complex organizational phenomena.
Arwen Hunter DeCostanza, U.S. Army Research Institute, Chair
Daniel Doty, Georgia Institute of Technology, Co-Chair
Prasad Balkundi, SUNY at Buffalo, Panelist
Jay B. Carson, Southern Methodist University, Panelist
Noshir Contractor, Northwestern University, Panelist
Daniel A. Newman, University of Illinois at Urbana-Champaign, Panelist
Submitter: Daniel Doty, d.doty84@gmail.com

116. Symposium/Forum: 8:30 AM–9:50 AM
Madeline AB

You’ve Got a Problem? We’ve Got the Solution: Job Analysis!
Although I-Os readily think of using job analysis in basic HR areas such as selection, training, and compensation, they rarely recognize its power to solve thorny problems or foster decision making in other areas. This session showcases creative approaches to the use of job analysis for both preventing and solving problems.
Robert E. Lewis, APTMetrics, Inc., Chair
Toni S. Locklear, APTMetrics, Inc., Co-Chair
Nancy Abell, Paul Hastings LLP, Role of Job Analysis in Avoiding Problems: An Attorney’s View
Jon Geier, Paul Hastings LLP, Job Analysis and the “New” OFCCP
Kathleen Kappy Lundquist, APTMetrics, Inc., Discussant
Submitter: Toni Locklear, TLocklear@aptmetrics.com

117. Panel Discussion: 8:30 AM–9:50 AM
Madeline CD

One Size Doesn’t Fit All—Personalized High-Potential Development
Internal and external panelists who have successfully implemented high-potential programs will discuss challenges and best practices related to taking an individualized, longitudinal approach to developing and retaining top talent. Topics include organizational alignment, gaining executive sponsorship, and taking a targeted, individualized approach to maximize the success of these initiatives.
Nicole Morris, Vaya Group, Chair
Stuart Hockridge, General Electric Healthcare, Panelist
Russ Allison, Russ Allison Consulting, Panelist
Lyle Maryniak, Northwestern Mutual, Panelist
Donnell Green, BlackRock, Panelist
Submitter: Nicole Morris, NMorris@vayapath.com

118. Posters: 9:00 AM–9:50 AM
Douglas Pavilion BCD

Global/International/Cross-Cultural Issues and Creativity
118-1 The Effect of Self-Construals on the Need for Workplace Autonomy

This study investigated the moderating effect of self-construals on the relationship between job autonomy and organizational commitment. It was found that people with an independent self-construal, versus those with an interdependent self-construal, are more affectively committed to the organization if they have high job autonomy.

Greg A. Chung-Yan, University of Windsor
Sean R. Locke, University of Windsor
Catherine T. Kwantes, University of Windsor
Submitter: Greg Chung-Yan, gcy@uwindsor.ca

118-2 Training for Cultural Competence: A Meta-Analysis

Meta-analysis reviewing the past 10 years’ research on cultural competence training revealed that cultural competence training yields moderate gains in cultural competence. Further analyses showed that training methodology (e.g., traditional vs. experiential) is an important variable to consider in training components of cultural competence (e.g., cognitive, attitudinal, skills-based).

Christopher Coultas, University of Central Florida
Rebecca Grossman, University of Central Florida
Jennifer Feitosa, University of Central Florida
Nathan T. Carter, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Christopher Coultas, chris.coultas@knights.ucf.edu

118-3 Validating the Cultural Intelligence Scale in an Overseas Population

The validity of the Cultural Intelligence Scale (CQS) was examined by looking at the relationships of each of its 4 subscales to antecedent constructs, potential confounding constructs, and adjustment and performance criteria. 210 international students completed 13 self-report online measures. Path analyses showed that the CQS has little construct validity.

William K. Gabrenya, Florida Institute of Technology
Marinus van Driel, Van Driel Consulting/DEOMI
Jaya Pathak, Questar
Elizabeth Trame, Florida Institute of Technology
Stephanie Turner, Deloitte Consulting
Submitter: William Gabrenya, gabrenya@fit.edu

118-4 Unpacking Four Forms of Third Culture in Multicultural Teams

Correlations of participant intercultural ideology, need for closure, and need for cognition with preferences for 4 types of third culture in multicultural teams were examined. In addition, participant nation of residence (USA vs. India) and team type (production team vs. creative team) were examined as moderators of these relationships.

Omar Ganai, University of Waterloo
Wendi Adair, University of Waterloo
Submitter: Omar Ganai, oganai@uwaterloo.ca

118-5 Attributions Moderate the Effects of Perceived Underemployment Among Immigrants

Research shows that underemployment is associated with a variety of negative outcomes, including job dissatisfaction and withdrawal behaviors. This study was conducted to examine whether immigrants’ attributions about their employment situation moderate the relationship between their underemployment and negative outcomes they may experience.

Leah Hamilton, University of Western Ontario
Victoria Esses, University of Western Ontario
Joan Finegan, University of Western Ontario
Submitter: Leah Hamilton, lhamil2@uwo.ca

118-6 Relating Perceived Person–Culture Fit to Expatriate Adjustment and Outcomes

This study examined relationships among perceived person–cultural fit, expatriate adjustment, and expatriates’ satisfaction and intent to stay in a sample of 108 expatriates in Japan. As hypothesized, perceived person–culture fit had impacts on expatriate adjustment, and the relationships between expatriate adjustment and outcomes were generally confirmed.

Chia-Lin Ho, North Carolina State University
Submitter: Chia-Lin Ho, chialinroseho@gmail.com

118-7 Knowledge Transfer Between Expatriates and Host Country Nationals

How can expatriates and HCNs overcome the differences inherent between them and develop relationships instrumental for knowledge transfer? Integrating social capital theory and anxiety and uncertainty management theory, this session will identify enablers contributing to positive relationships between expatriates and HCNs. Also discussed will be the mediation role played by positive relationships.

Yu-Shan Hsu, University of Wisconsin-Milwaukee
Submitter: Yu-Shan Hsu, yhsu@uwm.edu

118-8 Culture and Negotiation: Who Will Trust and When?

The purpose of this study was to investigate how extrinsic (dispositional and situational signs) and intrinsic (relational self construal of the trustor) factors have differential effects on trust formation among negotiators in Korea and the U.S. Intentions to employ information-sharing and substantiation strategies were also examined.

Soo Jung Kim, Yonsei University
Dong-Won Choi, California State University, East Bay
Young Woo Sohn, Yonsei University
Submitter: Soo Jung Kim, soojungkim@empal.com

118-9 Social Support, Computer-Mediated Communication, and Language Proficiency in Sojourner Adaptation

We examined several factors historically studied separately in predicting sojourner adaptation: perceived social sup-
negative effect on thriving was mitigated by Emotional
Stability, and thriving’s positive effect on continuance
cognitions was more pronounced when organizational
identification was low.
Hong Ren, University of Wisconsin Milwaukee
Dilek Yunlu, University of Wisconsin-Milwaukee
Margaret A. Shaffer, University of Wisconsin Milwaukee
Katy Mohler Fodchuk, Advanced Learning Partnerships
Submitter: Hong Ren, renh@uwm.edu

118-14 East Meets West: Do We Learn Differently?
The impact of culture on learning was investigated using a
quasi-experimental design. Participants from Eastern
and Western cultures were taught using a holistic or an
analytical training approach. The findings suggest that
training design has a greater impact on learning than cul-
ture. A deeper look suggests a nuanced impact.
Izabela Widlak, Illinois Institute of Technology
Shreya T. Sarkar-Barney, Human Capital Growth
Submitter: Shreya Sarkar-Barney,
shreya@humancapitalgrowth.com

118-15 Fatalism, Trust Repair, and Revenge in a
Collaborative Work Context
The effectiveness of trust repair strategies was tested
using students from the United States and the United
Arab Emirates. The results of the study indicate that
fatalism beliefs moderate the effectiveness of trust repair
strategies and that trust and distrust are related to the
likelihood of revenge taking within work collaboration.
Jessica L. Wildman, Florida Institute of Technology
Maritza R. Salazar, Claremont Graduate University
Rubina Qureshi, Abu Dhabi University
Eduardo Salas, University of Central Florida
Submitter: Jessica Wildman, jwildman@fit.edu

118-16 The Role of Cultural Intelligence in
Interpersonal Helping
This study examined the effects of dyadic CQ (mean
and dispersion) on relationship conflict and helping in
317 cross-cultural dyads. Results of the longitudinal
study demonstrate that dyads with high dispersion of
CQ had less helping behaviors mediated through higher
relationship conflict. Mean level of CQ showed fewer
significant effects.
Catherine Wu, Nanyang Technological University
Kokyee Ng, Nanyang Technological University
Submitter: Catherine Wu, cathb0005@ntu.edu.sg

118-17 Creativity Training: The Impact of Self-
Generated Feedback and Exercise Domain
This study examined the relationship between domain
specificity and feedback in the context of creativity
training. Results indicated that creativity training should
be in the same domain as the task, and performance is
optimal when specific, detailed feedback is encouraged.
Nicolas A Brown, Villanova University
Laura Winger, Villanova University
118-18 Direct and Indirect Effects of Routinization on Creativity

This research investigates the mixed results of routinization on creativity by examining whether routinization has a direct impact on creativity or indirect relationship through the mediating role of a cognitive mechanism such as the saved mental slack (time, mental effort, and psychological stress resource).

Heesun Chae, Seoul National University
Oh Soo Park, Seoul National University
Dongwon Choi, Seoul National University
Submitter: Heesun Chae, sweetsori@hotmail.com

118-19 The Interaction of Conflict and Participative Safety on Team Creativity

This study examined the effects of team conflict and participative safety on the originality of team projects. The results uncovered a significant interaction between task conflict and participative safety, suggesting that both high participative safety and high task conflict are necessary conditions for high originality.

Joshua Fairchild, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University
Submitter: Joshua Fairchild, jaf435@psu.edu

118-20 Person–Organization Fit as a Barrier to Employee Creativity

This study investigated the potential negative relationship between person–organization fit (operationalized by the competing values model; Quinn, 1988) and employee creativity. The theoretical background relied on Schneider’s (1987) attraction–selection–attrition framework, and the main hypothesis had mixed support. Correlates of creativity were included. Employees and supervisors from many industries participated.

Angela M. Farabee, Nestle Purina PetCare
James A. Breag, University of Missouri-St Louis
Submitter: Angela Farabee, AngelaFarabee@umsl.edu

118-21 Using Automated Essay Scoring to Predict Personality From Work Narratives

The purpose of this study was to examine the effectiveness of automated essay scoring in predicting personality traits based on work narratives. Words that differentiated between those high and low on a particular personality trait were identified. Self-report personality correlated with conceptually similar dimensions identified by the software program.

Christopher T. Frost, Central Michigan University
Neil D. Christiansen, Central Michigan University
Jennifer M. Ragsdale, University of Tulsa
John Rahael, Central Michigan University
Submitter: Christopher Frost, frost1ct@cmich.edu

118-22 Clarifying the Relationship Between Intrateam Task Conflict and Team Innovation

This paper presents a theoretical account of the relationship between intrateam task conflict and team innovation. The extant literature provides ambiguous support for such a relationship; however, it is presented here that existing research utilizes inappropriate methods for investigating the relationship. A reconceptualization of the relationship is offered.

David Geller, George Mason University
Phillip L. Gilmore, George Mason University
Submitter: David Geller, davidsgeller@gmail.com

118-23 Promotion Focus as a Mediator Between Transformational Leadership and Creativity

A 3-wave longitudinal study with 279 employees was conducted to investigate the relationship between transformational leadership and employee creativity and the role of promotion focus as a mediator for the relationship between transformational leadership and employee creativity.

Nils Henker, University of Mannheim
Sabine Sonnentag, University of Mannheim-Germany
Dana Unger, University of Mannheim-Germany
Submitter: Nils Henker, nils.henker@uni-mannheim.de

118-24 Does Haste Make Waste? Workflow Disruption and Team Creativity

This study examines how the timing of hastening disruptions affects team collaboration, creative processes and creative performance. Using an experimental study of teams, results show that disruptions experienced earlier in a team’s workflow will increase team engagement, whereas those experienced later will undermine team collaboration, creative process, and creative performance.

Benjamin Herndon, Georgia Institute of Technology
Christina E. Shalley, Georgia Institute of Technology
Gamze Koseoglu, Georgia Institute of Technology
Submitter: Benjamin Herndon, benjamin.herndon@gmail.com

118-25 Teachers’ Creativity: The Interplay Between Schools’ Climate and Self-Efficacy

This multilevel study investigated the effect of transformational leadership climate, climate for initiative, and their interaction with role breadth self-efficacy (RBSE) on teachers’ creativity. Hierarchical models showed a main effect of transformational leadership climate. The effect of climate for initiative was moderated by RBSE.

Anna R. Koch, University of Mainz
Carmen Binnewies, University of Mainz
Christian Dormann, Johannes-Gutenberg-University Mainz
Submitter: Anna Koch, anna.r.koch@uni-mainz.de

118-26 Leaders Influencing Creative Performance Throughout the Creative Process

This study was conducted to clarify the influence of different leadership styles on subordinate creative performance in different contexts. Charismatic, ideological, and prag-
The relationship between creativity and peer ratings of interpersonal liking is examined. Using longitudinal survey data of 182 MBA students, support is found for a negative relationship between creativity and being liked. The negative relationship is moderated by centrality in the communication network in that centrality strengthens the relationship.

Semin Park, Seoul National University
Won-Woo Park, Seoul National University
Sangyun Kim, Seoul National University
Cheol Young Kim, Seoul National University
Submitter: Semin Park, semin.rosa@gmail.com

118-30 Lots of Ideas for Little Love: Creativity and Interpersonal Liking

The relationship between creativity and peer ratings of interpersonal liking is examined. Using longitudinal survey data of 182 MBA students, support is found for a negative relationship between creativity and being liked. The negative relationship is moderated by centrality in the communication network in that centrality strengthens the relationship.

Erika Robinson-Morral, SilverStone Group, Inc.
Danielle A. S. Crough, SilverStone Group
Nicholas J. Arreola, University of Nebraska-Omaha
Ben G. Wigert, University of Nebraska-Omaha
Brad Hullsiek, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha
Submitter: Erika Robinson-Morral, ejrobinson@unomaha.edu

118-29 Promotion Focused Leaders and Creative Behavior: A Multilevel Investigation

This multilevel study of 238 employees and 52 immediate supervisors from a telecommunication company in China found that individual-level psychological safety and team motivation serve as key intervening variables that explain how authentic leadership relates to employee creativity.

Fred O. Walumbwa, Arizona State University
Yi Han, Tsinghua University
Chad A. Hartnell, Arizona State University
Zhen Zhang, Arizona State University
Submitter: Zhen Zhang, zhen.zhang@asu.edu

119-1 Effects of Managerial Support and Rationale on Diversity Training Effectiveness

This study experimentally examined the effects of managerial support and training rationale on diversity training effectiveness. Results suggest that diversity training is perceived as more useful and is more effective when it is supported by management—whether it is implemented proactively or reactively. Further, women responded more favorably than men.

Joel A. Butler, University of Nebraska at Omaha
Carey S. Ryan, University of Nebraska at Omaha
Submitter: Joel Butler, joelbutler@mail.unomaha.edu

119-2 Effectiveness of a Multimedia Perspective-Taking Training Program on Reducing Discrimination

Employed participants (N = 368) were recruited to test the effect of a multimedia, perspective-taking training.
program on reducing discrimination against Middle-Eastern (ME) job applicants—fully ethnic identified (ME names and affiliations) or partially (ME names and neutral affiliations). Training was effective, moderated by raters’ Openness to Experience and motivation to learn.

Hannah-Hanh D. Nguyen, California State University, Long Beach
Lisa V. Tran, California State University, Long Beach
Eva Derous, Ghent University
Maria del Carmen Lopez, California State University, Long Beach
Christina Siu, California State University, Long Beach
Submitter: Hannah-Hanh Nguyen, hnguyen@cslub.edu

119-3 Training Diverse Teams to Manage Conflicts Effectively Using Constructive Controversy

This paper presents a conceptual model for training diverse work teams. Specifically, the model presents a guiding framework for training diverse teams on managing internal team conflicts productively, using the process and principles of constructive controversy. Implications for theory and practice, future research directions, and model limitations are also discussed.

Rae Yunzi Tan, Columbia University
Submitter: Rae Yunzi Tan, yt2178@columbia.edu

119-4 Can Everyone Get Along? How Diversity Training Affects Diversity–Incivility Relationships

This study investigates gender and racioethnic diversity as antecedents to organizational incivility. In addition, we investigate diversity training as a boundary condition of these relationships. Results showed that diversity training moderated the gender diversity incivility, but not the racioethnic–incivility relationship. Gender diversity heightened incivility unless the organization provided employees diversity training.

Safiya E. Castel, Temple University
Derek R. Avery, Temple University
Sabrina D. Volpone, Temple University
Submitter: Sabrina Volpone, sabrinavolpone@aol.com

120. Symposium/Forum: 10:30 AM–11:50 AM America’s Cup CD

Teaching Older Learners New Tricks: Adapting Training for Older Learners

The workforce is aging as workers postpone retirement or reenter the workforce. Accordingly, it is important to consider the effects of learner age in training systems. This symposium presents findings from 4 studies examining the effects of age on decision making regarding training needs assessment, training design, and support for trainees.

Kurt Kraiger, Colorado State University, Chair
Kasia Karpinska, Utrecht University School of Economics, Co-Chair
Charleen P. Maher, Towers Watson, Lillian T. Eby, University of Georgia, Co-Chair
Heather N. Odle-Dusseau, Gettysburg College, Chair
Tiffany M. Greene-Shortridge, Kenexa, Co-Chair
Thomas W. Britt, Clemson University, Chair
Stephen Mueller, PeopleAnswers, Inc., Chair
Pat M. Caputo, Aon Hewitt, Chair
Suzanne Dean, Wright State University, Chair
Heather Odle-Dusseau, Gettysburg College, Co-Chair
Laurent M. Lapierre, University of Ottawa, Discussant
Submitter: Heather Odle-Dusseau, hodle@gettysburg.edu

San Diego, California

Natalie Wolfson, Colorado State University, Aging and Training: The Role of Coherence and Advance Organizers
Thomas M. Cavanagh, Colorado State University, Training Old Adults: Effects of Stereotype Threat and Metacognitive Prompts
Yoshih Miura, Eastern Kentucky University, Jared Z. Ferrell, University of Akron, Andrea F. Snell, University of Akron, Training for Mature Job Seekers: Analysis of Their Training Experience
Margaret E. Beier, Rice University, Discussant
Submitter: Natalie Wolfson, newolfson9@gmail.com

121. Panel Discussion: 10:30 AM–11:50 AM

Betsy BC

Renorming and Custom Norming: How, When, and Why?

Renorming or custom norming can be a daunting undertaking, but workforce changes make them necessary over time. This panel will address the how, when, and why of renorming and custom norming. The panel will also discuss challenges they encountered in the process and how they addressed those challenges.

Suzanne L. Dean, Wright State University, Co-Chair
Corey E. Miller, Wright State University, Co-Chair
Pat M. Caputo, Ann Hewitt, Panelist
Kristin M. Delgado, Select Intl/Wright State University, Panelist
James H. Killian, Chally Group Worldwide, Panelist
Megan K. Leasher, Macy’s, Inc., Panelist
Stephen Mueller, PeopleAnswers, Inc., Panelist
Submitter: Suzanne Dean, suzanneldean@gmail.com

122. Symposium/Forum: 10:30 AM–11:50 AM

Delmar AB

Positive Psychology in the Work–Family Interface: Bridging the Gap

This symposium integrates research examining the work–family interface and positive psychological constructs. These 2 fields, albeit flourishing with new research and discussion, are not commonly used to complement each other. This symposium presents research joining these fields in order to discuss novel findings in the work–family interface.

Tiffany M. Greene-Shortridge, Kenexa, Chair
Heather N. Odle-Dusseau, Gettysburg College, Co-Chair
Charleen P. Maher, Towers Watson, Lillian T. Eby, University of Georgia, Career Calling, Engagement, and Positive Spillover
Heather N. Odle-Dusseau, Gettysburg College, Tiffany M. Greene-Shortridge, Kenexa, Thomas W. Britt, Clemson University, Work–Family Resources and Positive Psychological Outcomes: Mediating Effects of Fit
Natalie Wright Dixon, University of Central Florida, Robert D. Pritchard, University of Central Florida, Barbara A. Fritzschke, University of Central Florida, I-Count-Ability: Effectiveness of a Measurement–Feedback Approach to Lifestyle Change
Meridith P. Selden, Wilkes University, Daniel Applegate, Wilkes University, A Preliminary Examination of the Positive Aspects Company-Wide Telework
Laurent M. Lapierre, University of Ottawa, Discussant
Submitter: Heather Odle-Dusseau, hodle@gettysburg.edu
Motivation

123-1 Rethinking Turnover: From Managing Rates to Employee Flows

New perspectives for studying and managing employee turnover are offered. Using an analysis of the dynamics of employee flow events, a series of new organizational metrics are offered that move beyond simply managing turnover rates to managing the unique characteristics that determine the organizational impact of individual turnover events.

Kevin D. Carlson, Virginia Tech
Richard C. Watson, Virginia Tech
Jerry P. Flynn, Virginia Tech
Andrew O. Herdman, Virginia Tech
Ross L. Mecham, III, Virginia Tech
Submitter: Kevin Carlson, kevinc@vt.edu

123-2 Who Cares About Fitting In? Moderators of P-O Fit Outcomes

FFM personality variables were examined as potential moderators of several P-O fit relationships including job satisfaction, job search, affective commitment, and OCB. In an employed sample (N = 191) our results indicate that personality moderates the relationship between P-O fit and outcomes with Agreeableness playing an important role.

Derek S. Chapman, University of Calgary
Megan A. Kendall, University of Calgary
Submitter: Derek Chapman, dchapman@ucalgary.ca

123-3 Toward a Theory of Technology Embeddedness

The paper presents a theoretical model of how technology can impact job, organizational, and career embeddedness from several perspectives. The paper also outlines a new multilevel/multifactor construct to the turnover literature: technology embeddedness.

Steven D. Charlier, University of Iowa
Russell Guay, University of Northern Iowa
Ryan D. Zimmerman, Texas A&M University
Submitter: Steven Charlier, steven-charlier@uiowa.edu

123-4 Alienated Employees and Career Outcomes: Disengagement as A Mediating Process

This study investigated perceptions of personal and social alienation and positive and negative career outcomes. Alienation was related to careerism through affective commitment, to career self-efficacy through career insight and resilience, and to career success through self and career satisfaction. Findings pinpoint negative consequences of alienation for career outcomes.

Ans De Vos, Vlerick Leuven Gent Management School
Dan S. Chiaburu, Texas AM University
Ismail Diaz, Texas A&M University
Submitter: Ismail Diaz, idiaz001@neo.tamu.edu

123-5 Of Job-Embeddedness Practices, Volunteer Commitment, and Volunteer Retention

Prior work suggests a link between volunteer commitment and turnover intentions, as well as between job embeddedness, commitment, and retention in paid workers. This study extends this previous work by looking at practices that encourage job embeddedness and their influence on volunteers’ intentions to quit as mediated by commitment.

Adrian Goh, University of North Carolina at Charlotte
Steven G. Rogelberg, University of North Carolina at Charlotte
Joseph A. Allen, Creighton University
Submitter: Adrian Goh, Agoh@uncc.edu

123-6 When and How Is Job Embeddedness Predictive of Turnover?

This meta-analysis developed a model integrating research on the relationships between job embeddedness and turnover outcomes. Drawing on 65 independent samples (N = 42,907), the main effects of on-the-job and off-the-job embeddedness on turnover criteria as well as the moderators and mediating process of these relationships were examined.

Kaifeng Jiang, Rutgers University
Dong Liu, Georgia Institute of Technology
Patrick F. McKay, Rutgers University
Thomas W. Lee, University of Washington
Terence R. Mitchell, University of Washington
Submitter: Kaifeng Jiang, kaifeng.jiang@gmail.com

123-7 Predicting Turnover: Revisiting the Job Involvement–Organizational Commitment Interaction Hypothesis

Some researchers claim that job involvement interacts with organizational commitment to predict turnover, but others believe that no interaction effect exists when the appropriate quantitative methods are employed. This investigation further evaluates the validity and generalizability of such conflicting findings within 2 samples. Results provide consistent evidence for the interaction.

Sean Robinson, Ohio University
Rodger W. Griffeth, Ohio University
Submitter: Sean Robinson, sr204008@ohio.edu

123-8 Consequences of Working at a Job You Want to Quit

Bowen’s (1982) hypothesized consequences of employees not leaving jobs they want to quit were tested. Higher patient infection rates and lower job satisfaction resulted for 209 nurses who intended to turn over but did not compared to 243 nurses who stayed but did not intend to turn over.

Craig J. Russell, University of Oklahoma
Submitter: Craig Russell, cruss@ou.edu

123-9 Employee Engagement as the Overarching Theory of Work Motivation

A review of 2 decades of research on employee engagement provides evidence that employee engagement...
should be viewed and understood as the overarching theory of work motivation. This paper demonstrates the link between employee engagement and the dominant motivation theories along with testable propositions and implications for researchers and practitioners.

Sandeep Aujla, University of Guelph
Submitter: Sandeep Aujla, sanaujla@gmail.com

123-10 Goal Orientation in Context: Considering Individual and Team Orientations
This study examined the relationship between goal orientation dimensions and job performance as mediated by psychological empowerment and moderated by team learning orientation. Findings suggest team’s learning orientation altered the effects of each type of GO on performance. The within person context was also considered using relative levels of the dimensions.

Margaret M. Luciano, University of Connecticut
Lei Huang, University of Nebraska-Lincoln
Mary Uhl-Bien, University of Nebraska-Lincoln
Lucy L. Gilson, University of Connecticut
Submitter: Margaret Luciano, mluciano@business.uconn.edu

123-11 The Relative Importance of Key Work Constructs on Work Outcomes
Research investigated driving constructs for engagement, turnover, and performance. Store-level data revealed that satisfaction was a major contributor to increasing engagement and performance and reducing turnover, followed by service orientation and involvement. This emphasizes the importance of company policies increasing employee satisfaction. Implications for research and practice are discussed.

Michael R. Smith, Kansas State University
Maura J. Mills, Hofstra University
Ronald G. Downey, Kansas State University
Submitter: Michael Smith, mrsmsmith@siu.edu

123-12 Efficient Resource Allocation Predicts Long-Term Performance: Evidence From the Rink
Long-term goal pursuit was examined using data from the National Hockey League. In line with psychological control theories, a curvilinear relationship was found between goal-performance discrepancies and the allocation of resources to proximal goals. More importantly, using resources efficiently during short-term goal pursuit lead to higher distal goal performance.

James W. Beck, University of Minnesota
Michael W. Natali, University of Minnesota
Aaron M. Schmidt, University of Minnesota
Submitter: James Beck, beckjam2@gmail.com

123-13 Negotiation Contexts Where Women Outperform Men: An Expectancy Theory
This paper argues that men have been more motivated by the value placed on the negotiation outcomes (i.e. valence) than women. In turn, male negotiators have outperformed female negotiators. Therefore, contexts in which women have higher levels of valence than men will lead to women outperforming men.

Samuel J. Birk, University of Arizona
Submitter: Samuel Birk, samuel.birk@gmail.com

123-14 Employee Goal Orientation, Coworker Exchange Ideology, and Knowledge-Sharing Behavior
This study examined the moderating role of coworkers’ exchange ideology on relationship between goal orientation and knowledge sharing. Based on social exchange theory, this research aimed to figure out interpersonal dynamics among an organization’s employees with regard to knowledge sharing.

Dongwon Choi, Seoul National University
Oh Soo Park, Seoul National University
Heesun Chae, Seoul National University
Submitter: Dongwon Choi, dogcrom@hotmail.com

123-15 Regulatory Processes in Goal Directed Behavior During Approach and Avoidance
This study examined how approach and avoidance goal framing and individual differences could impact upon regulatory processes and outcomes. The study compared the regulatory outcomes of being assigned approach or avoidance goals during a dynamic air traffic control simulation task and examined cross-level interactions with trait regulatory focus.

Phillip M. Gee, University of Queensland
Andrew F. Neal, University of Queensland
Gillian B. Yeo, University of Western Australia
Submitter: Phillip Gee, phillip.m.gee@gmail.com

123-16 Financial Incentives and Goal Commitment: A Mixed-Methods Study
Using 83 physicians, this study examined the impact of financial incentives on goal commitment to providing guideline-recommended hypertension care. Goal commitment did not vary over time or across conditions; however, physicians cited external factors as barriers to guideline-recommended care; thus, incentives may prove insufficient when performance is attributed to external factors.

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center
Kate Simpson, Michael E. DeBakey VA Medical Center
Kenneth Pietz, Michael E. DeBakey VA Medical Center
Laura A. Petersen, Michael E. DeBakey VA Medical Center
Submitter: Sylvia Hysong, hysong@bcm.edu

123-17 Commitment Profiles and Perceived Locus of Causality
This study assesses Meyer and colleagues’ (Meyer et al., 2004; 2006) propositions regarding commitment and regulation. Specifically examined are the relationship between commitment profiles and anchors of extrinsic motivation (Ryan & Deci, 2000). Results reveal that affective commitment has the highest levels of autonomous regulation when combined with normative commitment.
123-18 Self-Efficacy and Adaptation in Effort and Performance After Task Change

This study investigated self-efficacy, effort, and performance during an unforeseen change in a helicopter simulation. Efficacy was positively associated with performance prior to the change but also with the strongest losses in performance after the change. The change additionally led to more effort at high and low efficacy.

Jonas W. B. Lang, Maastricht University
Alex de Voopt, American Museum of Natural History
Sascha Herr, Otto-Friedrich-University Bamberg
Submitter: Jonas Lang, jonas.lang@maastrichtuniversity.nl

123-19 Core Self-Evaluation and the Relations Between Workplace Conflict and Withdrawal

The results from 204 employee–coworker matched data provided support to the moderating effect of Neuroticism, self-esteem, and perceived job control on the relations between interpersonal conflict at work and employees’ job withdrawal behaviors. In general, these core self-evaluation-related variables buffered the effects of conflict on employees’ withdrawal.

Neil Pfeiffer, Hofstra University
Cong Liu, Hofstra University
Margaret Nauta, Illinois State University
Jinyan Fan, Auburn University
Submitter: Neil Pfeiffer, npfeif1@pride.hofstra.edu

123-19 Risk Taking and the Compensation Preferences Scale

Two studies examined the development of a compensation preferences scale and the role risk taking plays in compensation preferences. Risk taking showed a significant relationship with preferences for performance-based pay. Gender differences and recommendations for further study are discussed.

Meghan R. Lowery, Psychological Associates
Joel T. Nadler, SIUE
Submitter: Meghan Lowery, meghanlowery@gmail.com

123-20 A Profile Approach to Self-Determination Theory Motivations

Research on the different types of motivation in self-determination theory usually adopts a variable-centered approach. This study extends this work by using cluster analysis to adopt a person-centered approach. Results revealed 5 distinct combinations of motivation that differentially related to need satisfaction, performance, and work environment perceptions.

Christina M. Moran, University of Akron
James M. Diefendorff, University of Akron
2012 SIOP Conference

blended course relate to an increase in student performance and higher perceptions of instructor support. Longitudinal analyses showed the learning environment influenced the amount of time students spent studying the course material.

Jessica D. Wooldridge, Missouri State University
Carol F. Shoaptaugh, Missouri State University
Submitter: Jessica Wooldridge, jdwwooldridge@gmail.com

123-26 Responses to Coworkers Receiving Recognition at Work

We examined the impact of coworkers’ recognition on several responses. Results showed that the relationship between other’s recognition and emotions was moderated by the relationship quality between both actors. Negative (positive) emotions mediated employees’ intentions to engage in CWB-I (AOC). There was no mediating effect of positive emotions on OCB-I.

Marjolein L. Feys, Ghent University
Frederik Anseel, Ghent University
Submitter: Marjolein Feys, marjolein.feys@ugent.be

124. Symposium/Forum: 10:30 AM–11:50 AM
Edward AB

Setting Standards for Diversity and Inclusion: Working With SHRM

This symposium describes the legal and organizational context of a SHRM project to develop ISO-type voluntary standards for HR in the area of metrics for diversity and inclusion. Preliminary results of a literature review, exemplars of user and nonuser organizations, and resulting questions and implications are presented.

Rosemary Hays-Thomas, University of West Florida, Chair
Lee Webster, Society for Human Resource Management, Setting Standards for Diversity and Inclusion
Laurel J. Ramsay, Understanding Work, Diversity and Inclusion Metrics: Synopsis of a Literature Review
Marc Bendick, Jr., Bendick and Egan Economic Consultants, Inc., Why Employers Use—and Underuse—Diversity/Inclusion Metrics
Rosemary Hays-Thomas, University of West Florida, Development and Use of Diversity/Inclusion Metrics: Gaps and Opportunities
Submitter: Rosemary Hays-Thomas, rlowe@uwf.edu

125. Symposium/Forum: 10:30 AM–11:50 AM
Edward CD

Retest Effects and Implications for Employee Selection

Applicant retesting poses multiple challenges and opportunities for organizations. This symposium presents the latest research on outcomes, implications, and tradeoffs with retesting to inform best practices for selection system design. Presentations examine score differences by test format, subgroup differences, influences on retest trajectories, and stability of assessment center scores.

Tracy Kantrowitz, SHL, Chair
Anne Thissen-Roe, Kronos, Michael Baysinger, Kronos, John D. Morrison, Kronos, You Asked Me That Already: Retest

Behavior of Personality Items
Eric C. Popp, SHL, Expanding on Race, Age, and Gender Differences in Score Improvement
Phillip M. Mangos, Kronos, Anne Thissen-Roe, Kronos, Ryan P. Robinson, Kronos, Modeling Retest Trajectories: Trait, Scoring Algorithm, and Implicit Feedback Effects
Dan J. Putka, HumRRO, Brian J. Hoffman, University of Georgia, Decomposing Stability and Instability in Assessment Center Scores Across Time
Deidra J. Schleicher, Purdue University, Discussant
Submitter: Tracy Kantrowitz, tkantrowitz@previsor.com

126. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth A

Recovery From Work: Exploring Nonwork Behaviors

Empirical and conceptual papers explore how employees can recover from job stress. Empirical evidence is provided to demonstrate the buffering effect of nonwork recovery behaviors. In addition, the effects of recovery behaviors on the spillover of affect from work to nonwork are explored.

Nathan A. Bowling, Wright State University, Chair
Kevin J. Eschleman, Air Force Research Laboratory, Co-Chair
Sabine Sonnentag, University of Mannheim-Germany, Carmen Binnewies, University of Mainz, Recovery Processes
Disrupt Affective Spillover From Work to Home
Caitlin A Demskey, Portland State University, Charlotte Fritz, Portland State University, Workplace Interpersonal Conflict and Burnout: The Role of Recovery Experiences
Kevin J. Eschleman, Air Force Research Laboratory, Creativity and Self-Exploration Outside of Work as Recovery Experiences
Nathan A. Bowling, Wright State University, Intentional Activities and Recovery From Job Stress
Mina Westman, Tel Aviv University, Discussant
Submitter: Kevin Eschleman, kevin.eschleman@wright.edu

127. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth B

360 Degree Feedback: An Essential Commodity for Leadership Development

Four papers discuss 360-degree assessments in leadership development from different angles, examining the use of 360-degree feedback in political leadership (public officials), nonlinear relationships between personality and 360-degree data, the accuracy of different rating sources, and how culture can affect rater agreement.

Ilke Inceoglu, SHL Group Ltd, Chair
Yin Lin, SHL, Predicting 360 Ratings With Personality: Comparing Linear and Curvilinear Models
Jo Silvester, City University London, Madeleine Wyatt, City University London, Using 360-Degree Review to Determine Stakeholder Perceptions of Political Leadership
Ilke Inceoglu, SHL Group Ltd, Kai Externbrink, Ruhr University Bochum, Leadership Development: Who Knows Best How Well the Highflyers Perform?
Janis Chung, Expert Training Systems plc (ETS), Cultural Influences on 360 Rating Discrepancies
Jurgen Bank, PDI NH, Discussant
Submitter: Ilke Inceoglu, ilke.inceoglu@shlgroup.com
128. Special Events: 10:30 AM–11:20 AM
Elizabeth C
Women as Leaders: Negotiating the Labyrinth
Women have gained considerable access to leadership roles and are increasingly praised for excellent leadership skills. Nevertheless, women can still face particular impediments as leaders and potential leaders. This apparent mix of advantages and disadvantages reflects progress toward gender equality as well as its lack of attainment.

Eden B. King, George Mason University, **Host**
Alice H. Eagly, Northwestern University, **Presenter**
Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

129. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth F
Eyes of the Beholder? Rater Effects in Work Analysis
The systematic analysis of work requires multiple design choices. One of these choices is from whom to collect work information. This session brings together several leading scholars in the field of work analysis to present empirical evidence regarding the impact of using different sources on work analysis outcomes.

Erich C. Dierdorff, DePaul University, **Chair**
Amy DuVernet, North Carolina State University, Mark A. Wilson, NC State University, **Job Analytic Accuracy Across Sources: A Meta-Analytic Investigation**
Juan I. Sanchez, Florida International University, Guillermo Wated, Barry University, Marie W. Barnes, Baptist Health South Florida, **Occupational Experts Versus Incumbents: Are 25% of O*NET Occupations Overrated?**
Eric A. Surface, SWA Consulting Inc., Erich C. Dierdorff, **When Identifying Training Needs, Does Source Matter?**
Frederick P. Morgeson, Michigan State University, Matthias Spitzmuller, National University of Singapore, Adela S. Garza, Michigan State University, Michael A. Campion, Purdue University, **Exploring Convergence in Decomposed and Holistic Job Analysis Judgments**
Submitter: Erich Dierdorff, edierdor@depaul.edu

130. Roundtable Discussion/Conversation Hour: 10:30 AM–11:50 AM
Elizabeth G
Ethical Dilemmas in Assessment: Perspectives on Sticky Situations
I-O psychologists sometimes encounter circumstances that make it unclear how to satisfy clients and/or stakeholders while adhering to ethical standards. Participants will discuss various ethical dilemmas that can arise during selection and assessment work in small groups. Panelists will then provide insights into each of the dilemmas presented.

John F. Skinner, Valtera Corporation, **Host**
Scott B. Morris, Illinois Institute of Technology, **Host**
Christopher T. Rotolo, PepsiCo, **Host**
Nancy T. Tippins, Valtera Corporation, **Host**
Submitter: Nancy Tippins, ntippins@valtera.com

131. Symposium/Forum: 10:30 AM–12:20 PM
Elizabeth H
Situational Judgment Tests: Research From an Interactionist Perspective
This symposium describes SJT research from an interactionist perspective where behavior is a function of the interaction between a person and the situation. One paper provides the theoretical framework; 2 papers describe characteristics of examinees that affect SJT performance; 2 papers describe features of SJTs that affect performance-validity of SJTs.

Deborah L. Whetzel, HumRRO, **Chair**
Michael C. Campion, University of South Carolina, Robert E. Ployhart, University of South Carolina, **Situational Judgment Tests as Interactionist Psychology**
Juliya Golubovich, Michigan State University, Ann Marie Ryan, Michigan State University, **Demographic Cues In Video-Based Situational Judgment Items**
James Grand, Michigan State University, Matthew T. Allen, HumRRO, Kenneth Pearlman, Independent Consultant, **The Role of General and Specific Knowledge in SJT Scores**
Gordon Waugh, HumRRO, Teresa L. Russell, HumRRO, **Factor Analysis of SJT Using Judgment and Personality Trait Scores**
Michael A. McDaniel, Virginia Commonwealth University, Jeff A. Weekley, Kenexa, **Controlling for Elevation and Scatter in SJT Scoring: A Replication**
Neal W. Schmitt, Michigan State University, **Discussant**
Submitter: Deborah Whetzel, dwhetzel@humrro.org

132. Community of Interest: 10:30 AM–11:50 AM
Emma C
Employment Law/EEOC
Arthur Gutman, Florida Institute of Technology, **Host**
Eric M. Dunleavy, DCI Consulting Group, **Host**
Patrick Gavan O’Shea, HumRRO, **Coordinator**

133. Special Events: 10:30 AM–11:50 AM
Ford AB
Master Collaboration Session: Entrepreneurial Personality and Executive Coaching Management Through Technology
Receive 1 CE credits for attending.

*An Academic-Practitioner Collaboration to Assess Entrepreneurial Personality: Describing the development of a new measure of personality factors related to entrepreneurial success*


Kelly Adam Ortiz, Executive Development Consulting, LLC, **Chair**
John Bradberry, ReadyFounder Services, **Presenter**
S. Bartholomew Craig, North Carolina State University, **Presenter**
Erica L. Desrosiers, PepsiCo, **Presenter**
Brian Underhill, CoachSource, LLC, **Presenter**
FRIAM 2012

134. Symposium/Forum: 10:30 AM–11:50 AM

Gregory AB

Virtual Organizational Effectiveness

The prevalence and sophistication of virtual communication technology has changed the nature of teamwork and raised critical questions regarding what underlies successful collaboration in virtual teams as well as how best to study the virtuality construct to answer these questions. This symposium reports results from laboratory, field, and meta-analytic investigations.

Peter W. Seely, Georgia Institute of Technology, Co-Chair
Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Co-Chair
Miliani Jimenez, University of Central Florida, Co-Chair
Julia E. Hoch, Michigan State University, Steve W. J. Kozlowski, Michigan State University, James H. Dulebohn, Michigan State University, Geographical Distribution as a Measure of Team Virtuality
Tiffani R. Chen, George Mason University, Kathryn Dalrymple, University of South Florida, Paige Porter Wolf, George Mason University, Stephen J. Zaccaro, George Mason University, Virtuality, Team Processes, and Shared Leadership in Project Teams
Miliani Jimenez, University of Central Florida, Leslie A. DeChurch, Georgia Institute of Technology, Celse Remy-Lewis, University of Central Florida, Eric Morgan, University of Central Florida, Information Sharing and Shared Cognition in Virtual Multiteam Systems
Jessica Mesmer-Magnus, University of North Carolina-Wilmington, Peter W. Seely, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Raquel Asencio Hodge, Georgia Institute of Technology, How Virtuality Alters the Determinants of Team Effectiveness: A Meta-Analysis

Submitter: Peter Seely, seely.peter@gmail.com

135. Symposium/Forum: 10:30 AM–11:50 AM

Madeline CD

Integrating Time and Context Into Research on Workplace Mistreatment

Workplace mistreatment research is often cross-sectional and focused at a single level of analysis. The studies in this symposium use longitudinal and multilevel designs to integrate temporal and contextual factors into mistreatment research. Multiple perspectives are addressed including victims (intraindividual effects of mistreatment research. Multiple perspectives are addressed including victims (intraindividual effects of mistreatment), bystanders (onlooker perspective taking), and perpetrators (cross-level perpetration predictors).

Benjamin M. Walsh, University of Illinois at Springfield, Co-Chair
Vicki J. Magley, University of Connecticut, Co-Chair
Shannon G. Taylor, Northern Illinois University, Michael S. Cole, Texas Christian University, Arthur G. Bedeian, Louisiana State University, Donald H. Kluemper, Northern Illinois University, Do the Dynamic Effects of Incivility Depend on Personality?
Youngah Park, Bowling Green State University, Shuang Yueh Pui, University of Illinois at Springfield, Steve M. Jex, Bowling Green State University, Does Cyber Incivility Add Distress Beyond Face-to-Face Incivility?
Tara C. Reich, London School of Economics, M. Sandy Hershcovis, University of Manitoba, Chris B. Stride, University of Sheffield, Sharon K. Parker, UWA Business School, Peter Totterdell, University of Sheffield, Karen Niven, University of Sheffield, Angela Carter, University of Sheffield, It’s a Matter of Perspective: Attitudinal Responses to Witnessed Aggression
Michael Leiter, Michael Leiter & Associates, Heather Laschinger, University of Western Ontario, Arla L. Day, Saint Mary’s University, Debra Gilin-Oore, Saint Mary’s University, Instigated Incivility, Turnover Intentions, and Incivility for Individuals and Workunits
Julian Barling, Queen’s University, Discussant

Submitter: Benjamin Walsh, bwals2@uis.edu

136. Panel Discussion: 10:30 AM–11:50 AM

Madeline CD

Educating Industrial-Organizational Psychologists for Science and Practice

This panel of educators and practitioners discuss training requirements for I-O psychologists of tomorrow. They discuss what hiring firms look for in new practitioners, how this may differ from what academic institutions seek in new faculty, and ways we can improve professional preparation in the future.

Zinta S. Byrne, Colorado State University, Co-Chair
S. Morton McPhail, Valtera Corporation, Co-Chair
Milton Hakel, Bowling Green State University, Panelist
Jose M. Cortina, George Mason University, Panelist
Theodore L. Hayes, U.S. Office of Personnel Management, Panelist
Jeffrey J. McHenry, Rainier Leadership Solutions, Panelist

Submitter: Zinta Byrne, zinta.byrne@colostate.edu

137. Symposium/Forum: 10:30 AM–11:50 AM

Mohsen AB

Inside Assessment Centers: New Insights About Assessors, Dimensions, and Exercises

Although assessment centers are popular for selecting and developing employees, important theoretical and practical questions remain about the key building blocks of the method: assessors, dimensions, and exercises. This symposium presents new empirical research regarding assessor training, the meaning of dimensions, candidates’ ability to identify dimensions, and exercise demands.

Alyssa M. Gibbons, Colorado State University, Chair
C. Allen Gorman, Radford University, Duncan J. R. Jackson, University of Seoul, A Generalizability Theory Approach to Understanding Frame-of-Reference Rater Training Effectiveness
Svetlana I. Simonenko, State University of Management, George C. Thornton, Colorado State University, Alyssa M. Gibbons, Colorado State University, Anna Kravtsova, Saratov State University, Correlates of Assessment Center Consensus Dimension Ratings: Evidence from Russia
Neil D. Christiansen, Central Michigan University, Andrew B. Speer, Central Michigan University, Klaus G. Melchers, University of Zurich, Cornelius J. König, Universität des
138. Interactive Posters: 11:30 AM–12:20 PM
America’s Cup AB
Rise of the Machines: Technology and Selection
David Finch, APTMetrics, Inc., Facilitator

138-1 Fairness Perceptions of Video Resumés Among Culturally Diverse Applicants
Legal concerns have been raised about the increasing use of video resumés in selection. This study investigated ethnically diverse applicants’ fairness perceptions of video resumés vis-à-vis paper resumés. Contrary to discriminatory concerns, ethnic minorities perceive the fairness of video resumés equally or more positively when compared to paper resumés.

Anнемarie Hiemstra, GITP/Erasmus University Rotterdam
Eva Derous, Ghent University
Alec W. Serlie, Erasmus University Rotterdam/GITP
Marise Ph. Born, Erasmus University Rotterdam
Submitter: Eva Derous, eva.derous@ugent.be

138-2 Resumé, Resumé on the Video Wall: Who’s Most Hireable of All?
Multimedia-based assessment is implemented at a fast rate, but research is still behind. Two field experiments showed that the equivalence of video and paper resumés depended on applicant characteristics. The physically unattractive applicant was more disadvantaged whereas the older applicant was more advantaged when applying through video resumés instead of paper resumés.

Eva Derous, Ghent University
Annelies Tavelea, Westvlees
Anнемarie Hiemstra, GITP/Erasmus University Rotterdam
Submitter: Eva Derous, eva.derous@ugent.be

138-3 Applicants’ and Recruiters’ Perceptions of Social-Networking Web Sites in Selection
Surveys suggest that recruiters increasingly use social networking Web sites (SNWs) in selection, but scientific research is limited. We found that recruiters prefer professional to personal SNWs to gather information and that potential applicants and recruiters differ in the content they notice in SNWs and how it influences their hiring decision.

Nicolas Roulin, University of Lausanne
Adrian Bangarter, University of Neuchatel
Romain Schneider, University of Neuchatel
Sophie Tecon, University of Neuchatel
Submitter: Nicolas Roulin, nicolas.roulin@unine.ch

138-4 Emoticons at Work: Does Gender Affect Their Acceptability?
This study demonstrates that when applying for male-gender-typed jobs, applicants using smiley emoticons are perceived as warmer but less professional and less hireable. There is some evidence that men are viewed more negatively than women when using smileys, particularly with regard to agenticism and when being evaluated by a man.

Lori Foster Thompson, North Carolina State University
Alexandra K. Mullins, North Carolina State University
Jamin Halberstadt, University of Otago
J. Brian Robinson, George Mason University
Submitter: Lori Foster Thompson, lthompson@ncsu.edu

139. Posters: 11:30 AM–12:20 PM
Douglas Pavilion BCD
Leadership

139-1 Exploratory and Confirmatory Factor Analysis of the Leadership Profile Measure
Exploratory and confirmatory factor analysis identified a new measurement of leadership based on the full range of leadership model. The new scale targets low- to midlevel leaders. Results indicate that the new tool, the Leadership Profile Measure, has strong reliability, factor structures, model fit, and factor loadings.

Brad Schlessman, Wright State University
Gene Alarcon, Air Force Research Laboratory
Alex J. Barelka, Michigan State University
Chelsey Credlebaugh, Air Force Research Laboratory
Erin Gerbee, Air Force Research Laboratory
Submitter: Gene Alarcon, gene.alarcon@wpafb.af.mil

139-2 The Influence of Transformational Leaders’ Relationship Orientation on Performance Ratings
This study finds that transformational leaders’ emphasis on relationship-oriented work behaviors influences how they evaluate subordinate performance. Specifically, transformational leaders provided more elevated and haloeed ratings, and these effects were accounted for by transformational leaders’ emphasis on maintaining high quality relationships.

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

139-3 Leader Political Skill, Transformational Leader Behavior, and Leadership Effectiveness
Data from 519 headmasters (leaders) and 1,867 subordinates (teachers) of schools in Germany participated in this research, and the results provided support for the hypothesis that transformational leader behavior mediated the relationship between leader political skill and leadership effectiveness.
139-4 When Do Social and Economic LMX Relationships Predict Follower Performance?

This study conceptualizes social leader–member exchange (SLMX) and economic leader–member exchange (ELMX) as two separate dimensions of LMX. Data reveal that SLMX relates positively and ELMX relates negatively to follower performance. An interaction between SLMX and intrinsic motivation further suggests that SLMX is crucial for less intrinsically motivated followers.

Robert Buch, BI Norwegian Business School
Bård Kuvaas, BI Norwegian Business School
Anders Dysvik, BI Norwegian Business School
Submitter: Robert Buch, robert.buch@bi.no

139-5 Leadership Prototypes Based on the Big Five Dimensions

Existing leadership prototype measures are predominantly male biased and based on an incomprehensive pool of traits. Building on the Big 5 personality factors, this study developed a measure with a more gender-balanced and extensive pool of traits. Furthermore, this new measure was used to compare prototype differences between male and female leaders.

Vivian W. Chan, University of Waterloo
Huiwen Lian, University of Waterloo
Douglas J. Brown, University of Waterloo
Chet Robie, Wilfrid Laurier University
Submitter: Vivian Chan, vv5chan@uwaterloo.ca

139-6 Accounting for Context in Implicit Followership Theory Measurement

This study developed a measure of implicit followership theories. In Study 1, a content analysis was performed on uniquely generated items that characterized followers across 8 contexts. In Study 2, an exploratory and confirmatory factor analysis evaluated the prototypicality ratings and yielded a 2-factor structure: Adaptivity and Citizenship.

Patrick T. Coyle, Virginia Tech
Nicole J. Thompson, Virginia Tech
Roseanne J. Foti, Virginia Tech
Kathleen B. Sneed, Virginia Tech
Michelle F. Collura, Virginia Tech
Scott J. Mosher, Virginia Tech
Submitter: Patrick Coyle, coylep23@vt.edu

139-7 A Thirty-Country Multilevel Analysis of Managerial Skillsets Important for Success

This paper extends past research on managerial skills. We contribute to the literature by investigating whether skillsets needed to be effective in a manager’s job are similar or different among 30 countries. Results show more similarities (supporting convergence) than differences (supporting divergence) in managerial skillsets needed to succeed across cultures.

Christian Ewen, University of Bonn
Cesar Douglas, Florida State University
Gerhard Blickle, University of Bonn
Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

139-8 Narrow Personality Traits, Political Skill, and Leadership Evaluations

This research extends studies that examine individual difference variables that help managers effectively lead in inherently political environments. Data from 225 U.S. managers reveal that political skill mediated the relationship between narrow personality traits and evaluations of leadership effectiveness as rated by some, but not other, rater sources.

Chu-Hsiang Chang, Michigan State University
Russell E. Johnson, Michigan State University
Klodiana Lanaj, Michigan State University
Changguo Mao, Renmin University of China
Merlijn Venus, Rotterdam School of Management
Submitter: Russell Johnson, johnsonr@bus.msu.edu

139-9 Managing Creative and Citizenship Performance: Leadership Interacts With Follower Disposition

Using surveys from 212 employees and their direct supervisors, this study examined the interaction of transformational leadership (TFL) and employee trait positive affectivity (PA) in predicting employees’ creative performance and citizenship. Results indicated that trait PA neutralized the positive effects of TFL on employee performance for both outcomes.

Christian Ewen, University of Bonn
Cesar Douglas, Florida State University
Gerhard Blickle, University of Bonn
Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

139-10 Relations of Leader Identity With Leader Behavior and Effectiveness

Research consistently shows how leader behaviors influence followers by influencing their self-identities. This study was conducted to explore how leaders’ self-identity levels affect their own subsequent behaviors. Using multiwave methodology, relations of leader identity with subsequent leader behaviors and perceived effectiveness are examined.

Phillip L. Gilmore, George Mason University
Xiaoxiao Hu, George Mason University
Feng Wei, Tongji University
Lois E. Tetrick, George Mason University
Sarah A. Stawiski, Center for Creative Leadership
Stephen J. Zaccaro, George Mason University
Submitter: Phillip Gilmore, pgilmore@gmu.edu

139-11 When Do Social and Economic LMX Relationships Predict Follower Performance?

This study conceptualizes social leader–member exchange (SLMX) and economic leader–member exchange (ELMX) as two separate dimensions of LMX. Data reveal that SLMX relates positively and ELMX relates negatively to follower performance. An interaction between SLMX and intrinsic motivation further suggests that SLMX is crucial for less intrinsically motivated followers.

Robert Buch, BI Norwegian Business School
Bård Kuvaas, BI Norwegian Business School
Anders Dysvik, BI Norwegian Business School
Submitter: Robert Buch, robert.buch@bi.no

139-12 Leadership Prototypes Based on the Big Five Dimensions

Existing leadership prototype measures are predominantly male biased and based on an incomprehensive pool of traits. Building on the Big 5 personality factors, this study developed a measure with a more gender-balanced and extensive pool of traits. Furthermore, this new measure was used to compare prototype differences between male and female leaders.

Vivian W. Chan, University of Waterloo
Huiwen Lian, University of Waterloo
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Chet Robie, Wilfrid Laurier University
Submitter: Vivian Chan, vv5chan@uwaterloo.ca

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Patrick T. Coyle, Virginia Tech
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Roseanne J. Foti, Virginia Tech
Kathleen B. Sneed, Virginia Tech
Michelle F. Collura, Virginia Tech
Scott J. Mosher, Virginia Tech
Submitter: Patrick Coyle, coylep23@vt.edu

139-14 A Thirty-Country Multilevel Analysis of Managerial Skillsets Important for Success

This paper extends past research on managerial skills. We contribute to the literature by investigating whether skillsets needed to be effective in a manager’s job are similar or different among 30 countries. Results show more similarities (supporting convergence) than differences (supporting divergence) in managerial skillsets needed to succeed across cultures.

Christian Ewen, University of Bonn
Cesar Douglas, Florida State University
Gerhard Blickle, University of Bonn
Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

139-15 Narrow Personality Traits, Political Skill, and Leadership Evaluations

This research extends studies that examine individual difference variables that help managers effectively lead in inherently political environments. Data from 225 U.S. managers reveal that political skill mediated the relationship between narrow personality traits and evaluations of leadership effectiveness as rated by some, but not other, rater sources.

Chu-Hsiang Chang, Michigan State University
Russell E. Johnson, Michigan State University
Klodiana Lanaj, Michigan State University
Changguo Mao, Renmin University of China
Merlijn Venus, Rotterdam School of Management
Submitter: Russell Johnson, johnsonr@bus.msu.edu

139-16 Managing Creative and Citizenship Performance: Leadership Interacts With Follower Disposition

Using surveys from 212 employees and their direct supervisors, this study examined the interaction of transformational leadership (TFL) and employee trait positive affectivity (PA) in predicting employees’ creative performance and citizenship. Results indicated that trait PA neutralized the positive effects of TFL on employee performance for both outcomes.

Christian Ewen, University of Bonn
Cesar Douglas, Florida State University
Gerhard Blickle, University of Bonn
Submitter: Gerhard Blickle, gerhard.blickle@uni-bonn.de

139-17 Relations of Leader Identity With Leader Behavior and Effectiveness

Research consistently shows how leader behaviors influence followers by influencing their self-identities. This study was conducted to explore how leaders’ self-identity levels affect their own subsequent behaviors. Using multiwave methodology, relations of leader identity with subsequent leader behaviors and perceived effectiveness are examined.

Phillip L. Gilmore, George Mason University
Xiaoxiao Hu, George Mason University
Feng Wei, Tongji University
Lois E. Tetrick, George Mason University
Sarah A. Stawiski, Center for Creative Leadership
Stephen J. Zaccaro, George Mason University
Submitter: Phillip Gilmore, pgilmore@gmu.edu
139-11 An Examination of Top Leaders’ Self-Talk, Effectiveness, and Job Strain

Little knowledge exists regarding the work-related implications of leaders’ self-talk, despite its theoretical and practical criticality for performance and well-being. This study examined the self-talk of executives and regression analyses suggest that self-talk content (constructive, dysfunctional, and goal-oriented) relates to effective leadership of others, adaptability/flexibility, creativity/originality, and less job strain.

Logan M. Justice, University of North Carolina Charlotte
Steven G. Rogelberg, University of North Carolina Charlotte
Phillip W. Bradly, Center for Creative Leadership
Samantha C. Paustian-Underdahl, University of North Carolina Charlotte
Eric D. Heggestad, University of North Carolina Charlotte
Linda R. Shanock, University of North Carolina Charlotte
Benjamin E. Baran, Northern Kentucky University
Tammay Beck, University of North Carolina Charlotte
Sean Long, The University of North Carolina Charlotte
Ashley Andrew, University of North Carolina Charlotte
David Altman, Center for Creative Leadership
John W. Fleenor, Center for Creative Leadership
Submitter: Logan Justice, ljustic5@unc.edu

139-12 Playing a New Tune: Examining Charismatic Leadership in Orchestras

In order to better understand conditions that facilitate success within orchestras, we investigate the antecedents and consequences of charismatic leadership. Using Weber (1947) and Shamir’s (1995) charismatic leadership theories, we theorized that musicians’ perception of the conductor’s charisma mediates the relationship between behaviors/traits of the conductor and outcome variables.

Stacey R. Kessler, Montclair State University
Jeewon Cho, Oregon State University
Jun Xia, West Virginia University
Arja Ropo, University of Tampere
Jerry Hunt, Texas Tech University
George Stelluto, The Julliard School
Submitter: Stacey Kessler, stacey9815@aol.com

139-13 Connecting Authentic Leadership to Follower Authentic Functioning and Work Engagement

Using a sample of Belgian service organizations, this study examines how authentic leadership fosters employee engagement by empowering authentic behavior of followers. The results suggest there is a positive relationship between authentic leadership and follower authentic functioning, and follower authentic functioning partially mediates the relationship between authentic leadership and engagement.

Ariel Lelchook, Gettysburg College
Hannes Leroy, Catholic University of Leuven
Submitter: Ariel Lelchook, alelchook@wayne.edu

139-14 Predisposed to Derail: The Personality Correlates of Leader Derailment

Leader derailment is a costly and ubiquitous problem. Using multisource ratings in a large organizational sample, this study investigated personality correlates of derailment. It also compared results to correlates of full-range leadership behaviors. Differential correlates were found, suggesting that a focus on derailment may provide unique insights beyond existing leadership models.

Julie J. Carswell, Sigma Assessment Systems
Rhys J. Lewis, Sigma Assessment Systems Inc.
Tatjana Ilic, University of Western Ontario
Dragos G. Iliescu, Babes-Bolyai University
Susan Pepper, University of Western Ontario
James P. O’Brien, University of Western Ontario
Submitter: Rhys Lewis, rlewis@sigmaassessmentsystems.com

139-15 Abusive Supervision and Subordinates’ Work Withdrawal: Exploring Moderator and Mediator

Drawing upon conservation of resources theory, this study tested the linkage between abusive supervision and work withdrawal from a stress perspective. Our results revealed that abusive supervision was positively related to subordinates’ emotional exhaustion and work withdrawal only when subordinates engaged in high-frequency expressive suppression and low-frequency cognitive reappraisal.

Shin-Guang Liang, National Taiwan University
Shu-Cheng Chi, National Taiwan University
Submitter: Shin-Guang Liang, d97741002@ntu.edu.tw

139-16 Team Temporal Leadership: Construct Development and Validation

This research developed and validated a multidimensional measure of team temporal leadership. Confirmatory factor analyses supported the stability of the scale’s task and relationship dimensions across 2 samples. The scale evidenced convergent and discriminant validity and explained incremental variance in subjective leadership outcomes above traditional leadership measures.

Adam T. Myer, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Submitter: Adam Myer, atm172@psu.edu

139-17 Two Pathways to Leadership Status in Self-Managing Teams

This study examines 2 pathways to leadership status as teams develop over time. In the beginning, team members are ascribed leadership status by possessing prototypical leader characteristics. Over time, fulfillment of task, social, and boundary spanning roles predicts achieved leadership status. Prototypical leader characteristics also influence fulfillment of role behaviors.

Jennifer D. Nahrgang, Arizona State University
Frederick P. Morgeson, Michigan State University
Submitter: Jennifer Nahrgang, jennifer.nahrgang@asu.edu
139-18 Psychological Contract Breach and Voice Behaviors: A Moderated Mediation Model

Psychological contract breach was associated with weaker organizational identification when employees had experienced declines in leader–member exchange (LMX) over time. But when employees had experienced increases in LMX, psychological contract breaches did not lower organizational identification. Organizational identification, in turn, was related to constructive voice behavior.

Thomas Ng, University of Hong Kong
Daniel Feldman, University of Georgia
Frederick HK Yim, Hong Kong Baptist University
Submitter: Thomas Ng, tng@business.hku.hk

139-19 Transformational and Servant Leadership: Comparing Follower Outcome and Leader Motivation

This study examines how transformational and servant leadership affect follower motivation and how they relate to leader motivation to lead and motivation to serve. Results (197 leaders with subordinate data) demonstrate that (a) when both leadership styles are examined, only servant leadership predicts follower motivation; (b) leaders’ motivation to lead predicts transformational leadership whereas motivation to serve predicts servant leadership.

Soon Ang, Nanyang Technological University
Kok Yee Ng, Nanyang Technological University
Christine Koh, Nanyang Technological University
Jeffrey C. Kennedy, Nanyang Business School
Adrian Chan, UBS Investment Bank
Submitter: K. Yee Ng, akyng@ntu.edu.sg

139-20 Perceived Subordinate Support (PSubS): Construct Definition and Scale Development

This study explores a new construct, perceived subordinate support (PSubS). It begins the process of distinguishing PSubS from the related constructs of perceived organizational support (POS) and perceived supervisor support (PSS), and details the development of the PSubS scale. Results of factor analyses support the uniqueness of PSubS.

Brian J. O’Leary, University of Tennessee at Chattanooga
Timothy P. Clayton, American Institutes for Research
Christopher J. L. Cunningham, University of Tennessee at Chattanooga
Submitter: Brian O’Leary, boleary@utc.edu

139-21 LMX Congruence: A Return to Role Theory

Addressing the controversy in the LMX literature regarding leader–member congruence, the origins of LMX theory, SET theory, and role theory are reviewed to clarify the foundation of LMX theory. A return to the study of LMX as a role theory is suggested, and ideas for future research are proposed.

Monica Sharif, University of Miami
Terri A. Scandura, University of Miami
Submitter: Monica Sharif, msharif@miami.edu

139-22 Real Men Don’t Make Mistakes: Gender Stereotypes and Leader Errors

Despite growing interest in negative forms of leadership, relatively little is known about gender stereotypes in relation to negative leadership behaviors. This study examined how perceptions of male and female leaders who commit errors vary based on the gendered nature of the occupation and the type of error committed.

Christian N. Thoroughgood, Pennsylvania State University
Katina B. Sawyer, Villanova University
Sam T. Hunter, Pennsylvania State University
Submitter: Christian Thoroughgood, Christian.Thoroughgood@gmail.com

139-23 Instructors’ Transformational Leadership and Students’ Engagement, Reactions, and Learning

This study was conducted to investigate the effect of instructors’ leadership behavior on student outcomes. 124 students from 13 classes participated in 3-wave online surveys. The results demonstrated that students’ engagement mediated the relationship between instructors’ transformational leadership behaviors and students’ satisfaction and performance.

Izabela Widlak, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Submitter: Izabela Widlak, izawidlak@gmail.com

139-24 An Examination of Construct Validity Among Leadership Measures

This study used 2 methods to estimate true-score correlations among a variety of leadership constructs. First, the coefficient of equivalence and stability (CES) was used to account for transient error. Second, SEM was used to examine higher-order constructs. Results showed substantial intercorrelations among constructs and supported a 2-higher-order-factors model.

David S. DeGeest, University of Iowa
Jonathan A Shafer, West Texas A&M University
Submitter: David DeGeest, david-degeest@uiowa.edu

139-25 Implicit Leadership Theories: Explicit and Implicit Measures

This study examined relationships among explicit and implicit measures of implicit leadership theories and leadership perceptions. Evidence for the sensitivity and intelligence construct in implicit measures was supported. As hypothesized, some explicit measures were related to leader behavior ratings, but correspondence between implicit and explicit measures was not found.

Chia-Lin Ho, North Carolina State University
Joan Michael, North Carolina State University
Submitter: Chia-Lin Ho, chialinroseho@gmail.com
139-26 The Effect of Organizational Climate Interactions on Multiple Organizational Outcomes

This study examined how interactions among 4 different organizational climates (innovative service, senior leadership, immediate supervisor, coworker support) differentially affected organizational financial performance and customer-rated satisfaction. Results from 647 U.S. hotels of a multinational organization revealed that combinations of climates yield better results than a single climate type alone.

Nataliya Baytalskaya, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Submitter: Nataliya Baytalskaya, nataliya.baytalskaya@gmail.com

139-27 When Agreement Indices Do Not Agree: Faultlines and Climate Perceptions

This study demonstrated that sole reliance on agreement indices (rwg, ICC) for aggregation decisions in climate research can be inappropriate if perceptual equivalence is not first confirmed. Results revealed a lack of perceptual equivalence across organizational faultlines in 6 of 8 subgroup analyses despite traditional agreement indices universally supporting aggregation.

Jeremy M. Beus, Texas A&M University
Steven Jarrett, Texas A&M University
Mindy E. Bergman, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitter: Jeremy Beus, jeremybeus@gmail.com

139-28 The Effects of Change on Innovation Climate Level and Strength

This study assessed the influence of different types of organizational changes on perceptions of innovation climate in mental health teams. Analyses revealed differential influences of staff turnover, technological innovation, and quality improvement on innovation climate level and strength.

Lauren R. Dlugosz, University of California, San Diego
Mark G. Ehrhart, San Diego State University
Gregory A. Aarons, University of California, San Diego
Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

139-29 The Differentiation and Inertia Cultural Effects of Unionization

This study advances a conceptual model linking unionization to cultural differentiation and inertia, mediating processes through which unions are proposed to impact individual and organizational outcomes. An initial empirical test with archival survey data suggests that unions have distinct cultures and may be less amenable to culture change over time.

Levi R. Nieminen, Wayne State University
Lindsey M. Kotrba, Denison Consulting
Daniel R. Denison, International Institute for Management Development
Chelsea Lange, University of Michigan
Submitter: Levi Nieminen, levi.nieminen@gmail.com

139-30 Mediated Relationships Between Psychological Safety and Multidimensional Psychological Empowerment

This study explores how psychological safety relates to the 4 cognitive states of empowerment through 3 social mechanisms: authentic interactions, learning, and voice. Church members participated as part of an organizational development effort. Bootstrapped confidence intervals revealed 3 out 4 mediating hypotheses were supported.

Daniel V. Simonet, University of Tulsa
Anupama Narayan, University of Tulsa
Courtney A. Nelson, University of Tulsa
Submitter: Dan Simonet, dvsimonet@gmail.com

140. Symposium/Forum: 11:30 AM–1:20 PM

Elizabeth C

Chasing the Tortoise: Zeno’s Paradox in Technology-Based Assessment

The growth of technology-based assessment has outpaced the ability of practitioners and researchers to evaluate its implications for selection assessment. This symposium presents research addressing unanswered questions in technology-based assessment, including implementation issues, the use of mobile devices, the changing roles of assessment stakeholders, and the challenges of social media.

John C. Scott, APTMetrics, Inc., Chair
Neil Morelli, APTMetrics, Inc., A. James Illingworth, APTMetrics, Inc., John C. Scott, APTMetrics, Inc., Charles E. Lance, University of Georgia, Are Internet-Based, Unproctored Assessments on Mobile and Nonmobile Devices Equivalent?
Dennis Doverspike, University of Akron, Winfred Arthur, Texas A&M University, Jason E. Taylor, PeopleAnswers, Inc., Alison E. Carr, University of Akron, Mobile Mania: Impact of Device Type on Remotely Delivered Assessments
Dave Bartram, SHL Group Ltd, Changing the Locus of Control With Online Testing
Michael J. Zickar, Bowling Green State University, Digging for Digital Dirt: Challenges of Social Media
Seymour Adler, Aon Hewitt, Discussant
Submitter: Neil Morelli, nmorelli@apmetrics.com
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Attend our presentations:

“Tail Wagging The Dog: Applicant Tracking System Effects on Assessments”
Friday, April 27th at 1:30 p.m. – Panel Discussion

“Challenges in Optimizing Situational Judgment Tests Across Organizational Contexts”
Friday, April 27th at 3:30 p.m. – Symposium / Forum

“Alternate Methodologies for Assessing Culture Fit in the Applied Realm Faced by Both Internal and External Consultants”
Friday, April 27th at 3:30 p.m. – Panel Discussion

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141. Symposium/Forum: 12:00 PM–1:20 PM
America’s Cup CD
Leading First Through Self-Awareness and Self-Development, and Role Modeling
This symposium describes a process of leader development that begins with a leader first understanding his or her strengths and weaknesses, then understanding the strengths and weaknesses in others based on accurate social attributions of subordinate behavior, and ultimately using that understanding to develop subordinates through role-modeling behaviors.

Heather Wolters, U.S. Army Research Institute, Chair
Melinda J. Roberts, U.S. Army Research Institute, Developing an Awareness of Leader Strengths and Weaknesses
Russell Webster, Consortium of Research Fellows, Heather Wolters, U.S. Army Research Institute, Improving Leaders’ Social Attributions of Subordinate Behavior
Tamar L. Levy, Consortium of Research Fellows, Jessica A. Gallus, U.S. Army Research Institute, Melissa Gouge, Consortium of Research Fellows, Following the Leader: Leadership Role Modeling Affects Team Cross-Cultural Capability
Krista Langkamer Ratwani, Aptima, Inc., Creating a Cycle of Leader Self-Development
Michelle Zbylut, U.S. Army Research Institute, Discussant
Submitter: Heather Wolters, heather.wolters@us.army.mil

142. Friday Seminars: 12:00 PM–3:00 PM
Annie AB
Quasi-Experimentation in Organizations
Quasi-experiments are evaluations of interventions in which participants cannot be assigned randomly to conditions. Such designs enable organizations to make inferences about the benefits of a new or existing practice or other change to the working environment and/or the environment in which stakeholders (e.g., customers) interface with the organization. This workshop will introduce participants to basic principles of quasi-experimental (QE) design.

Daniel C. Ganster, Colorado State University, Presenter
John Schaubroeck, Michigan State University, Presenter
Liu-Qin Yang, Portland State University, Coordinator
Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

143. Symposium/Forum: 12:00 PM–1:20 PM
Betsy BC
Virtual Teams: Exploring New Directions in Research and Practice
A global economic crisis and dynamic new technologies for interaction highlight the importance of virtual teamwork. Explored are (a) satisfaction and performance across teams from the Fortune 500; (b) personality, communication mediums, team processes, and performance; (c) team mental models and performance; and (d) the impact of social media.

Tjai M. Nielsen, George Washington University, Chair
Christina M. Scott-Young, University of South Australia, Discussant
Submitter: Kristina Potocnik, Kristina.Potocnik@brunel.ac.uk

144. Symposium/Forum: 12:00 PM–1:20 PM
Delmar AB
International Advances in Innovation and Creativity in the Workplace
Innovative and creative performance has been argued to be essential for organizational success over several decades. This symposium focuses on international developments in this area to advance our understanding of theoretical and practically related challenges in this increasingly developing field of research and practice.

Neil R. Anderson, Brunel University, Chair
Michael Frese, NUS Business School, Ronald Bledow, Ghent University, Cross-Cultural Issues of Innovation
Feirong Yuan, University of Kansas, Shung Jae Shin, Portland State University, Jing Zhou, Rice University, Job Requirement for Innovation and Employee Innovative Behavior at Work
Kristina Potocnik, Brunel University, Neil R. Anderson, Brunel University, Applying a 360-degree Framework to Innovative Performance Measurement
James L. Farr, Pennsylvania State University, Discussant
Submitter: Kristina Potocnik, Kristina.Potocnik@brunel.ac.uk

145. Symposium/Forum: 12:00 PM–1:20 PM
Edward AB
Millennials: Ready to Lead or Be Led?
The goal of the session is to share the best approach to developing and transitioning Millennials into leadership roles. Presentations from practitioners, academics, and clients will outline skills necessary for Millennials to be successful in their jobs in the upcoming 5 years and drive the innovation culture.

Vykinta Klgyte, Development Dimensions International (DDI), Chair
Evan F. Sinar, Development Dimensions International, Competency-Based Job Performance of Millennials-Generation Leaders
Ginamarie Ligon, Villanova University, Katrina A. Graham, Drexel University, Bianca M. Zongrone, Villanova University, Developing Generation Y to Lead for Innovation
Friday PM

2012 SIOP Conference


Cynthia D. McCauley, Center for Creative Leadership, *Discussant*

Submitter: Vykinta Kligyte, vykinta@gmail.com

146. Symposium/Forum: 12:00 PM–1:20 PM

**Edward CD**

Affective and Cognitive Perspectives on Fairness

Although research has shown that perceptions of fairness explain a substantial portion of variance in many key employee attitudes and behaviors, questions about the nature of fairness persist. Using diverse methodologies and perspectives, the research presented in this symposium examines the affective and cognitive underpinnings of fairness.

Jason A. Colquitt, University of Georgia, *Co-Chair*

Michael D. Baer, University of Georgia, *Co-Chair*

Jessica Rodell, University of Georgia, Jason A. Colquitt, University of Georgia, Michael D. Baer, University of Georgia, *From Justice to Injustice to Ajustice: What Explains Fairness?*

Deborah E. Rupp, Purdue University, Wonjoon Chung, University of Illinois, Amanda Farthing, University of Illinois-Urbana Champaign, *Testing the Foundations of Fairness Theory*

Steven L. Blader, New York University, Batia M. Wiesenfeld, New York University, Marion Fortin, University of Toulouse, Sara L. Wheeler-Smith, New York University, *Fairness Lies in the Heart of the Beholder*

Russel E. Johnson, Michigan State University, Kloidiana Lanaj, Michigan State University, Christopher M. Barnes, Virginia Tech, *Predictors of Intra-Individual Justice Behaviors*

Maureen L. Ambrose, University of Central Florida, *Discussant*

Submitter: Michael Baer, baer@uga.edu

147. Symposium/Forum: 12:00 PM–1:20 PM

**Elizabeth A**

By Land, Air, and Sea: Applications in Training Needs Assessment

Training needs assessment (TNA) is the process of identifying and specifying training requirements linked to deficiencies in individual, team, or organizational performance. This session presents 3 compelling examples of TNA in high visibility jobs/organizations (NASA, Army NCOs, Navy SEALS), illustrating TNA principles and applications to team training, leadership development, and organizational decision making.

Kurt Kraiger, Colorado State University, *Chair*


Wendy Bedwell, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Mary J. Sierra, University of Central Florida, Eduardo Salas, University of Central Florida, *Beyond Low-Earth Orbit: Team Training Needs Analysis Applications and Advances*


Raymond A. Noe, Ohio State University, *Discussant*

Submitter: Kurt Kraiger, Kurt.Kraiger@colostate.edu

148. Panel Discussion: 12:00 PM–1:20 PM

**Elizabeth B**

Implicit Processes in Organizational Behavior: Research and Practice Next Steps

This session assembles a panel of experts on implicit processes in organizational behavior, including implicit attitudes, implicit goals, and their applications to organizations. Topics to be addressed include suggestions for research design, measurement, and implications for practice, such as communication with nonacademic audiences, ethical concerns, and potential organizational applications.

Therese H. Macan, University of Missouri-St Louis, *Chair*

Binna Kandola, Pearn Kandola, *Panelist*

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

Keith Leavitt, Oregon State University, *Panelist*

Stephanie M. Merritt, University of Missouri-St. Louis, *Panelist*

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

149. Symposium/Forum: 12:00 PM–1:20 PM

**Elizabeth F**

The Role of Supervisors and Leaders in Managing Work–Family Conflict

Initial research suggests that manager/leader practices are related to experiences of work–family conflict (WFC). This session presents findings from 4 unique studies, which aim to expand our knowledge about the relationship between manager/leader practices and WFC and offer insights and strategies on how to address and alleviate WFC.

Konstantin Cigularov, Old Dominion University, *Chair*

Peter Y. Chen, University of South Australia, *Co-Chair*

Veronica L. Gilrane, George Mason University, Kriston Jones, George Mason University, Eden B. King, George Mason University, Tracy C. McCausland, George Mason University, *Longitudinal Analysis of Supervisor Support Influencing Work–Pregnancy Conflict*

Dawn S. Carlson, Baylor University, Merideth Ferguson, Emily M. Hunter, Baylor University, Dwayne Whitten, Texas A&M University, *Abusive Supervision Effects on Work–Family Conflict: Testing a Mediated Model*

Christopher S. Harper, Chally Group, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, Todd Bodner, Portland State University, *Relationships Between Family-Supportive Supervisor Behaviors, Job Strain, and Blood Pressure*

Konstantin Cigularov, Old Dominion University, Krista Hoffmeister, Colorado State University, Peter Y. Chen, University of South Australia, Alyssa M. Gibbons, Colorado State University, Stefanie K. Johnson, University of Colorado Denver, John Rosecrance,
Advanced assessment technologies are quickly becoming the “assessment method of choice” for a wide range of occupations, but the research in this area is not as ubiquitous. Leading-edge research on validity, applicant reactions, user acceptability, and the expanding measurement space will be revealed.

Michael S. Fetzer, SHL, Chair
Kathleen A. Tuzinski, SHL, Erica N. Drew, Florida International
Leader–Member Exchange: Timeless or Time to Rethink?

There has been an impressive link between the assessment of LMX and a wide variety of desirable organizational outcomes. This debate will explore the merits of continuing with the status quo or current LMX research approaches, or whether it is time to expand the conceptualization and measurement of LMX.

Michael Hepperlen, MDA Leadership Consulting, **Moderator**

Smriti Anand, I.T. Stuart School of Business, **Panelist**

James H. Dulebohn, Michigan State University, **Panelist**

Berrin Erdogan, Portland State University, **Presenter**

Julia E. Hoch, Michigan State University, **Presenter**

Anson Seers, Virginia Commonwealth University, **Presenter**

Prajya Vidyarthi, University of Texas at El Paso, **Presenter**

Submitter: Michael Hepperlen, mhepperlen@mdaleadership.com

158. Interactive Posters: 12:30 PM–1:20 PM

America’s Cup AB

Edward or Jacob? Situational Judgment Tests

Deborah Whetzel, HumRRO, **Facilitator**

158-1 Reliability and Situational Judgment Tests: A Review of the Literature

This study conducts a large-scale review of the published situational judgment test (SJT) literature as it relates to reliability. Reliability estimates are reported by type and their relationships to SJT characteristics are conferred. The appropriateness of coefficient alpha in reporting SJT reliability is also discussed.

Michael C. Campion, University of South Carolina
Robert E. Ployhart, University of South Carolina
William I. MacKenzie, University of Alabama in Huntsville

Submitter: Michael Campion, michael.campion@grad.moore.sc.edu

158-2 Situational Judgment Tests: Relationships With Emotional Intelligence, Interests, and Personality

The construct-related validity of an SJT assessing interpersonal knowledge was examined by exploring its relationships with measures of emotional intelligence, personality, and interests. Agreeableness, Conscientiousness, social interests, and emotional intelligence were related to knowledge. Results also indicate knowledge of effective behavior and knowledge of ineffective behavior may be different constructs.

Michelle Martin, Rice University
Margaret E. Beier, Rice University
Stephan J. Motowidlo, Rice University

Submitter: Michelle Martin, mpm5042@rice.edu

158-3 Development of a Situational Judgment Test to Predict Unethical Behavior

The aim of this study was to develop a situational judgment test to predict compliant unethical work behavior. Among 142 employees, relationships between scores on the test and compliance as measured with the Gudjonsson scale, self-esteem, coping strategies, and personality were examined. Results supported the construct validity of the test.

Janneke K. Oostrom, Erasmus University Rotterdam
Henk T. Van der Molen, Erasmus University Rotterdam
Alec W. Serfie, Erasmus University Rotterdam/GITP
Marise Ph. Born, Erasmus University-Rotterdam

Submitter: Janneke Oostrom, oostrom@fsw.eur.nl
158-4 For Your Eyes Only? Reactions to Internet-Based Multimedia SJTs

This study examines applicants’ concern for privacy in Internet-based testing. Results show that concern for privacy explains unique variance in 3 organizational outcomes (likelihood to accept a job offer, likelihood to recommend the organization, and overall company perceptions) beyond the effects of 3 other common applicant reaction predictors.

Kristin R. Sanderson, Florida International University
Erica N. Drew, Florida International University
Valentina Bruk Lee, Florida International University
Pamela J. Levine, PreVisor
Kimberly A. Wrenn, PreVisor

Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

159. Symposium/Forum: 12:30 PM–1:50 PM
Elizabeth H

Get Out of the Way! Unobtrusive Measures of Team Constructs

Despite theoretical and methodological advances, the measurement approaches to investigating team processes and emergent states have been limited to various forms of self-report measures and observer ratings. This symposium brings together several efforts investigating alternative approaches to assessing team-related phenomena that are significantly less obtrusive than traditional approaches.

Gerald F. Goodwin, U.S. Army Research Institute, Chair
Arwen Hunter DeCostanza, U.S. Army Research Institute, Co-Chair
Samantha K. Baard, Florida International University

Submitter: Gerald Goodwin, jcucina@gmail.com

160-2 Perceptions of Internet Threats: Behavioral Intent to Click Again

Employees use the Internet at work for personal use, exposing organizations to threats such as malware and pharming. Individuals’ (older adults and women, in particular) perceptions of vulnerability and risk to specific Internet security threats influenced their decision to take an action that exposed them to unknown consequences.

Zinta S. Byrne, Colorado State University
Janet M. Weidert, Colorado State University
Joshua P. Liff, Taleo Corporation
Michael Horvath, Cleveland State University
Christine L. Smith, Colorado State University
Adele Howe, Colorado State University
Indrajit Ray, Colorado State University

Submitter: Ahmed Khalil Ben Ayed, ahmed.ben@hec.ca

160-3 Commitment and Work Behavior: The Moderating Role of Promotion Focus

This study investigated the moderating influence of promotion focus (the motive to pursue desired outcomes) on the commitment–work behavior relationship. It was found that (a) normative and (b) continuance commitment more strongly predict employee citizenship; and (c) affective commitment more strongly predicts withdrawal for employees high in promotion focus.

Nichelle C. Carpenter, Texas A&M University
Christopher M. Berry, Texas A&M University

Submitter: Nichelle Carpenter, carpenter_nichelle@yahoo.com

160-4 Survey Drivers II: New Questions, New Answers, New Concerns

Several unresolved issues from a SIOP 2011 poster that critiqued the use of survey key drivers are addressed. Namely, the viability of using relative weights analysis to identify key drivers, the presence of nesting at organizational levels, and the stability of key drivers across time.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Philip T. Walmsley, University of Minnesota
Ilene F. Gast, U.S. Customs and Border Protection
Nicholas R. Martin, Office of Personnel Management
Jeffrey M. Cucina, U.S. Customs and Border Protection

Submitter: Jeffrey Cucina, jcucina@gmail.com

160-5 Affect and Organizational Citizenship Behavior: The Mediational Role of Engagement

Employee engagement is an important factor impacting organizational outcomes such as performance, turnover,
and satisfaction. To further examine its meditational role, an online survey was distributed to 176 employees from diverse organizations. The results showed that engagement mediates the relationship between positive affect (but not negative affect) and organizational citizenship behavior.

Elizabeth Thomas, Alliant International University
Nurcan Ensari, Alliant International University
Submitter: Nurcan Ensari, nensari@alliant.edu

160-6 Dirty Work but Pure Soul: Perceived Occupational Stigma and Commitment

This study investigates the relationship of perceived occupational stigma and occupational affective and continuance commitment in stigmatized versus nonstigmatized occupations. It tests whether 2 social-cognitive strategies that have been proposed as buffers against stigma—grouping and selective social comparisons—help dirty workers to retain occupational commitment.

Tina Urbach, University of Potsdam
Doris Fay, Potsdam University
Submitter: Doris Fay, doris.fay@uni-potsdam.de

160-7 Exploring Demands, Control, and Support Effects on Disaggregated Satisfaction

The Demands-Control (-Support) Model hypothesizes employees to be least satisfied when they experience high demands, low control, and low support, and that control and/or support will buffer negative effects of high demands (Karasek & Theorell, 1990). Results generally support this, but effects on satisfaction also vary between facets.

Marcus J. Fila, Ohio University
Lisa S. Paik, Ohio University
Rodger W. Griffeth, Ohio University
Submitter: Rodger Griffeth, griffeth@ohio.edu

160-8 The Formation and Effects of Support Expectations: A Longitudinal Study

Using a longitudinal design, the effect of antecedents and outcomes of anticipated organizational support (APOS) are explored from a met-expectations framework. Polynomial regression is used to address the impact of differences between preemployment APOS and on-the-job POS on felt obligation and subsequent affective commitment.

Clifford R. Haimann, George Mason University
Ronald P. Vega, George Mason University
Louis C. Buffardi, George Mason University
Submitter: Clifford Haimann, chainmann@gmu.edu

160-9 Customer Advocacy in Service Contexts: Implications for Unit Effectiveness

This study examines the nature, antecedents, and consequences of customer advocacy. Advocacy is found to be distinct from customer satisfaction, yet both contribute to unit sales growth over time. Results of the analysis on 601 bank branches support the hypothesis and highlight the need for future research.

Donald Hale, University of South Carolina
Robert E. Ployhart, University of South Carolina
William Shepherd, Huntington National Bank
Submitter: Donald Hale, dmhalejr2004@gmail.com

160-10 The Effect of Accountability, Entitlement, and Tenure on Job Satisfaction

The extent to which psychological entitlement and job tenure influence the relationship between accountability and job satisfaction was examined. Findings suggest that, among entitled employees who are relatively new to their jobs, accountability is positively associated with satisfaction but that this relationship becomes negative as job tenure increases.

Paul Harvey, University of New Hampshire
Mary Dana Laird, University of Tulsa
Jami Burnett, University of Tulsa
Kenneth J. Harris, Indiana University Southeast
Submitter: Paul Harvey, paul.harvey@unh.edu

160-11 Multilevel Predictors of Employee Reactions to Psychological Contract Breach

The moderating influence of social context (departmental-level budget cuts) on the relationship between psychological contract breach and job outcomes was examined among university faculty and administrators using multilevel modeling. Overall, results suggest that psychological contract breach is more detrimental for employees in departments experiencing fewer budget cuts.

Lixin Jiang, Washington State University Vancouver
Tahira M. Probst, Washington State University Vancouver
Wendi L. Benson, Washington State University Vancouver
Submitter: Lixin Jiang, lixin.jiang@email.wsu.edu

160-12 Effects of Community Involvement on Employee Satisfaction, Trust, and Behavior

This study tested the effects of employees’ (N = 180) perceptions of their employer’s corporate community involvement (CCI) on job satisfaction and organizational trust and, in turn, turnover intentions, in-role performance, and counterproductive behavior. Direct and indirect effects were found, and results highlight the importance of trust in understanding employee responses to CCI.

David A. Jones, University of Vermont
Kerstin Alfes, Kingston University
Amanda D. Shantz, Kingston University
Submitter: David Jones, djones@bsad.uvm.edu

160-13 Can Leader–Member Exchange Be Related to Organizational Affective Commitment Negatively?

The 3-way interaction of leader–member exchange, transactional leadership, and emotional exhaustion on organizational affective commitment was studied in 3 separate samples with stimuli theory, relationship theory, and vulnerability–stress theory. The 3-way hypothesis was generally supported in all samples.
160-14 Little Examined Predictors of Career Satisfaction Among Executives

Predictors of career satisfaction among executives were examined. This study extended previous research by including cognitive ability and experience and background measures as predictors. Cognitive ability, general responsibility, drive, school achievement, stress tolerance, and leadership were all positively associated with career satisfaction.

Rachael Klein, University of Minnesota
Stephan Dilchert, Baruch College, CUNY
Deniz S. Ones, University of Minnesota
Submitter: Rachael Klein, rachaelkmklein@gmail.com

160-15 Coaching Behaviors of Managers as a Predictor of Employee Engagement

This study compared the relationship among employee perceptions of coaching, consideration, initiating structure, supportive, participative, directive, and achievement-oriented behaviors of their managers and the degree to which employees were engaged at work. It was found that employee engagement was predicted by participative, achievement-oriented, and initiating structure behaviors.

Daniel B. Kuzmycz, Pacific Northwest National Laboratories
Camala A. Boyce, Alliant International University, San Diego
Submitter: Daniel Kuzmycz, dkuzmycz@gmail.com

160-16 Genes, Job Characteristics, and Job Satisfaction: Examining Gene–Environment Interplay

This study investigated how gene–environment interplay between 1 Dopamine gene (DRD4) and job characteristics shape job satisfaction. Results revealed that DRD4 displayed an indirect effect through job autonomy, although it moderated the relationship between job complexity and job satisfaction such that the relationship was more pronounced for DRD4 7R carriers.

Wen-Dong Li, NUS Business School
Zhaoli Song, National University of Singapore
Richard D. Arvey, National University of Singapore
Submitter: Wen-Dong Li, oceanbluepsy@gmail.com

160-17 Organizational Identification and Commitment: The Impact of POS and Prestige

Research examined the mediating role of organizational identification in the relationship between perceived organizational support and commitment. Also investigated was the role of organizational prestige in the relationship between perceived organizational support and organizational identification and the mediating role of commitment in the relationship between organizational identification and performance.
was positively related with physical engagement and that team effort moderated this relationship. No significant results for the hypothesized 3-way interaction were found.

Tunji Oki, University of Houston
Lisa M. Penney, University of Houston
Raenada A. Wilson, University of Houston
William D. Presson, University of Houston
L. A. Witt, University of Houston
Submitter: Tunji Oki, tunjioki@gmail.com

160-22 Consequences of Managerial Attitudes on Collective Turnover and Unit Performance

Human capital resources are vital for the overall success of firms seeking a competitive advantage. This study examines the effects of managerial attitudes on collective employee attitudes and behavior (turnover), and thus unit performance, using emotional contagion theory.

Robert E. Ployhart, University of South Carolina
Donald Hale, University of South Carolina
William Shepherd, Huntington National Bank
Kwabena A. Okyere, DePaul University
Submitter: Kwabena Okyere, paape32@yahoo.com

160-23 Engaging and Retaining Government Employees: Is Telecommuting the Answer?

Some government agencies use telecommuting to retain an engaged workforce. Effectiveness of granting or withholding permission to telecommute and telecommuting intensity on improving satisfaction, engagement, and retention of federal employees are examined. Those unaware of telecommuting policy or that do not telecommute have unexpected impacts. Research and practical implications are discussed.

Dana E. Sims, Assistant Secretary for Preparedness and Response
Edward S. Oppler, Department of Health and Human Services
Rayshad Holmes, ASPR, Department of Health and Human Services
Submitter: Dana Sims, dana.e.sims@gmail.com

160-24 An Examination of Multiple Models of Strike Propensity

We investigated predictors of strike propensity in 2 longitudinal studies of unionized retail employees. We tested, and found support for, variables reflecting 5 motivational processes including employee–employer and member–union social exchange relationships, the union–management relationship, members’ economic circumstances, and social background. We discuss directions for future research and improved labor–management relations.

James E. Martin, Wayne State University
Robert R. Sinclair, Clemson University
Submitter: Robert Sinclair, rsincla@clemson.edu

160-25 The Perception of Organizational Prestige and Employee Engagement

Organizational leaders are seeking broad-based interventions to promote employee engagement. Thus, the relationship between perceptions of organizational prestige, a variable organizations can influence, and employee engagement was explored. Results support the positive association between perceived organizational prestige and employee engagement. Furthermore, results indicate organizational identification partially mediates this relationship.

Christine L. Smith, Colorado State University
Janet M. Weidert, Colorado State University
Emily C. Nowacki, Colorado State University
Zinta S. Byrne, Colorado State University
Submitter: Christine Smith, christyleesmith@gmail.com

160-26 Antecedents of Anticipatory Justice in an Environment of Change

This study drew on past theory and tested antecedents of a model of anticipatory justice (Bell, Wiechman, Ryan, 2004; Shapiro & Kirkman 2001) in a change context. Results of a time-lagged study confirmed that employees’ past experiences and existing beliefs predicted anticipatory interpersonal and informational justice.

Tomas Thundiyil, Texas A&M University
Wendy R. Boswell, Texas A&M University
Rebecca J. Thompson, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitter: Tomas Thundiyil, thundiyi@tamu.edu

160-27 Challenge–Skill Balance and Flow: An Experimental Examination of Imbalance

The effects of the balance between task challenge and participant skill on the experience of flow was examined. When challenge and skill were balanced, flow was equal across skill levels. When challenge and skill were unbalanced, flow was predictably low for overchallenged participants but unexpectedly high for underchallenged participants.

Christopher J. Waples, Kansas State University
Michael Setzer, Kansas State University
Patrick A. Knight, Kansas State University
Anna L. Sackett, University at Albany, SUNY
Clive Fullagar, Kansas State University
Submitter: Christopher Waples, cwaples@ksu.edu

160-28 The Effects of Organizational Identification and Trust on Facebook Usage

This study examined the relationships between organizational identification and organizational trust and workplace-relevant usage of the online social networking site Facebook. Results indicate that individuals’ levels of organizational identification and trust can predict the ways in which they use Facebook in relation to their organization, coworkers, and supervisors.

Kevin T. Wynne, Wayne State University
Nathan Weidner, Wayne State University
Submitter: Nathan Weidner, mw6w8@gmail.com
**160-29 Management and Supervision’s Influence on Job Satisfaction Across Organizational Levels**

The authors found that general job satisfaction was positively related to both satisfaction with supervision and trust in management. Perceived organizational level predicted general job satisfaction and moderated the satisfaction with supervision–general job satisfaction relationship. Further, trust in management remained a relatively stable predictor of general satisfaction across levels.

Brandon L. Young, University of Central Florida
Nick C. Koenig, University of Central Florida
Nathan T. Carter, University of Central Florida
Carollaine M. Garcia, University of Central Florida
Submitter: Brandon Young, byoung@msec.org

**160-30 Reconceptualizing Employee Engagement: A Multiple Foci Approach**

This study puts forth a reconceptualization of employee engagement. Based on existing theory and research, the study proposes that engagement be broken down into 4 foci: organization, coworker, supervisor, and job. In a series of studies, results support the construct validity of the 4 Foci Engagement Scale.

Stephen F. Young, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology
Sara K. Trané, Assessio
Matthew Pita, Florida Institute of Technology
Christen N. Lockamy, Accent Technologies, Inc.
Mary Margaret Sudduth, Florida Institute of Technology
Submitter: Stephen Young, syoung2009@my.fit.edu

**160-31 Nonstandard Work From a Person–Environment Fit Perspective: An Empirical Study**

This study investigates nonstandard work through the lens of person–environment fit theory. Person–environment fit was found to be an important component of nonstandard worker’s job experiences. Specifically, demands–abilities fit was strongly associated with commitment and satisfaction. Needs–supplies fit was also associated with commitment but not with satisfaction.

Kang Yang Trevor Yu, Nanyang Business School
Submitter: Kang Yang Trevor Yu,akyyu@ntu.edu.sg

**160-32 Demographic Correlates and Workplace Outcomes Associated With Work Ethic Endorsement**

Recent research on work ethic has found inconsistent relationships between demographic variables such as gender, age, and race with work ethic. This study meta-analytically examined the relationship between work ethic and demographic variables, as well as the relationship between work ethic and workplace outcomes (job involvement, job satisfaction, organizational commitment).

Keith L. Zabel, Wayne State University
Benjamin Biermeier-Hanson, Wayne State University
Rebecca J. Early, Wayne State University
Agnieszka Shepard, Wayne State University
Boris B. Baltes, Wayne State University
Submitter: Keith Zabel, keith.zabel@wayne.edu

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**161. Roundtable Discussion/Conversation Hour: 1:00 PM–1:50 PM**

**Elizabeth G**

**Creating Effective Global Diversity and Inclusion Programs: Challenges and Solutions**

This roundtable addresses challenges faced by U.S.-trained practitioners in creating effective global diversity and inclusion programs. The session provides a forum for I-O psychologists and practitioners to share perspectives in balancing consistency of programs with regional customization and identifying and overcoming resistance to diversity and inclusion practices among stakeholders.

Katherine Giscombe, Catalyst, Inc., Host
Beth G. Chung, San Diego State University, Host
Julie S. Nugent, Catalyst, Inc., Host
Submitter: Julie Nugent, julie2215@hotmail.com

**162. Interactive Posters: 1:30 PM–2:20 PM**

**America’s Cup AB**

**O Leaders, Where Art Thou? The Challenges Leaders Face**

Roseanne Foti, Virginia Tech, Facilitator

**162-1 Status, Psychological Safety, and Leadership Influence Flight Crews Speaking Up**

Speaking up has been found to be crucial for team interaction in high-risk environments. Analyzing survey data from 1,751 cockpit and cabin crewmembers of a medium-sized European airline found status and leader inclusiveness to be important antecedents of speaking up, with psychological safety mediating these relationships.

Nadine Bienefeld, ETH Zürich
Gudela Grote, ETH Zürich
Submitter: Nadine Bienefeld, n.bienefeld@gmail.com

**162-2 Extreme Leadership: A Contextual and Temporal Model of Adaptive Readiness**

We propose a model of adaptive leader readiness derived from highly traumatic experiences that considers situational constraints, mission context, the phase of action, and important human components (cognitive, social, and emotional) through in extremis situations. This framework has implications for leadership in extreme contexts.

Benjamin J. Amos, Office of Personnel Management
Eric Weis, George Mason University
Adam M. Grim, U.S. Military Academy at West Point
Lisa D. Black, U.S. Army
Stephen J. Zaccaro, George Mason University
Submitter: Benjamin Amos, benjamin.j.amos@gmail.com

**162-3 The Relationship Between Leader Fit and Transformational Leadership**

This study examined the relationship between leaders’ person–organization fit, needs–supplies fit, and demands–abilities fit and transformational leadership. Only demands–abilities fit was significantly related to transformational leadership. In addition, transformational...
leadership mediated the relationship between demands–abilities fit and boss ratings of leader effectiveness.
Russell Guay, University of Northern Iowa
Submitter: Russell Guay, rguay47564@aol.com

162-4 When Organizational Culture Makes Respectful Leadership Crucial: A Multilevel Analysis
This paper extends the research on respectful leadership by investigating its beneficial effects in the context of organizational culture. A multilevel design shows that the positive effect of respectful leadership especially comes out when the organizational culture is process rather than results oriented.
Suzanne van Gils, RSM Erasmus University Rotterdam
Niels Van Quaquebeke, Kühne Logistics University
Jan Borkowski, Respect Research Group
Daan van Knippenberg, RSM Erasmus University Rotterdam
Submitter: Suzanne van Gils, sgils@rsm.nl

163. Panel Discussion: 1:30 PM–2:50 PM
America’s Cup CD
A Standard for Assessment in Work and Organizational Settings
ISO 10667 is an international assessment service delivery standard. It defines good practice for assessment service providers and their clients related to assessments at work. This panel discussion will explore the implications of this new standard for practice in our field.
Dave Bartram, SHL Group Ltd, Chair
Wayne J. Camara, College Board, Panelist
Anders Sjoberg, Assessio International, Panelist
Nancy T. Tippins, Valtera Corporation, Panelist
Submitter: Dave Bartram, dave.bartram@shlgroup.com

164. Master Tutorial: 1:30 PM–2:50 PM
Betsy BC
Methods for the Masses: Demystifying Multilevel (or Hierarchical Linear) Modeling
Receive 1.5 CE credits for attending.
Academics and practitioners in I-O psychology are united by an interest in quality research methods. This tutorial will introduce multilevel modeling (MLM) to interested novices through 3 key questions: (a) When does MLM come in handy, (b) how do we design MLM studies, and (c) how do we run MLM analyses?
Lisa Kath, San Diego State University, Presenter
Christopher J. L. Cunningham, University of Tennessee at Chattanooga, Presenter
Alan D. Mead, IIT, Presenter
Submitter: Lisa Kath, lkath@sciences.sdsu.edu

165. Panel Discussion: 1:30 PM–2:50 PM
Delmar AB
Critical Considerations of Teamwork Research and Practice: The Next Frontier
A plethora of team effectiveness models makes it diffic-
Manchester Grand Hyatt

Sallie J. Weaver, Johns Hopkins University, Chair
Rebecca Lyons, University of Central Florida, Juan Cendan, University of Central Florida, Benjamin Lok, University of Florida, Optimizing Simulation Using Virtual Patients With Complex Neurologic Conditions
Marina Pearce, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, Rosemarie Fernandez, Harborton Medical Center, James Grand, Michigan State University, Tara A. Rench, Michigan State University, Jason L. Huang, Wayne State University, Paul Curran, Michigan State University, Enhancing Emergency Medical Team Performance via Team Process Training
Sallie J. Weaver, Johns Hopkins University, Eduardo Salas, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, A Configural Approach to Patient Safety Climate
Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, Christiane Spitzmueller, University of Frankfurt/University of Houston, Donna Espadas, Baylor College, Hardeep Singh, Michael E. DeBakey VA Medical Center & Baylor College of Medicine, Impact of Workplace Support Systems for Electronic Alert Notifications
Michael Rosen, Johns Hopkins University, Discussant
Submitter: Sallie Weaver, sweave14@jhmi.edu

168. Panel Discussion: 1:30 PM–2:50 PM
Elizabeth A
Tail Wagging The Dog: Applicant Tracking System Effects on Assessments
Integrating assessments within applicant tracking systems seems to bring about as many challenges as it does benefits for I-O practitioners. In this panel discussion, 5 internal and external experts will share lessons learned in this process. The dialogue will focus on best practice assessment integrations for both vendors and companies.
Kevin Impelman, Kenexa, Co-Chair
Heather Graham, 7-Eleven, Co-Chair
Craig R. Dawson, SHL, Panelist
Kathleen Frye, Kenexa, Panelist
Carol Jenkins, Bigby Havis & Associates, Panelist
Lauren E. McIntire, PepsiCo, Panelist
Submitter: Kevin Impelman, kimpelman@yahoo.com

169. Symposium/Forum: 1:30 PM–2:50 PM
Elizabeth B
Staying Ahead of the Curve: Ingredients for Successful Survey Redesign
This session will discuss how survey programs can be revamped to increase their strategic value. Issues and considerations for redesigning survey content will be discussed. Then, case studies for Pfizer, MD Anderson, and Target will show how survey programs can be redesigned to meet changing business needs.
Karen M. Barbera, Valtera, Co-Chair
Scott A. Young, Valtera, Co-Chair
Karen M. Barbera, Valtera, Scott A. Young, Valtera, Redesigning Survey Programs: Some Considerations and Best Practices

2012 SIOP Conference

Mariangela Battista, Pfizer Inc., Redesigning Surveys for Strategic Change
Courtney L. Holladay, MD Anderson Cancer Center, Meagan T. Sutton, MD Anderson Cancer Center, Driving Actionable Change at MD Anderson Through an Employee Survey
Justin M. Bethke, Target, The (Continuing) Evolution of Employee Opinion Surveys at Target Corp
Submitter: Scott Young, syoung@valtera.com

170. Master Tutorial: 1:30 PM–2:50 PM
Elizabeth C
Computerized Adaptive Testing: A Primer on Benefits, Design, and Implementation
Receive 1.5 CE credits for attending.
Computerized adaptive testing (CAT) has received an increasing amount of attention by organizations and practitioners due to a number of important psychometric and practical benefits. This tutorial provides a background on key features of CAT, how they lead to specific benefits, and practical issues in design and implementation.
Anthony S. Boyce, Aon Hewitt, Presenter
Nathan A. Thompson, Assessment Systems Corporation, Presenter
Submitter: Anthony Boyce, anthonyboyce@gmail.com

171. Panel Discussion: 1:30 PM–2:50 PM
Elizabeth F
I-O Needs OD: HR Interventions as Change Management
There is an abundant literature on designing and assessing the impact of HR interventions. However, relatively less attention has been paid to overcoming the cultural, structural, and other organizational barriers to successful implementation. A highly experienced panel will share lessons learned and spark ideas for research and practice.
Seymour Adler, Aon Hewitt, Chair
Amy Dawgert Grubb, Federal Bureau of Investigation, Panelist
Laura L. Heft, Edward Jones, Panelist
Therese H. Macan, University of Missouri-St Louis, Panelist
Brian Penner, Prudential Staffing, Panelist
Bridgette Weitzel, BAE Systems, Panelist
Seth Zimmer, AT&T, Panelist
Submitter: Seymour Adler, Seymour_Adler@Aon.com

172. Community of Interest: 1:30 PM–2:50 PM
Emma C
Work–Family Issues
Tammy D. Allen, University of South Florida, Host
Andrew Biga, Procter and Gamble, Host
Jessica M. Nicklin, University of Hartford, Coordinator

173. Panel Discussion: 1:30 PM–2:50 PM
Madeline AB
Working for Uncle Sam: Finding the I-O in Government Positions
Searching www.usajobs.gov results in few hits for “industrial-organizational psychologist,” but that doesn’t mean jobs don’t exist. Panelists from the Army Research
2012 SIOP Conference
San Diego, California

Institute, NASA, Nuclear Regulatory Commission, NSA, and FBI discuss searching for and working in government jobs. Discover the diverse roles and responsibilities that I-O psychologists hold as federal employees.

Stephanie Morrow, Nuclear Regulatory Commission, Co-Chair
Jennifer Klafehn, U.S. Army Research Institute, Co-Chair
Amy L. D’Agostino, Nuclear Regulatory Commission, Panelist
Jessica A. Gallus, U.S. Army Research Institute, Panelist
Kathryn Keeton, NASA EASI/Wyle Labs, Panelist
Nicholas L. Vasiopoulos, National Security Agency, Panelist
Jennifer M. Hurd, Federal Bureau of Investigation, Panelist
Submitter: Stephanie Morrow, stephanie.l.morrow@gmail.com

174. Debate: 1:30 PM–2:50 PM

Madisen CD

Everything in Moderation: When Is Good Enough, Enough?
Using a debate-style format, each presenter will present a traditional/current view of a contemporary topic in I-O and then provide the case for an alternate, more moderate point of view. The audience is invited to ask questions before voting for the side that is most compelling.

Lindsay A. Bousman, Paris Phoenix Group, Chair
Paul M. Marangoni, CLC Genese, Corporate Executive Board, Presenter
Sarah R. Johnson, CLC Genese, Presenter
Brian J. Ruggeberg, Aon Hewitt, Presenter
Tanya Boyd, Collective Brands, Inc., Presenter
Submitter: Lindsay Bousman, lbossman@hotmail.com

175. Panel Discussion: 1:30 PM–2:50 PM

Mohen AB

The Role of I-O Psychologists in Creating a Safe Workplace
Everyday we learn about workplace accidents. The suffering, environmental impact, direct and indirect costs are staggering. Although safety is typically the responsibility of risk or safety departments, I-O psychologists can partner in preventing accidents. This panel will address ways I-O can improve safety through leadership, talent management, culture, and selection.

Len Dang (Karina) Hui-Walowitz, Wells Fargo, Chair
Veronica S. Harvey, Aon Hewitt, Co-Chair
Brad A. Chambers, Polaris Assessment Systems, Panelist
Deborah L. Gebhardt, Human Performance Systems, Inc., Panelist
Mark R. Jones, Union Pacific Railroad, Panelist
Patrick P. Powaser, Occidental Petroleum Corporation, Panelist
Submitter: Len Dang (Karina) Hui-Walowitz, lkhui@me.com

176. Posters: 2:00 PM–2:50 PM

Douglas Pavilion BCD

Judgment/Decision Making, Training

176-1 Methodological Sources of Inaccuracy in Job Analysis: A Meta-Analytic Investigation
This meta-analytic investigation extends previous research by examining the influence of 10 job analysis method characteristics on indices of both job analytic reliability and data quality. Results indicate that many of these variables influence accuracy. Implications of these results for both job analytic research and practice are discussed.

Amy DuVernet, North Carolina State University
Mark A. Wilson, North Carolina State University
Submitter: Amy DuVernet, amyduv@gmail.com

176-2 Meta-Analysis on the Relationships Between Foreign-Language Training Criteria
Employees with foreign language (FL) proficiency are pivotal to organizations in the global economy. Organizations must choose appropriate criteria to determine the success of their FL training efforts. This meta-analysis integrates 128 studies to investigate various FL training criteria as well as moderators of the relationships between those criteria.

Amy DuVernet, North Carolina State University
Kathryn J. Nelson, SWA Consulting Inc.
Eric A. Surface, SWA Consulting Inc.
Submitter: Amy DuVernet, amyduv@gmail.com

176-3 Think About the Link: Best Practices for Collecting KSAO–Task Linkages
This study expands on existing literature by surveying a broad sample of I-O psychologists and other practitioners to identify common approaches and best practices for collecting, analyzing, and leveraging KSAO–task linkages. Results indicate that practitioners use a variety of rating sources, ratings scales, and definitions to establish linkages.

Sarah N. Gilbert, American Institutes for Research
Andrew C. Loignon, American Institutes for Research
Cheryl Hendrickson, American Institutes for Research
Tara Myers, American Institutes for Research
Submitter: Sarah Gilbert, sgilbert@air.org

176-4 Is My Authority Coming From My Job or My Boss?
This study identified 2 sources of decision-making authority, namely authority from the job design and authority from a supervisor, and examined how LMX positively moderated the relationship of authority from job design on satisfaction and performance and negatively moderated the effect of authority from supervisors on satisfaction and performance.

Wing Lam, Hong Kong Polytechnic University
Ziguang Chen, City University of Hong Kong
Submitter: Wing Lam, mswing@polyu.edu.hk

176-5 Revisiting a Questionnaire-Based Approach to Team Task Analysis
This study sought to provide additional evidence for the use of Arthur, Edwards, Bell, Villado, and Bennett’s (2005) questionnaire-based approach to team task analysis. Results indicated that trainees were able to accurately...
identify team and individual tasks, and that holistic metrics of teamness were valid predictors of team performance.

Gonzalo J. Muñoz, Texas A&M University
Steven Jarrett, Texas A&M University
Winfred Arthur, Texas A&M University
Ira Schurig, Texas A&M University
Submitter: Gonzalo Muñoz, gmunoz@tamu.edu

**176-6 An Empirical Comparison of Three Measures of Supervisor Trust**

This study empirically compared 3 commonly used measures of supervisor trust by examining the factor structure and criterion validity. This study provides preliminary evidence that the 3 measures of trust may capture different facets of trust. The measures differentially predicted supervisor satisfaction, commitment, and intentions to quit.

Zachary J. Steiner, Colorado State University
Dev K. Dalal, Bowling Green State University
Kyle J. Sandell, Colorado State University
Zinta S. Byrne, Colorado State University
Submitter: Zachary Steiner, zachary.steiner@colostate.edu

**176-7 Latent Structure of O*NET: Nothing But Data–People–Things?**

We examined the latent factor structure of general work activities provided by O*NET. Previous investigations showed 3 factors representing data, people, and things (DPT). We replicate the 3 factors but also show a hierarchical structure where a more detailed factor solution provides a better fit and links to DPT.

Michael W. Natali, University of Minnesota
Philip T. Walmsley, University of Minnesota
John P. Campbell, University of Minnesota
Submitter: Philip Walmsley, walmsley.phil@gmail.com

**176-8 The Accuracy of Job Analysis Ratings in Predicting Test Validities**

Job analysis data are largely judgments from subject matter experts. These judgments are typically used to determine the assessments used in a selection setting. This research examined the accuracy job analysis ratings as predictors of test validities. The results and implications for future research are discussed.

Jeffrey R. Labrador, Kenexa
Kathleen Frye, Kenexa
Michael A. Campion, Purdue University
Submitter: Jeff Weekley, jeff.weekley@kenexa.com

**176-9 Effects of Expertise and Prediscussion Decision on Group Decision Making**

We investigated effects of expertise distribution, diversity in initial preferences and prediscussion–decision procedure on decision outcomes and decision time using a laboratory study. The results suggested significant main effects of expertise distribution and prediscussion–decision procedure as well as moderating effect of preference diversity. Theoretical and practical implications were discussed.

Submitter: Charles Pierce, capierce@memphis.edu

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**176-10 A Warm Place: Physical Warmth Promotes Perceived Organizational Social Warmth**

Two studies found that physical warmth affects how socially warm individuals perceive organizations to be, which in turn has important consequences for both organization insiders (i.e., job satisfaction and affective commitment) and outsiders (i.e., organizational attractiveness and willingness to buy).

Geoffrey C. Ho, UCLA
Margaret Shih, UCLA
Submitter: Geoffrey Ho, gho@anderson.ucla.edu

**176-11 Category- and Feature-Based Age Stereotyping: Consequences for Hiring Decisions**

Research has demonstrated that older workers are systematically hired less frequently than younger workers (Finkelstein, Burke & Raju, 1995; Gordon & Arvey, 2004). Beyond category-based stereotyping as indicated by date of birth, it is expected that age-related facial and extra-facial features such as wrinkles or grey hair activate age stereotypes.

Michele M. Kaufmann, University of Bern
Sabine Sczesny, University of Bern
Franciska Krings, University of Lausanne
Submitter: Michele Kaufmann, michele_k@students.unibe.ch

**176-12 Employee Willingness to Strike: Examining Multiple Motives**

Using a sample of unionized retail service employees at 2 points in time this study investigates multiple motives for strike willingness. Results suggest that union commitment and hardship are associated with strike willingness across groups, but other variables differ based on organizational tenure.

Ariel Lelchook, Gettysburg College
James E. Martin, Wayne State University
Agnieszka Shepard, Wayne State University
Submitter: Ariel Lelchook, alelchook@wayne.edu

**176-13 Implicit and Explicit Attitudes as Predictors of Sexually Harassing Behavior**

We conducted a study to assess relationships among implicit and explicit attitudes toward sexual harassment at work and self-reported and online harassing behavior in a simulation where harassing jokes could be communicated. Results from 142 business students indicate that implicit attitudes predict online behavior and explicit attitudes predict self-reported behavior.

Frank A Bosco, Marshall University
Charles A. Pierce, University of Memphis
Submitter: Charles Pierce, capierce@memphis.edu
176-14 I Hate You Because You’re Beautiful: Investigating Workplace Intratexual Hostility

Research has suggested that intratexual hostility and envy have workplace implications. This study investigated whether participants devalued same-sex targets depicted in photos on general and work-related variables, such as competence and sociability, and the extent to which this was moderated by participants’ intratexual hostility and targets’ attractiveness.

Leah D. Sheppard, University of British Columbia
Karl Aquino, University of British Columbia
Submitter: Leah Sheppard, leah.sheppard@sauder.ubc.ca

176-15 Developing a Short Form of the Decision Style Scale

The goal of this study was to develop a short form of a decision style scale. Using both CTT and IRT approaches, the best performing 5 items were selected for each subscale to create the short form. The resulting short form was then validated using an independent dataset.

Shin I. Shih, Pennsylvania State University
Pui-Wa Lei, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Submitter: Shin-I Shih, shinishih@gmail.com

176-16 Multilevel Effects of Cognitive Biases on Crisis Perception and Decision Making

Research on biases suggests that individuals tend to fall prey to cognitive biases that may impede their decisions. Teams may exacerbate or mitigate the effect of the cognitive biases illusion of control and optimism on decision makers’ perception of crisis, which in turn, affect the decision outcome.

Alka Gupta, State University of New York at Binghamton
Kristie A. Shireiffs, Binghamton University
Hadassah Head, Binghamton University
Dong Ha Kim, State University of New York at Binghamton
Shelley Dionne, Binghamton University
Submitter: Kristie Shireiffs, krietieshireiffs@gmail.com

176-17 Personality and Self-Interest Decision Making: The Moderating Role of Culture

This study examined the influence of personality and culture on the decision to pursue self-interests. Results indicated that cultural values act similarly to situational cues, moderating the relationship between personality and decision making. Personality was unrelated to decision making when values associated with collectivism and power distance were endorsed.

Corinne P. Wright, Wright State University
Gary N. Burns, Wright State University
Submitter: Corinne Wright, lyttle.3@wright.edu

176-18 Role of Goal Orientation in Skill Maintenance Following Training

Maintenance of trained skills is an important issue in organizations today. Using goal orientation theory, this study addresses calls to examine learner characteristics that influence skill maintenance following training. The results indicated avoidance orientation was negatively associated with skill maintenance, whereas learning orientation was positively associated with maintenance.

Milton V. Cahoon, SWA Consulting Inc.
Aaron Watson, SWA Consulting Inc.
Jack P. Olin, SWA Consulting Inc.
Eric A. Surface, SWA Consulting Inc.
Submitter: Milton Cahoon, mcahoon@swa-consulting.com

176-19 Reactions to Online Versus Traditional Training: Syllabi Matter

Trainee reactions at a large teacher professional development company were compared by syllabi and delivery format. Syllabi aspects were shown to differentially predict trainee reactions across traditional and online training courses. As such, practitioners should take care in developing training syllabi to achieve target trainee reactions.

David R. Glerum, University of Central Florida
William Wooten, University of Central Florida
Submitter: David Glerum, glerum@knights.ucf.edu

176-20 Extending the Science of Team Training to Rapid Response Systems

Team training in the context of medical rapid response systems (RRS) is explored. Literature is reviewed to uncover current trends in RRS team training. Results found that training is severely underutilized in these teams and misaligned with training best practices. Recommendations for improvement are provided.

Megan E. Gregory, University of Central Florida
Elizabeth H. Lazzara, University of Central Florida
Ashley M. Hughes, University of Central Florida
Lauren E. Benishek, University of Central Florida
Eduardo Salas, University of Central Florida
Submitter: Megan Gregory, megangregory7@gmail.com

176-21 Implications of Transportable-Knowledge Content Domains for Leadership Development

How mastery of two broad domains of transportable knowledge contributed to explaining 5 rated aspects of leadership potential was examined. Analyses of data from 972 military officers indicated that although mastery of teamwork knowledge was the most explanatory overall, strategy knowledge mastery contributed uniquely to select aspects.

Robert R. Hirschfeld, University of Colorado
Christopher H. Thomas, University of Mississippi
Submitter: Robert Hirschfeld, rrhirschfeld@gmail.com

176-22 Training Reactions: An Affective Theory Approach for Clarification and Measurement

Training reactions measures are largely ad-hoc and lack power to predict learning. Affect theory was used to develop a multidimensional scale and show that unpleasant affective reactions predict declarative knowl-
Manchester Grand Hyatt

176-23 Case-Based Ethics Education: Ethicality, Cause Complexity, and Outcome Valence
This study was conducted to better understand the effect case content has on knowledge and ethical decision making in a case-based ethics training program. Specifically, cause complexity and outcome valence case content were manipulated to examine how case construction affects performance on a complex, problem-solving task (e.g., ethical decision-making measure).

James Johnson, University of Oklahoma
Zhanna Bagdasarov, The University of Oklahoma
Chase E. Thiel, University of Oklahoma
Lauren N. Harkrider, University of Oklahoma
Shane Connelly, University of Oklahoma
Lynn D. Devenport, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: James Johnson, johnsonjf@ou.edu

176-24 Commitment and Regulation in Web-Based Instruction
This theoretical paper attempts to explain the age effect found in training. Sitzmann et al. (2006) found that older employees outperformed younger ones in Web-based instructions. This paper proposes that this effect is actually due to organizational commitment and subsequent regulation, using Meyer et al.’s (2004) propositions as a foundation.

Adam H. Kabins, Texas A&M University
Mindy E. Bergman, Texas A&M University
Submitter: Adam Kabins, akh325@gmail.com

176-25 No Time for Self-Development: Moderating Effects of Individual Differences
Attrition is a serious problem among STEM undergraduate majors. Study findings suggest that self-development is a viable means to anchor students within these STEM majors. Limited time was reported as a significant barrier to students’ self-development; self-efficacy for development and coping efficacy moderated its negative impact to some extent.

Thivia Mogan, Old Dominion University
Karin A. Orvis, U.S. Army Research Institute
Debra A. Major, Old Dominion University
Submitter: Thivia Mogan, thivia@gmail.com

176-26 Predicting Training Transfer Ratings With Trainee Confidence and Work Attitudes
This study assessed training transfer ratings as predicted by trainee confidence, knowledge, job satisfaction, and transfer climate. A questionnaire was completed by 109 employees of a natural foods grocery store. Although job satisfaction was positively related to transfer, transfer climate was not. Implications of the study are discussed.

Pedro Dueñas, CSUS
Stacey Fuller, CSUS
James Santiago, CSUS
Alena Hill, CSUS
Submitter: Oriel Strickland, ojstrick@csus.edu

176-27 The Relationship Between Customer-Service Training and Unit Performance
Using time-lagged data from business units of a retail firm, this study found that customer loyalty and unit-efficiency mediate the relationship between service training and unit profitability. Further, employee turnover moderated the relationship between service training and efficiency such that the relationship was stronger for units with higher attrition rates.

Mahesh V. Subramony, Northern Illinois University
S. Douglas Pugh, Virginia Commonwealth University
Submitter: Mahesh Subramony, msubramony@niu.edu

176-28 How Charismatic Trainers Inspire Others to Learn Through Positive Affectivity
We focus on how charismatic trainer behaviors influence learning. Participants were presented with online Excel training containing charismatic/noncharismatic narration. Participants who viewed charismatic videos reacted positively to the trainer, which was related to trainee positive affectivity. Positive affectivity was related to recall 1 week later; recall was related to transfer.

Annette Towler, DePaul University
Gamze Arman, DePaul University
Timothy J. Quesnell, DePaul University
Lisa Hoffman, DePaul University
Submitter: Annette Towler, atowler@depaul.edu

176-29 The Role of Proactivity in Training Transfer
An overlooked aspect in the transfer of training is that much of transfer behavior is unsolicited. Training transfer is much more than reactive transfer in response to situational cues. Investigating it as a form of proactive behavior offers new insights into how the “transfer problem” is researched and managed.

Ramon D. Wenzel, University of Western Australia
John Cordery, University of Western Australia
Submitter: Ramon Wenzel, ramon.wenzel@gmail.com

177. Roundtable Discussion/Conversation Hour: 2:00 PM–2:50 PM
Elizabeth G
Best Practices for Terminal Master’s Degree Programs in I-O Psychology
SIOP lists areas of competence MA students should have upon graduation, but it is less clear how to structure terminal MA programs to accomplish these goals. The purpose of this roundtable is to start conversation
about how terminal MA programs should be organized to prepare students for professional careers.

Cary M. Lichtman, Wayne State University, Host
Patrick M. McCarthy, Middle Tennessee State University, Host
Daniel Sachau, Minnesota State University-Mankato, Host
Amy Nicole Salvaggio, University of New Haven, Host
Submitter: Amy Salvaggio, asalvaggio@newhaven.edu

178. Panel Discussion: 2:00 PM–2:50 PM
Elizabeth H
HR Analytics: A New Approach to Influencing Organizations Through Data
“HR analytics” represents new ways for I-O psychologists to work within organizations. These teams are multidisciplinary, using data to solve an array of HR and business problems. In this panel, I-O psychologists from analytics teams will talk about the advantages and disadvantages of this unique way of organizing analytical talent.

Brian Welle, Google, Chair
Allen M. Kamin, GE, Panelist
Brandon G. Roberts, Qualcomm Inc., Panelist
Christopher J. Collins, Cornell University, Panelist
Submitter: Brian Welle, welle@google.com

179. Special Events: 2:00 PM–2:50 PM
Ford AB
Distinguished Teaching Contributions Award: Teaching statistics: Pumpkins, Jelly Donuts, and Student Engagement
Most students have a hard time with stats. They find the topic difficult yet boring. Because of the difficulty, they need to be engaged. Because of the boredom, they aren’t. The purpose of this talk is to share some strategies for increasing student engagement.

Eden B. King, George Mason University, Host
Jose M. Cortina, George Mason University, Presenter
Submitter: Jose Cortina, jcostina@gmu.edu

180. Special Events: 2:00 PM–2:50 PM
Gregory AB
Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria
Criteria for 2 of SIOP’s most prestigious awards, the Early Career Practice and the Professional Contributions Awards, have been criticized as inadequate for evaluating practitioner contributions. The criteria, patterned after their scientific awards counterparts, are not entirely appropriate for understanding and evaluating practitioner contributions. Help us remedy this situation.

Leaetta M. Hough, The Dunnette Group, Ltd., Host
Jose M. Cortina, George Mason University, Presenter
Submitter: Leaetta Hough, Leaetta@msn.com

181. Interactive Posters: 3:30 PM–4:20 PM
America’s Cup AB
Getting the Job: Applicants’ Preemployment Experiences

Megan Leasher, Macy’s Inc., Facilitator
182. Symposium/Forum: 3:30 PM–5:20 PM  
America’s Cup CD

Overqualification Across Cultures: Applicability of Established and New Models

Despite the prevalence of overqualification around the world, surprisingly, cross-cultural research in this domain has been rare. This symposium attempts to bridge this gap by examining the generalizability of some well-established findings and underresearched topics in the overqualification domain across American, European, Middle Eastern, and Asian cultures.

Aleksandra Luksyte, University of Western Australia, Chair  
Douglas C. Maynard, SUNY New Paltz, Daniel Feldman, University of Georgia, Overqualification and Its Outcomes: A Meta-Analysis  
Chia Huei Wu, University of Western Australia, Sharon K. Parker, University of Western Australia, When Is Perceived Overqualification Detrimental to Job Attitude?

Ana Hernandez Baeza, University of Valencia, Michael R. Bashshur, Singapore Management University, Vicente González-Romá, Universitat de València, Jose M. Peiró, University of Valencia, Putting the Effects of Overqualification in Perspective

Aleksandra Luksyte, University of Western Australia, Cristina Rubino, California State University, Northridge, Zhuxi Wang, University of Houston, Christiane Spitzmueller, University of Frankfurt/University of Houston, A Cross-Cultural Comparison of Personal and Situational Antecedents of Overqualification

Thu G. Hoang, Portland State University, Donald M. Truxillo, Portland State University, Berrin Erdogan, Portland State University, Talya N. Bauer, Portland State University, Cross-Cultural Examination of Overqualified Applicant Reactions to Selection Methods

Frances M. McKee-Ryan, University of Nevada, Reno, Discussant

Submitter: Aleksandra Luksyte, alex.luksyte@uwa.edu.au

183. Panel Discussion: 3:30 PM–4:50 PM  
Annie AB

Affirmative Action in the New Millennium: Perspectives, Advancements, and Limitations

Affirmative action faces new challenges and interpretations in the new millennium. Following a series of court decisions that have served to dilute its impact on diversity and inclusion, particularly in higher education, it remains to be seen what the role of affirmative action will be in the new century.

Eugene F. Stone-Romero, University of Texas at San Antonio, Chair  
Terry A Nelson, University of Memphis, Co-Chair

Gwendolyn M. Combs, University of Nebraska, Panelist  
Dianna L. Stone, University of Texas at San Antonio, Panelist

Submitter: Terry Nelson, tnelson4@memphis.edu

184. Special Events: 3:30 PM–5:20 PM  
Betsy BC

Science Advocacy: An Update and Training Session

This session has a dual purpose. The first is to provide a brief update of activities related to SIOP’s advocacy efforts. The second is to provide SIOP members with science advocacy training. Heather Kelly from the APA Government Relations Office will lead an advocacy training workshop open to all members.

Tammy D. Allen, University of South Florida, Presenter  
Heather Kelly, American Psychological Association, Presenter  
Deirdre J. Knapp, HumRRO, Presenter  
Steve W. J. Kozlowski, Michigan State University, Presenter  
Frederick L. Oswald, Rice University, Presenter

Submitter: Tammy Allen, tallen@mail.usf.edu

185. Special Events: 3:30 PM–5:20 PM  
Delmar AB

Current Professional Practices to Assess and Grow Organizational Talent

Three recent volumes in SIOP’s Professional Practices Series are “must reads” for people working in talent management. They cover the latest, best data-based practices to select and develop critical talent. The volumes’ editors will discuss their aims, key learnings, and how to get the most value from the books.

Allen I. Kraut, Baruch College, CUNY/Kraut Associates, Chair  
Seymour Adler, Aon Hewitt, Presenter  
Allan H. Church, PepsiCo, Presenter  
Rob F. Silzer, HR Assess & Develop, Baruch College, CUNY, Presenter  
Janine Wacławski, Pepsi Beverages, Presenter

Submitter: Allen Kraut, allenkraut@aol.com

186. Posters: 3:30 PM–4:20 PM  
Douglas Pavilion BCD

Personality

186-1 Team-Level Personality and its Relationship With Team Processes

Little research examines the relationship between personality and team processes. This study examined this relationship using canonical correlation analyses. The goal of this research was to determine whether the relationship with team processes was driven by broad (e.g., Extraversion) or facet (e.g., assertiveness) traits.

Christopher K. Adair, DePaul University  
Gamze Arman, DePaul University  
Timothy J. Quessnell, DePaul University  
Brian J. Marentette, DePaul University  
Suzanne T. Bell, DePaul University

Submitter: Christopher Adair, ckadair@gmail.com

186-2 Team Goal Orientation: Conceptualization and Operationalization

Two different operationalizations of team goal orientations are compared. By examining these 2 operationalizations’ relationships with team processes, it was found
that they were not synonymous. An emergent operationalization of team GO had stronger relationships with the team processes than the aggregation of individual team members’ goal orientation.

Cari L. Rottman, University of Missouri-St. Louis
Stephanie M. Merritt, University of Missouri-St. Louis
Submitter: Cari Rottman, cari.rottman@gmail.com

186-3 Personality and Performance in Demographically Diverse Work Environments

The study of work team diversity effects on performance has produced inconsistent results, suggesting both facilitative and inhibitive influences. This study examines personality differences (introversion/extroversion) as a moderating factor and tests an arousal-based explanation. Results support the importance of personality but not the role of arousal.

Daniel Cashmore, California State University, San Bernardino
Mark D. Agars, California State University, San Bernardino
Jacqueline McConnaughy, California State University, San Bernardino
Submitter: Mark Agars, Magars@csusb.edu

186-4 Predicting Supervisor Ratings: The Effects of Gender, Age, and Personality

This study examined predictions of leadership capability. Women under predicted their supervisors’ ratings compared to men. However, women self-rated and were rated by supervisors similar to men. Age and Conscientiousness of women had a positive relationship with predicted ratings; Neuroticism had a negative relationship for men and women.

Rachel Sturm, University of Houston
Scott N. Taylor, University of New Mexico
Leanne Atwater, University of Houston
Submitter: Scott Taylor, sntaylor@unm.edu

186-5 Individuals in Mind, Mates by Heart

It has been suggested that individualism–collectivism denotes a multidimensional continuum, comprising people’s self-construal, values, and beliefs (Brewer & Chen, 2007). This study with 58 triads showed that groups with collectivistic values generated more ideas. Furthermore, ideas were more original when group members combined collectivistic value orientation with individualistic self-construal.

Myriam N. Bechtoldt, Goethe-University
Hoon-Seok Choi, Sungkyunkwan University
Bernard A. Nijstad, University of Groningen
Submitter: Myriam Bechtoldt, bechtoldt@psych.uni-frankfurt.de

186-6 The Disruptive Effects of Psychopathy and Aggression on Group Effectiveness

This research examined the influence of implicit and explicit personality on group effectiveness in 2 problem-solving tasks. Results suggest groups characterized by psychopathy and implicit aggression tended to have more dysfunctional interactions, whereas the relationships between group personality, perceptions, and performance were mediated by negative socioemotional behaviors and/or task participation.

Michael Baysinger, Kronos
James M. LeBreton, Purdue University
Submitter: Michael Baysinger, michael.baysinger@kronos.com

186-7 Measuring Approach–Avoidance Motivation: Expanding Dimensionality and the Implied Outcomes Problem

This study examined the full representation and measurement of self-reported approach–avoidance motivation. Using items with clear specification of reward/punishment context within the proposed 4-dimensional model improved the psychometric properties of approach-avoidance scales while meaningfully expanding the construct space. Furthermore, contamination by implied outcomes did not appear to invalidate approach–avoidance scales.

Mark D. Scott, Virginia Tech
Neil M. A. Hauenstein, Virginia Tech
Patrick T. Coyle, Virginia Tech
Submitter: Patrick Coyle, coylep23@vt.edu

186-8 Validity of Empirically Keyed Personality Scales Using Applicant Data

Past studies have shown that option-level empirical keying can increase the validity of personality measures and decrease faking. However, past studies used concurrent incumbent data, which may not generalize to applicant populations. Using applicant data, empirical keying was found to increase the validity of personality scale scores over rational keying.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Megan N. Shaw, U.S. Customs and Border Protection
Chihwei Su, U.S. Customs and Border Protection
Henry H. Busciglio, U.S. Customs and Border Protection
Arwen Hunter DeCostanza, U.S. Army Research Institute
Nicholas R. Martin, Office of Personnel Management
Nicholas L. Vasilopoulos, National Security Agency
Submitter: Jeffrey Cucina, jcucina@gmail.com

186-9 (When) Does Negative Affectivity Matter for Supervisor Ratings of Stressors?

We investigated whether supervisor reports are similarly affected by negative affectivity as has been found for self-reports and whether stressor observability is a boundary condition as the rating inaccuracy literature suggests. Supporting evidence was found among 260 incumbent–supervisor dyads. This has major implications for measuring occupational stress.

Maike E. Debus, University of Zurich
Cornelius J. König, Universität des Saarlandes
Elena Pintarelli, University of Zurich
Natascha Schueepp, University of Zurich
Martin Kleinmann, University of Zurich
Submitter: Maike Debus, m.debus@psychologie.uzh.ch
186-10 Moderated Meta-Analysis of the Conditional Reasoning Test for Aggression

The Conditional Reasoning Test for Aggression (CRT-A) has been used in a number of studies. These studies vary in quality, methodology, and criterion measures. This project aims to examine the average validity of the CRT-A across different types of criteria. A number of methodological and quality-oriented moderators are also examined.

Lawrence R. James, Georgia Institute of Technology
Justin A. DeSimone, Georgia Institute of Technology
Hye Joo Lee, Georgia Institute of Technology

Submitter: Justin DeSimone, gth858s@mail.gatech.edu

186-11 Predicting Integrity Behavior With the Implicit Association Test

Predictive validity of explicit and implicit (IAT) measures of constructs related to workplace integrity was studied in a situation that tempted subjects to break rules and tell lies. Relationships among study variables partially replicate previous work and suggest the implicit measures have incremental validity when used with explicit measures.

Donald L. Fischer, Missouri State University
Phillip S. Thompson, Missouri State University
Brandon Turner, The Ohio State University

Submitter: Donald Fischer, donaldfischer@missouristate.edu

186-12 Personal Statements as Big Five Trait Indicators in University Admissions

Applicant personal statements were systematically evaluated on Big 5 traits known to influence academic success. Performance and retention of enrolled applicants was assessed from university records 3 years after admission. Conscientiousness ratings based solely on personal statements showed incremental validity in predicting retention beyond past performance and cognitive ability alone.

Laura G. Barron, U.S. Air Force
Jacquelyn E. Kwaterski, University of Wisconsin-Stout
Andrew W. Geissler, University of Wisconsin-Stout
Pamela Holsinger-Fuchs, University of Wisconsin-Stout

Submitter: Andrew Geissler, geisslera1105@uwstout.edu

186-13 Assessment of Personality Through Behavior in Assessment Center Exercises

This study developed and empirically tested a new assessment inventory for coding observations of behavior directly relevant to personality traits for use in work simulations. The study provides initial evidence of construct validity and discusses implications of incorporating behavioral observations into research on personality and work behaviors.

Christopher R. Honts, Central Michigan University
Andrew B. Speer, Central Michigan University
Neil D. Christiansen, Central Michigan University

Submitter: Christopher Honts, honts1cr@cmich.edu

186-14 A Psychometric Analysis of the Romanian NEO PI-R

Using data from 7 samples and more than 2,600 participants, the construct validity, test–retest reliability, factor structure, self–other agreement, and correlations with academic and managerial job performance of the Romanian version of the NEO PI-R, were examined. The results suggest that the Romanian NEO PI-R has sound psychometric properties.

Alexandra Ilie, University of South Florida
Dan Ispas, Illinois State University
Dragos G. Iliescu, Babes-Bolyai University
Kevin L. Askew, University of South Florida
Joshua T. Rohlfis, Illinois State University
Kelly L. Whalen, Illinois State University

Submitter: Alexandra Ilie, alexandra.v.ilie@gmail.com

186-15 Telling Stories: Validating an Implicit Measure of Psychological Capital

This study develops an implicit measure of psychological capital (I-PCQ), performs the initial scale validation, examines the scale's structure and vulnerability to response distortion, and assesses its usefulness in predicting attitudes and behaviors vis-à-vis the widely used self-report measures of psychological capital and Big 5 personality facets.

Dina Krasikova, University of Nebraska-Lincoln
Peter D. Harms, University of Nebraska-Lincoln
Fred Luthans, University of Nebraska-Lincoln

Submitter: Dina Krasikova, dkrasikova2@unl.edu

186-16 Personality and Stress Reactions as Predictors of Pilot Trainee Performance

This study sought to determine personality’s role in flying performance. Positive personality characteristics negatively predicted performance (experience was controlled): The opposite direction was expected. Higher positive personality states predicted lower performance, suggesting higher positive views led to overconfidence. Novice pilots with stronger positive views either overestimate ability or underestimate difficulty.

LaToya Malone, U.S. Air Force
Ronald G. Downey, Kansas State University

Submitter: LaToya Malone, LaToya.Malone@wpafb.af.mil

186-17 Personality in Perceived Gay and Lesbian Applicants

We examined individuals’ perceptions of personality in gay and lesbian applicants. We hypothesized that individuals would prescribe gender-atypical traits to these applicants. Each participant evaluated a résumé that potentially contained cues reflecting a homosexual sexual orientation and evaluated the personality of the applicant.

Megan B. Morris, Wright State University
Gary N. Burns, Wright State University

Submitter: Megan Morris, morris.156@wright.edu

186-18 Core Self-Evaluations and Human Capital Development: A Moderated Mediation Model

Data collected over a 1-year period showed that the relationship between core self-evaluation (CSE) and human capital development behavior was mediated by idiosyncratic employment deals. In addition, among
employees who had high CSE, those who engaged in doing favors for their supervisors were more likely to receive idiosyncratic deals.

Thomas Ng, University of Hong Kong
Daniel Feldman, University of Georgia
Frederick H. K. Yim, Hong Kong Baptist University
Submitter: Thomas Ng, tng@business.hku.hk

186-19 Investigating Context Specificity, Self-Schema Characteristics, and Personality Test Validity

Research indicates providing a specific context in personality measures (e.g., “at school”) improves predictive validity. This study examined this in more detail, investigating several outcomes and the moderating role of self-concept clarity and self-concept differentiation. Results supported the benefits of context-specific tests and indicated potential influences of differentiation and clarity.

Marne H. Pomerance, Florida Institute of Technology
Patrick D. Converse, Florida Institute of Technology
Submitter: Marne Pomerance, mpomerance2009@my.fit.edu

186-20 Using Personality to Predict Graduate Student Performance: A Meta-Analysis

A meta-analysis was conducted to determine what personality traits are predictive of key measures of graduate student performance. Results indicate that emotionally stable, hard working and ambitious, independent, self-accepting, and slightly extraverted students appear to be, on average, more successful than their peers. Implications for selection are discussed.

Jana Rigdon, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Jana Rigdon, rigdo003@umn.edu

186-21 The Practical Impact of Personality Trait Interactions in Selection

Researchers have suggested that practitioners include personality trait interactions in personnel selection. We attempted to replicate trait interactions across 15 samples and examined whether the inclusion of interaction terms impacted top-down selection outcomes. Interactions were replicated at a low frequency and generally did not influence top-down selection outcomes.

Lauren N. Robertson, University of Tulsa
Bradley J. Brummel, University of Tulsa
Submitter: Lauren Robertson, lnicolerob@gmail.com

186-22 The Impact of Perceived Work Relevance on Personality Measurement

This research examines the effects of a personality item’s perceived work relevance on scale measurement properties when taken under a work frame of reference. Results indicate that item discrimination is related to its perceived work relevance and degree of context specificity, and a possible interaction between these characteristics.

Stephanie N. Seiler, FurstPerson
Submitter: Stephanie Seiler, stephanie.n.seiler@gmail.com

186-23 Linking Personality to Performance Requirements Using Holland’s Hexagonal Model

We suggest that Holland’s (1997) theory of vocational interest can be used in order to link personality and performance requirements. Results from a validity study confirmed that the personality trait curiosity only predicted corresponding (i.e., investigative) indicators of both supervisory rating of job performance as well as training performance indicators.

Maik Spengler, HR Diagnostics
Patrick Mussel, Julius Maximilians University Würzburg
Submitter: Maik Spengler, maik.spengler@posteo.de

186-24 The Next Step: How Do People Fake?

This study tested how applicants fake in a realistic scenario and whether a verbal protocol technique can be used to measure the process of faking. The study found severe limitations in the verbal protocol method used in a motivated applicant setting. Data supported the use of a retrospective debrief.

Benjamin A. Tryba, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology
Submitter: Benjamin Tryba, btryba2009@my.fit.edu

186-25 Stable or Not: Investigating Goal Orientation Measurement Over Time

Goal orientation (GO) is often researched, and its stability over time has been questioned. Using trait-state-occasion modeling, this study explores whether GO is a stable trait or contextually influenced state. Models provided good-to-adequate fit for all GO dimensions. Results indicate GO variance over time is attributable to trait, state, and interaction influences.

Stephen Ward, SWA Consulting Inc
Sarah C. Bienkowski, SWA Consulting, Inc.
Gwendolyn M. Good, SWA Consulting, Inc.
Submitter: Stephen Ward, sward@swa-consulting.com

186-26 Illuminating the Road to Career Success

In an attempt to clarify the road to success, this longitudinal study examined the associations between Big 5 personality traits, enterprising career interests, and objective career outcomes (income and managerial level) in a diverse sample of 192 college alumni over a time interval of 15 years.

Bart Wille, Ghent University
Filip De Fruyt, Ghent University
Submitter: Bart Wille, bart.wille@ugent.be

187. Special Events: 3:30 PM–4:20 PM

Edward AB

Distinguished Early Career Contributions Award (Science): Giving I-O Psychology Away: Reclaiming Employees, Not Leaders, as Stakeholders

SESSION CANCELLED
188. Symposium/Forum: 3:30 PM–4:20 PM
Edward CD

Challenges in Optimizing Situational Judgment Tests Across Organizational Contexts

Situational judgment tests (SJTs) are by their nature context specific. This series of papers examines various approaches to optimizing scoring within particular organizational contexts and evaluates the impact of a range of contextual factors, including language of administration, job groups evaluated, organizational level, and applicant populations.

Victor Jockin, PSI, Chair
Eugene Burke, SHL Group Ltd., Carly Vaughan, SHL Group Ltd., SJTs Go Global—So What Do We Do Now?
Phillip M. Mangos, Kronos, Ryan P. Robinson, Kronos, Recovering Ability and Nonability Components Underlying Situational Judgment
Victor Jockin, PSI Services, LLC, Joseph D. Abraham, PSI Services, LLC, An Evaluation of Alternative Scoring Methods for a Managerial SJT
Sarah Yates Glass, Assess Systems (Bigby Havis), Situational Judgment and Applicant Work Experience
Submitter: Victor Jockin, tjockin@hotmail.com

189. Symposium/Forum: 3:30 PM–4:50 PM
Elizabeth A

Practical IRT: Applications in Real-World Situations

Many I-O practitioners believe item response theory (IRT) is impractical for development and use of assessments in the real world. This symposium examines the implications of applying IRT under less than ideal circumstances, including examples of success stories. The session is intended for practitioners with textbook-level knowledge of IRT.

Cheryl J. Paullin, HumRRO, Chair
R. Gene Hoffman, HumRRO, Estimating Item Parameters With Small Response Samples
Adam Beatty, University of Minnesota, D. Matthew Trippe, HumRRO, Teresa L. Russell, HumRRO, A Hybrid Approach to Developing Parallel Test Forms
Amanda J. Koch, University of Minnesota, Rodney A. McCloy, HumRRO, D. Matthew Trippe, HumRRO, Cheryl J. Paullin, HumRRO, “Hello, Dolly!”: Parameter Variation in Cloned Ability Items
Paul J. Hanges, University of Maryland, Discussant
Submitter: Cheryl Paullin, cpaullin@humrro.org

190. Panel Discussion: 3:30 PM–4:50 PM
Elizabeth B

Leaders Building Leaders: How Senior Leaders Develop Their Protégés

Research indicates that managers play a critical role in helping the high potentials who report to them grow their leadership capability. In this panel discussion, practitioners representing 4 organizations known for leadership development will share what they have learned about how the best senior leaders develop their protégés.

Morgan W. McCall, University of Southern California, Co-Chair
Jeffrey J. McHenry, Rainier Leadership Solutions, Co-Chair
Karen B. Paul, 3M, Panelist
Susan Dumond, Disney ABC Television Group, Panelist
Matt Barney, Infosys Leadership Institute, Panelist
Laura Mattimore, Procter & Gamble, Panelist
Submitter: Jeffrey McHenry, jeff.mchenry@rainierleadership.com

191. Special Events: 3:30 PM–4:50 PM
Elizabeth C

Managing the Aging Workforce: Challenges and Opportunities

Industrialized nations are facing both opportunities and challenges due to delayed retirements and the aging workforce. This special session, based on an international meeting of researchers this past fall, brings together top experts on the aging workforce to provide insights and recommendations for keeping workers healthy, engaged, and productive.

Donald M. Truxillo, Portland State University, Co-Chair
Franco Fracarolli, University of Trento, Co-Chair
Annet de Lange, Radboud University Nijmegen, Presenter
Lisa Finkelstein, Northern Illinois University, Presenter
Ruth Kanfer, Georgia Institute of Technology, Presenter
Jose M. Peiró, University of Valencia, Presenter
Mo Wang, University of Florida, Presenter
Submitter: Donald Truxillo, truxillo@pdx.edu

192. Symposium/Forum: 3:30 PM–4:20 PM
Elizabeth F

Roadblocks to Decreasing Discrimination

This session focuses on perceptions of discrimination and diversity. The effects of workplace diversity on job satisfaction and hiring/decision making are explored. Further, this session will examine how individual differences (i.e., social dominance orientation) influence reactions to discrimination claimants and strategies stereotyped-group members can utilize to combat workplace bias.

Jenessa R. Shapiro, University of California, Los Angeles, Chair
Amy M. Williams, University of California, Los Angeles, Co-Chair
Ines Jurcevic, University of California, Los Angeles, Co-Chair
Miguel M. Unzueta, University of California, Los Angeles, Chair
Benjamin A. Everly, University of California, Los Angeles, Co-Chair
Angélica S. Gutiérrez, University of California, Los Angeles, Panelist
Miguel M. Unzueta, University of California, Los Angeles, Panelist
Benjamin A. Everly, University of California, Los Angeles, Panelist
Angeleca S. Gutiérrez, University of California, Los Angeles, Panelist
Jenessa R. Shapiro, University of California, Los Angeles, Discussant
Submitter: Ines Jurcevic, jurcevic@ucmerced.edu
193. Symposium/Forum: 3:30 PM–5:20 PM
Elizabeth H
Focused Organizational Climates: New Directions and New Possibilities
Research on organizational climates that are specifically targeted towards a criterion of interest, or focused climates, has drastically increased in the last decade. This symposium brings together researchers across a variety of areas to highlight the new and interesting ways they are applying the organizational climate construct in their work.

Mark G. Ehrhart, San Diego State University, Chair
S. Douglas Pugh, Virginia Commonwealth University, Sven Kepes, Virginia Commonwealth University, Joerg Dietz, University of Lausanne, Jack W. Wiley, Kenexa Research Institute, Service Climate Strength: Antecedents and Moderating Effects
Le Zhou, University of Florida, Mo Wang, University of Florida, Songqi Liu, Pennsylvania State University, Xiang Yao, Peking University, Team Employee Development Climate and Team Effectiveness: Testing Mediators
Maribeth L. Kuenzi, Southern Methodist University, The Relationship Between Process and Strategic Organizational Climates
Lisa H. Nishii, Cornell University, Hannes Leroy, Catholic University of Leuven, Tony Simons, Cornell University, Exposed Versus Enacted Climate: A Behavioral Integrity Lens
Gregory A. Arons, University of California, San Diego, Mark G. Ehrhart, San Diego State University, Lauren R. Dlugosz, University of California, San Diego, Maximizing a Strategic Climate for the Implementation of Evidence-Based Practice
Benjamin Schneider, Valtera, Discussant
Submitter: Mark Ehrhart, mehrhart@sunstroke.sdsu.edu

194. Symposium/Forum: 3:30 PM–4:50 PM
Emma AB
Assessing and Advancing Environmental Sustainability
This symposium brings together research that furthers knowledge of the underpinnings of environmental sustainability variables. Measurement issues and nomological network are examined using unique analytical approaches and new, large scale, independent datasets. Variables associated with conservation and eco-innovation are featured. Takeaways for both researchers and practitioners will be provided.

Deniz S. Ones, University of Minnesota, Chair
Stephan Dilchert, Baruch College, CUNY, Eco-Innovation at Work
A. Silke McCance, Proctor & Gamble, Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Adam Massman, Procter & Gamble, Relationship Between Employee Engagement and Environmentally Responsible Work Behaviors
Brenton M. Wiernik, University of Minnesota, Measuring National Sustainability: Making Sense of a Multidimensional Construct
Deniz S. Ones, University of Minnesota, Extending the Nomological Network of Employee Green Behaviors
Submitter: Deniz Ones, Deniz.S.ONES-1@tc.umn.edu

195. Community of Interest: 3:30 PM–4:50 PM
Emma C
Employment Branding
Edward P. Zuber, Human Brandsources, Host
Leo F. Brajkovich, Kenexa, Host
Trevor G. Byrd, Morehead Associates, Coordinator

196. Panel Discussion: 3:30 PM–4:20 PM
Ford AB
Talent Management Adoption: It Only Works if They Use It
The validity of talent management methods is meaningless if companies cannot get managers and employees to value and use them. Talent management leaders from several multinational organizations discuss successes, challenges and strategies to getting managers and employees to adopt more rigorous, scientifically based processes to manage and improve workforce performance.

Allen M. Kamin, GE, Chair
Steven T. Hunt, SuccessFactors, Panelist
Richard T. Cober, Marriott International, Panelist
David L. Van Rooy, Wal-Mart Stores, Panelist
John P. Hausknecht, Cornell University, Panelist
Submitter: Steven Hunt, shunt@successfactors.com

197. Panel Discussion: 3:30 PM–4:50 PM
Gregory AB
Alternate Methodologies for Assessing Culture Fit in the Applied Realm
The use of culture fit assessments in the applied realm has increased exponentially over the years. This panel brings together both internal and external consultants to discuss what methodologies are best for assessing fit, as well as to determine when and why some methodologies may be more useful over others.

Laurie E. Wasko, Select International, Chair
Tiffany M. Greene-Shortridge, Kenexa, Panelist
Jennifer M. Hurd, Federal Bureau of Investigation, Panelist
Nila Sinha, Assess Systems, Panelist
Andrew L. Solomonson, SHL PreVisor, Panelist
Kevin B. Tamanini, Development Dimensions International, Panelist
Submitter: Laurie Wasko, lwasko@selectintl.com
198. Panel Discussion: 3:30 PM–4:50 PM
Madeline AB
The Practice of Competency Modeling in China: Current and Future
Companies in China are increasingly adopting competency modeling. The purpose of this session is to provide the overview of the practice of competency modeling in China and discuss its application in the future. Topics to be discussed include construction, revision, structure, application, and challenges of competency modeling in HRM.
Guangrong Dai, Lominger International, Chair
Kaiguang Liang, C&D Management Consulting Co., Panelist
James Juan-Min Sun, Renmin University, Panelist
Ying Liu, Renmin University, Panelist
Wei Wang, American Society for Training and Development, Panelist
Submitter: Guangrong Dai, daigr@yahoo.com

199. Symposium/Forum: 3:30 PM–4:50 PM
Madeline CD
Building a Science of Learner Control in Training: Current Perspectives
Great strides have been made in understanding and clarifying the construct of learner control in training. This symposium brings together recent empirical and theoretical work intended to further the state of learner control research, offering practical and theoretical implications for trainers, learners, and training researchers.
Tara S. Behrend, George Washington University, Chair
Richard N. Landers, Old Dominion University, Chair
Rachel C. Callan, Old Dominion University, Richard N. Landers, Old Dominion University, Effects Of Experience And Learner Control On Time And Learning
Michael N. Karim, George Washington University, Tara S. Behrend, George Washington University, Imran Saqib, Institute of Business Administration, A Multidimensional Framework of Learner Control
Adam Kanar, Cornell University, Trainee's Decisions During Learner-Controlled Training: A Choice Goals Perspective
Richard N. Landers, Old Dominion University, Craig M. Reddock, Old Dominion University, Thivia Mogan, Old Dominion University, Learner Control: Update and Extension of Kraiger and Jerden (2007)
Kurt Kraiger, Colorado State University, Discussant
Submitter: Tara Behrend, behrend@gwu.edu

200. Symposium/Forum: 3:30 PM–4:50 PM
Mohen AB
Making Meetings Work: Advancing the Science–Practice of Work Meetings
Research on work meetings illustrates the importance of meetings in organizations. The papers examine how managers utilize meetings, the occurrence and consequences of meeting lateness, and the impact of managers' behaviors on employees' experiences in meetings. The papers also provide practical advice for managers on ways to improve meeting effectiveness.
Not Too Late for Traits: Personality at Work
This study tried to analyze the effect of individual's perception of self- and other's efficacy gap on individual's affectivity toward others based on social comparison framework. Also addressed was Neuroticism as a potential moderator that can adjust the influence of efficacy gap.
Hye Sook Chung, Seoul National University
American's Cup AB
Using Personality-Based Clusters to Predict Turnover
This study compared the criterion-related validity of personality predictors of turnover for different personality configurations. Personality configurations were identified via cluster analysis. The results suggest that the efficacy of personality predictors varies depending on a person's trait configuration. This approach constitutes a viable alternative within whole-person-based selection models.
202-4 Are Temporary Work Agencies More Vulnerable to Ethnic Hiring Discrimination?

A correspondence study investigated hiring discrimination of Arabs and whether recruiter type moderated discriminatory effects. Applicants with Moroccan names suffered considerable discrimination, but affiliation with Arab-cultural groups had no discriminatory effect. Hiring discrimination occurred specifically at temporary work agencies not at personnel departments. Implications are discussed.

Jeroen Decoster, Ghent University
Stephanie Segers, Ghent University
Eva Derous, Ghent University

Submitter: Jeroen Decoster, jeroen.decost@ugent.be

202-5 Screening-Out Arab Applicants: Do Client Contact and Diversity Statements Matter?

Hiring discrimination toward Arab/Moroccans in the Belgian labor market was examined using a correspondence test. Arab/Moroccan applicants suffered considerable hiring discrimination and this did not depend on the applicants’ gender or client contact. Diversity cues/statements on job ads did not reduce hiring discrimination either. Practical and research implications are discussed.

Stephanie Segers, Ghent University
Jeroen Decoster, Ghent University
Eva Derous, Ghent University

Submitter: Eva Derous, eva.derous@ugent.be

202-6 Evaluations of Applicants With Disabilities: Which Factors Impact judgments?

This study examined the influence of several factors on evaluations of candidates with disabilities. Results reveal that raters based decisions on relevance of information provided about candidates and level of ambiguity regarding impact of the disability on performance. Relationships between behavioral, implicit, and explicit measures of bias used are discussed.

Susan D’Mello, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Susan D’Mello, susan.dmello86@gmail.com

202-7 LGBT-Supportive Organizational Policies and Organizational Attractiveness

This study examined the relationship between attitudes toward LGBT community and organizational attractiveness through the nature of LGBT-supportive policies and practices. Data from 374 undergraduate students showed that the relationship between attitudes toward LGBT community and organizational attractiveness was the strongest under the active LGBT-supportive policies and practices condition.

Soner Dumani, University of South Florida
Evgeniya E. Pavlova, University of South Florida
Zhiqing E. Zhou, University of South Florida

Submitter: Soner Dumani, sdumani@mail.usf.edu
202-8 “An Old Dog Like Me”: Dual-Identity Interventions in Salient Situations

This study tested a dual-identity based recategorization intervention to reduce prejudice against older applicants, in a stereotype-salient situation, and with more ageist individuals. Results indicated that although the intervention worked to reduce prejudice where less ageist individuals are concerned, it had the opposite effect with more ageist individuals.

Justin Marcus, University of Central Florida
Barbara A. Fritzsche, University of Central Florida
Submitter: Barbara Fritzsche, bfritzsc@gmail.com

202-9 Mixed Signals and Intersections: The Managerial Suitability of Black Women

Black women’s workplace experiences are often discussed in terms of double advantage or double disadvantage. This experiment revealed that organizational demographic composition is a moderator of the relationship between applicant race/gender and management suitability ratings. Thus, simple “advantage versus disadvantage” debates oversimplify what is, undoubtedly, a very complicated issue.

Laticia D. Bowens, University of Central Florida
Barbara A. Fritzsche, University of Central Florida
Justin Marcus, University of Central Florida
Submitter: Barbara Fritzsche, bfritzsc@gmail.com

202-10 Tools for Breaking the Ceiling: Leadership Competencies for Women

The discrepant number of female leaders versus those in the workforce suggests a potential void regarding key success factors for women. This paper discusses the development of a female-driven leadership competency model. Survey results point to differing levels of importance for leadership competencies even within top organizational leader roles.

Heather Graham, 7-Eleven
Belinda K. Smith, University of Texas-Arlington
Submitter: Heather Graham, regisfilia@hotmail.com

202-11 The Influence of Stigmatized Employees on Organizational Reputation

This study examined the existence of stigma-by-association effects between a stigmatized group (i.e., African Americans) and the reputation of the organization for which they work. Explicit negative attitudes toward African Americans moderated the stigma-by-association effect, such that stronger negative attitudes were associated with lower ratings of organizations.

Mackenzie M. Harmon, Illinois State University
John Pryor, Illinois State University
Patricia A. Jarvis, Illinois State University
Submitter: Mackenzie Harmon, mnharmo@ilstu.edu

202-12 Not My Fault: Effects of Disability Responsibility on Interview Ratings

Interviewees with nonvisible disabilities may wonder whether to disclose their disability or its cause and, if so, when during the interview to do so. Both timing of disclosure and responsibility for the disability impacted applicant ratings but only for interviewers who had prior experience conducting interviews.

Heather G. Heimbaugh, University of Missouri-St Louis
Therese H. Macan, University of Missouri-St Louis
Submitter: Heather Heimbaugh, hheimbaugh@gmail.com

202-13 2008 U.S. Presidential Election: Effects on Minorities’ and Women’s Performance

This study examined how the United States 2008 presidential election affected the task performance of minorities and White women who were beneficiaries of preferential selection. Preferentially selected minorities and White women sampled in 2008–2009 outperformed those sampled in 2006–2007; no between-sample differences were found when there were selected on merit.

Edgar E. Kausel, University of Chile
Jarel E. Slaughter, University of Arizona
Joel Evans, SKK Graduate School of Business
Jordan H. Stein, Illinois Institute of Technology
Toni Schmader, University of British Columbia
Submitter: Edgar Kausel, ekausel@unegocios.cl

202-14 Affirming One’s Gender in the Workplace: Wise or Risky?

There is limited research on how discussion of a visible component of an individual’s social identity (gender) is observed and reacted to in the workplace. This study found that perceiver gender, context, stigma consciousness, sexism, and values affected reactions to and observations of male and female professors’ gender identity affirmation behaviors.

Mary M. Keegin, Michigan State University
Ann Marie Ryan, Michigan State University
Jennifer Wessel, Michigan State University
Submitter: Mary Keegin, marykeegin1@gmail.com

202-15 Perceived Stigma of Nondrinkers in South Korean Culture

This research seeks to understand the perceived stigmatization of nondrinkers whose preferred abstinence may directly be in conflict with workplace drinking norms. 228 South Korean employees indicated how they perceive stigmatization of nondrinkers in the workplace and how they manage their drinking restrictions in front of others.

Sooyeol Kim, George Mason University
Sonia Ghumman, University of Hawaii at Manoa
Jin Suk Park, University of Hawaii
Submitter: Sooyeol Kim, sooyeolkim@gmail.com

202-16 Sexual Harassment and Job Attitudes: The Role of Leader Cohesion

This study investigates the impact of sexual harassment on job satisfaction and organizational commitment. Using data from the DEOMI Organizational Climate Survey (N = 6,585), the study found that those who had
<table>
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<tr>
<td><strong>202-17 Women’s Leadership Performance Versus Perception as Leaders: A Multilevel Examination</strong></td>
<td>This study examined supervisors’ and subordinates’ ratings of important aspects of 13,000 managers’ leadership performance, including leading employees and change management, and found no gender differences. Yet, female managers were rated lower than men as leaders, with some moderation of the gender gap by industry prevalence of women in senior management. Karen S. Lyness, Baruch College, CUNY Hilal E. Erkovan, Baruch College, CUNY Kimberly Rozga, Baruch College, CUNY</td>
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<tr>
<td><strong>202-18 A Mixed Determinants Model of the Consequences of LGBT Supportiveness</strong></td>
<td>This paper develops a cross-level model of individual-level outcomes (for employees in the sexual minority and majority) of policy adoption (i.e., LGBT-supportive organizational policies and practices), using theory from perceived organizational support and organizational justice. Raymond N. Trau, University of Western Australia Shaun Pichler, California State University, Fullerton</td>
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202-25 Racial Distance, Workload, and Performance Feedback Influence Backing Up Behavior

This session explores how a feedback recipient’s workload, performance feedback, and their racial distance from their team influence backing up behavior received. Results show that performance feedback moderated the effects of workload on backing up. This effect was further influenced by the feedback recipient’s racial distance from the team.

Maria C. Triana, The University of Wisconsin-Madison
Christopher O. L. H. Porter, Texas A&M University
Sandra W. DeGrassi, University of Houston-Downtown
Mindy E. Bergman, Texas A&M University
Submitter: Maria Triana, maryanddavid1@gmail.com

202-26 Defining Diversity: How the Fortune 500 Companies Do It

Before implementing diversity management initiatives, companies must decide how to define diversity. Via a grounded theory approach, we assessed corporate diversity definitions among the Fortune 500 and found some were narrow (e.g., race, sex, age), others were broader (background, experience, personality), and surprisingly some didn’t define it at all.

Haley Myers, Temple University
Sabrina D. Volpone, Temple University
Derek R. Avery, Temple University
Submitter: Sabrina Volpone, sabrinavolpone@aol.com

202-27 The Right Woman for the Job: Compensatory Strategies in Interviews

This study examined the effectiveness of 2 verbal compensatory strategies for female applicants in traditionally male hiring contexts. In a laboratory study in which participants evaluated a video interview, it was found that a female applicant was evaluated more positively when she did not acknowledge her gender and presented counterstereotypical individuating information.

Jennifer Wessel, Michigan State University
Nao Hagiwara, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Jennifer Wessel, wesselje@msu.edu

202-28 Too Old, Too Young? Age-Related Identity Management Strategies

This study sought to examine the use of age-related identity management strategies in job seeking by both older and younger workers. Results suggest that individual variables (e.g. perceived age-related bias) may be more influential than actual age in determining use of different age identity management strategies in the job search process.

Jennifer Wessel, Michigan State University
Brent Lyons, Michigan State University
Yi Chiew Tai, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Jennifer Wessel, wesselje@msu.edu

202-29 Cognitive Predictors and Age-Based Adverse Impact Among Executives

Age differences on selection tests were examined in an executive sample. Age was somewhat negatively related to cognitive ability, but fluid abilities showed greater declines with age. Age differences in creativity and ethical attitudes were small. Implications for employee selection and adverse impact on older job applicants are discussed.

Rachael Klein, University of Minnesota
Deniz S. Ones, University of Minnesota
Stephan Dilchert, Baruch College, CUNY
Submitter: Brenton Wiernik, wiern001@umn.edu

203. Panel Discussion: 4:30 PM–5:50 PM
Edward AB
Variations in Unproctored Internet Testing: The Good, Bad, and Ideal

Organizations are turning with increasing frequency to unproctored Internet testing (UIT) as a model for their selection systems. Though there are substantial benefits to these models, there are also challenges that require consideration before deciding which model may be appropriate for an organization. The panel will address these concerns.

Maria Arboleda, Aon Hewitt, Chair
Anthony S. Boyce, Aon Hewitt, Co-Chair
Jeffrey A. Ryer, Aon Consulting, Co-Chair
Lycia A. Carter, Transportation Security Administration (TSA), Panelist
Lisa J. Lewen, Aon Hewitt, Panelist
Michael A. McDaniel, Virginia Commonwealth University, Panelist
Brian Penner, Prudential Staffing, Panelist
Corina Rice, CSX Transportation, Panelist
Submitter: Anthony Boyce, anthonyboyce@gmail.com

204. Symposium/Forum: 4:30 PM–5:50 PM
Edward CD
Religion in the Workplace: Promoting Diversity and Combating Discrimination

Although religious discrimination is considered illegal according to the Civil Rights Act of 1964, religious discrimination still remains to be prevalent in the workplace and warrants further research. This symposium presents 4 papers concerning religious diversity and discrimination issues from 3 different perspectives: victims, stigmatizers, and observers.

Sonia Ghumman, University of Hawaii at Manoa, Co-Chair
Afra S. Ahmad, George Mason University, Co-Chair
Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Interpersonal Experiences of Religious Minorities in the Workplace
Brent Lyons, Michigan State University, Sonia Ghumman, University of Hawaii at Manoa, Ann Marie Ryan, Michigan State University, Jennifer Wessel, Michigan State University, Applying Models of Identity Management to Christianity in the Workplace
Rachel E. Marsh, Colorado State University, Kurt Kraiger, Colorado State University, Sonia Ghumman, University of...
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Hawaii at Manoa, Religious Discrimination in Training
Sonia Ghumman, University of Hawaii at Manoa, Ann Marie Ryan, Michigan State University, Jin Suk Park, University of Hawaii, Religious Harassment in the Workplace: An Examination of Observer Interventions
Derek R. Avery, Temple University, Discussant
Submitter: Sonia Ghumman, ghumman@hawaii.edu

205. Symposium/Forum: 4:30 PM–5:50 PM
Ford AB
Expanding Work and Family Scholarship and Practice: Considering New Populations
This session includes 5 papers that address a prominent and problematic void in the work and family literature by examining populations that have been rarely considered in work and family scholarship. Each will address an understudied population, and discuss implications of their inclusion for work and family scholarship and practice.
Mark D. Agars, California State University-San Bernardino, Chair
Kimberly A French, California State University-San Bernardino, Co-Chair
Barbara Beham, Humboldt University Berlin, Sonja Drobnic, Hamburg University, Patrick Prag, University of Groningen, Professional Status and Work–Family Interface in Five Western European Countries
Donna M. Blancero, Bentley University, Robert Del Campo, University of New Mexico, Work–Family Conflict/Participation and Stress: Examination of Hispanic Business Professionals
Kimberly A French, California State University, San Bernardino, Mark D. Agars, California State University-San Bernardino, Work–Family Population Characteristics in Low-Income, Immigrant, and Military Populations
Sameera Yasir, London School of Economics, Alexandra Beauregard, London School of Economics, Childbearing Decisions Among Expatriate Dual-Earner Pakistani Couples
Janelle A. Gilbert, California State University-San Bernardino, Reducing Family–Work Conflict and Overload in Parents With Disabled Children
Wendy J. Casper, University of Texas at Arlington, Discussant
Submitter: Mark Agars, Magars@csusb.edu

206. Special Events: 5:00 PM–5:50 PM
Annie AB
Distinguished Early Career Contributions Award (Practice): Navigating the Maze of Early Career Practice: Scientist–Practitioner Reflections
Dr. Dunleavy will discuss how to be productive early in a career as a consultant. Themes include consulting skill development, being influential with clients and colleagues, balancing rigor with client demands, mentorship, networking, and involvement in the I-O community. The session will end with a short primer on legal defensibility.
Eden B. King, George Mason University, Host
Eric M. Dunleavy, DCI Consulting Group, Presenter
Submitter: Eric Dunleavy, edunleavy@dciconsult.com

207. Symposium/Forum: 5:00 PM–5:50 PM
Elizabeth A
Understanding and Supporting Transitions Up the Leadership Ladder
Characteristic differences in motivators and competencies at different leadership levels, from first-line leader to senior executive leader, are presented based on research data from thousands of leaders across the globe. Development needs at each level and implications for how individuals and organizations can support transitions are discussed.
Stacy Eitel Davies, PDI Ninth House, Co-Chair
Maynard Goff, PDI Ninth House, Co-Chair
Stacy Eitel Davies, PDI Ninth House, Joy F. Hazucha, PDI Ninth House, Competency Importance and Skill by Managerial Level
Arthur M. Freedman, Freedman, Leonard, & Marquardt Consultancy, Discussant
Submitter: Stacy Davies, stacy.davies@pdinh.com

208. Panel Discussion: 5:00 PM–5:50 PM
Elizabeth B
The Journey From Assessment to Development Center: Lessons From Practice
Use of assessment centers for employee development is increasing in organizations. This panel provides a forum for discussing I-O practitioners’ experiences designing and implementing developmental assessment centers across different industries. Topics to discuss include unique considerations, challenges, strategies for ensuring and evaluating program success, and lessons learned from the field.
Samantha A. Ritchie, Novo Nordisk Inc., Chair
Samantha Le Chau, Novo Nordisk Inc., PDI Ninth House, Joy F. Hazucha, PDI Ninth House, Developing Leaders at All Levels to Meet Invesys’ Business Demands
Arthur M. Freedman, Freedman, Leonard, & Marquardt Consultancy, Discussant
Submitter: Samantha Ritchie, samantha.ritchie@verizon.net

209. Panel Discussion: 5:00 PM–5:50 PM
Elizabeth C
“Going Green” With Your Company’s Survey: Doing More With Less
Monitoring and actioning employee sentiment is an important way to stay ahead of the competition, and this has led to ever-increasing efforts to collect this data. This session will address how to creatively leverage this data to make better decisions and improve business practices.
William A. Johnson, CLC Genesee, Chair
Angela K. Pratt, Kellogg’s, Panelist
Tara E. Di Domenico, JetBlue Airways, Panelist
Jason Feliciano, JetBlue Airways, Panelist
Submitter: Tara Di Domenico, tara.didomenico@jetblue.com
Manchester Grand Hyatt

210. Symposium/Forum: 5:00 PM–5:50 PM
Emma AB

No More Cubicles: Scientific Inquiry Into High-Intensity Remote Work
Organizations are dismantling central offices and having employees work in high-intensity remote work roles (roles in which all, or nearly all, work is done from home). This symposium presents research that aids understanding of the implications of high-intensity remote work on selection, performance management, employee engagement, and onboarding.

Darrin Grelle, SHL, Chair
Tammy L. Emmons, SHL PreVisor, Development and Validation of Organization Wide Remote Work Potential Scale
Pat M. Caputo, Aon Hewitt, Onboarding and Reboarding Remote Workers
Christine R. Scheu, SHL PreVisor, Lance Andrews, SHL, Employee Transitions: Impact of Remote Work on Employees Over Time

Submitter: Darrin Grelle, dgrelle@previsor.com

211. Special Events: 5:00 PM–5:50 PM
Gregory AB

M. Scott Myers Award for Applied Research: Siena Reasoning Test: Measuring Intelligence With Reduced Adverse Impact
Intelligence tests have been found to be valid predictors of job performance, but the associated adverse impact can have dramatic negative ramifications for particular subgroups. This session presents the history and supporting evidence of the Siena Reasoning Test, which aims to validly predict performance while substantially mitigating racial subgroup differences.

Ken Yusko, Marymount University, Presenter
Harold W. Goldstein, Baruch College, CUNY, Presenter
Charles A. Scherbaum, Baruch College, CUNY, Presenter
Paul J. Hanges, University of Maryland, Presenter

Submitter: Ken Yusko, kyuisko@marymount.edu

212. Symposium/Forum: 5:00 PM–5:50 PM
Madeline AB

Cross-Cultural Testing Considerations for a Variety of Item Types
As organizations are becoming globally focused, considerations regarding assessment programs are necessary to ensure that the programs remain technically sound. This session presents 4 papers that describe the cross-cultural considerations when using 4 popular item types in global assessment programs. The findings of these studies will be summarized.

Jolene M. Meyer, SHL, Chair
Eric C. Popp, SHL, DIF Based Cultural Equivalence of a Nonverbal Inductive Reasoning Test
Dara R. Pickering, University of Tulsa, Stephen Nichols, Hogan Assessment Systems, Cross-Cultural Personality Assessment

Submitter: Mary Jane Sierra, maryjane@knights.ucf.edu

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Matthew Kerry, SHL/Georgia Institute of Technology, Amanda Dainis, Solutions for Information Design, Tracy Kantrowitz, SHL, Cross-Cultural Biodata: Toward a Common Ground
Marinus van Driel, Van Driel Consulting/DEOMI, Esteban Tristan, Select International, Mei-Chuan Kung, Select International, Cultural Equivalence of a Global Situational Judgment Test
Denise Potosky, Pennsylvania State University, Discussant
Submitter: Jolene Meyer, jolene.meyer@shl.com

213. Panel Discussion: 5:00 PM–5:50 PM
Madeline CD

Enterprise Competency Models: Practices, Pitfalls, and Prospects
This panel will discuss current practices in enterprise competency modeling and how enterprise models are implemented in a variety of contexts. Panelists will also highlight some of the efficiencies gained and challenges presented in using an enterprise approach and how these large-scale models may develop over time.

Tiffany M. Bennett, PDRI, Chair
Alana B. Cober, Office of the Director of National Intelligence, Panelist
Victoria A. Davis, Marriott International, Panelist
Anne M. Hansen, PDRI, Panelist
Allen M. Kamin, GE, Panelist
Kenneth Pearlman, Independent Consultant, Panelist
Submitter: Tiffany Bennett, tiffany.bennett@pdri.com

214. Symposium/Forum: 5:00 PM–5:50 PM
Mohsen AB

The Global Unemployment Crisis: How I-O Psychology Can Help
This symposium brings together a group of papers each aimed at better understanding how I-O psychologists can contribute to the growing international problem of unemployment. Presenters in this symposium, the theories applied, and the methods employed are diverse yet complementary.

Kimberly A. Smith-Jentsch, University of Central Florida, Chair
Connie R. Wanberg, University of Minnesota, Gokce Basbug, Massachusetts Institute of Technology, Edwin A. J. Van Hooft, University of Amsterdam, Archana Santani, TheLadders.com, Lessons Learned From Job Search: A Qualitative Study
Kimberly A. Smith-Jentsch, University of Central Florida, Mary J. Sierra, University of Central Florida, Daniel S. Miller, University of Central Florida, Goal Orientation and Reemployment: Detrimental Effects of Having Something to “Prove”
Charyl St Yarbrough, Heldrich Center for Workforce Development, Kimberly A. Smith-Jentsch, University of Central Florida, Carollaine M. Garcia, University of Central Florida, Daniel S. Miller, University of Central Florida, Online Mentoring to Support Work Readiness Training for Long-Term Unemployed
Howard M. Weiss, Georgia Institute of Technology, Discussant
Submitter: Mary Jane Sierra, maryjane@knights.ucf.edu
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Kronos SIOP Conference participation highlights:

The Dark Side of Teams: Psychopathy, Aversive Climate, and Deviance
April 26, 11:30 a.m., Poster, Douglas Pavilion BCD

Reality Check: Explaining Complex Testing Approaches to End Users
April 26, 12:30 p.m., Panel, Elizabeth B

Modeling Retest Trajectories: Trait, Scoring Algorithm, and Implicit Feedback Effects
April 27, 10:30 a.m., Symposium, Edward CD

You Asked Me That Already: Retest Behavior of Personality Items
April 27, 10:30 a.m., Symposium, Edward CD

The Disruptive Effects of Psychopathy and Aggression on Group Effectiveness
April 27, 3:30 p.m., Poster, Douglas Pavilion BCD

Recovering Ability and Non-ability Components Underlying Situational Judgment
April 27, 3:30 p.m., Symposium, Edward CD

Investigating the Effects of Applicant Reactions on Re-application Behavior
April 28, 10:30 a.m., Symposium, Edward CD

Plays Well with SJTs: Building a Mixed-format Item Pool for Personality CAT
April 28, 3:30 p.m., Symposium, Edward CD

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<td>224 Good, Bad, or Both: Some New Persp. on Workaholism</td>
<td>225 I-O and the Education of Today's Physicians</td>
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### Saturday Special Events:

**INVITED SPEAKERS**
- Session 289: Large Scale Impact in Intelligence, National Security, and Defense
- Session 307: Working as Human Nature
- Session 313: Politics in Organizations: Theory and Research Considerations

**EXECUTIVE BOARD SESSIONS**
- Session 273: Does I-O Psychology Have a Future as an Academic Discipline?
- Session 299: SIOP and the United Nations: Setting the Agenda
- Session 315: SIOP Confronts LGBT Employment Discrimination

**CLOSING CONFERENCE PLENARY**
- 4:30–5:45 PM Elizabeth Ballroom North (2nd Level)
  *Featuring closing keynote speaker Dr. Albert Bandura.*

**SIOP BEACH PARTY CLOSING RECEPTION**
- 6:00–7:30 PM Manchester Ballroom West (2nd Level)
Be sure to visit the Exhibitor Showcase in the Exhibit Hall!

A full schedule of programming and demonstrations is presented each day of the conference! New SIOP services as well as presentations from SIOP partners will be featured!

See the complete schedule at
www.siop.org/conferences/12con/ExShowSched.aspx
S society for Industrial and Organizational Psychology, Inc.

SATURDAY SESSIONS BY CONTENT AREA

<table>
<thead>
<tr>
<th>Careers/Mentoring/Socialization/Onboarding/Retirement</th>
<th>Innovation/Creativity</th>
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<tbody>
<tr>
<td>224 Building a World-Class Career Development Program for Veterans Affairs, Annie AB, 8:30 AM</td>
<td>261 Exploring the Affective Underpinnings of Creativity, Betsy BC, 12:00 PM</td>
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<tr>
<td>257 Poster 1, America’s Cup AB, 11:30 AM</td>
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<tr>
<td>265 Why Mentoring and Sponsorship Matter, Especially for Women, Elizabeth A, 12:00 PM</td>
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<td>285 Starting Anew: Research on Decisions to Change Careers, Edward AB, 1:30 PM</td>
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<td>292 Each One Teach One: Mentoring in the Workplace, Emma AB, 1:30 PM</td>
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<td>305 Different Entry-Level Fields for Master’s Degree Industrial-Organizational Graduates, Edward AB, 3:30 PM</td>
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<th>Coaching/Leadership Development</th>
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<tr>
<td>216 Understanding and Leveraging Context in Leadership Development, Betsy BC, 8:00 AM</td>
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<td>232 Action Learning in Healthcare: Developing Leaders in Practice, Ford AB, 8:30 AM</td>
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<td>311 Assessment Nightmares/Lessons Learned: What Keeps Assessors Up at Night, Ford AB, 3:30 PM</td>
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<th>Consulting Practices/Ethical Issues</th>
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<tr>
<td>260 Human Resources and Its Role in Environmental Sustainability: Case Studies, Annie AB, 12:00 PM</td>
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<td>309 Round Two: I-O and IT, Elizabeth H, 3:30 PM</td>
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<th>Counterproductive Behavior/Workplace Deviance</th>
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<tr>
<td>226 Being Rude Can Be Expensive: Exploring the Incivility–Performance Relationship, Edward AB, 8:30 AM</td>
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<tr>
<td>236 Posters 1 to 3, America’s Cup AB, 10:30 AM</td>
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<td>275 Theoretical and Empirical Developments on Third-Party Observers’ Reactions to Mistreatment, Madeline CD, 12:00 PM</td>
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<th>Emotions/Emotional Labor</th>
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<td>215 Emotional Labor: Person, Situation, and Cultural Considerations, America’s Cup CD, 8:00 AM</td>
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<td>242 The Dark Side of Emotions in the Workplace, Edward AB, 10:30 AM</td>
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<th>Employee Withdrawal (e.g., absence, turnover)/Retention</th>
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<td>257 Poster 2, America’s Cup AB, 11:30 AM</td>
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<th>Global/International/Cross-Cultural Issues</th>
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<td>237 Careers Across Cultures: International Experiences and Attitudes, America’s Cup CD, 10:30 AM</td>
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<td>279 Global Talent Management Obstacles: What Do I Do Now?, Elizabeth G, 12:30 PM</td>
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<th>Groups/Teams</th>
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<tr>
<td>219 Informing Healthcare Policy: Is There a Role for I-O?, Elizabeth G, 8:00 AM</td>
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<td>250 Macrocognition in Teams: Understanding Knowledge Building for Team Problem Solving, Emma AB, 10:30 AM</td>
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<td>274 How and When Does Team Composition Affect Performance?, Madeline AB, 12:00 PM</td>
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<th>Human Factors/Ergonomics</th>
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<td>284 Poster 1, Douglas Pavilion BCD, 1:30 PM</td>
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<th>Inclusion/Diversity (e.g., sexual orientation, race, gender)</th>
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<tr>
<td>241 Posters 1 and 2, Douglas Pavilion BCD, 10:30 AM</td>
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<td>244 Disability in the Workplace: Contemporary Challenges Beyond ADA Compliance, Elizabeth A, 10:30 AM</td>
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<td>255 Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals, Madeline CD, 10:30 AM</td>
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<td>267 Novel Perspectives on Employment Discrimination, Elizabeth C, 12:00 PM</td>
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<td>268 Deciphering Gendered Responses to Organizational Conflict, Elizabeth F, 12:00 PM</td>
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<td>283 Diversity at Work: The Practice of Inclusion, Delmar AB, 1:30 PM</td>
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<td>315 SIOP Confronts LGBT Employment Discrimination, Mohsen AB, 3:30 PM</td>
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Organizational Culture/Climate
225 Contemporary Topics in Positive Organizational Climate and Culture Research, Delmar AB, 8:30 AM
251 Corporate Social Responsibility, Emma C, 10:30 AM
289 Large Scale Impact in Intelligence, National Security, and Defense, Elizabeth C, 1:30 PM
313 Politics in Organizations: Theory and Research Considerations, Madeline AB, 3:30 PM

Organizational Justice
234 Posters 1-8, Douglas Pavilion BCD, 9:00 AM

Organizational Performance/Change/Downsizing/OD
312 Perspectives on Organizational Change, Gregory AB, 3:30 PM

Performance Appraisal/Feedback/Performance Management
227 Calling All Performance Management Researchers: You Need to Hear This!, Edward CD, 8:30 AM
278 Posters 14-24, Douglas Pavilion BCD, 12:30 PM

Personality
221 Issues in Cross-Cultural Personality Assessment, Madeline AB, 8:00 AM
241 Posters 3 and 4, Douglas Pavilion BCD, 10:30 AM
253 New Insights Into Political Skill, Gregory AB, 10:30 AM
264 The Personality of Patient Care: Increasing Leadership Impact in Healthcare, Edward CD, 12:00 PM

Research Methodology (e.g., surveys)
233 Conducting Subconscious Priming Research: Developing Design, Measures, and Procedures, Gregory AB, 8:30 AM
252 You Don’t Say? Innovative Approaches to Employee Survey Text Analytics, Ford AB, 10:30 AM
278 Posters 25-32, Douglas Pavilion BCD, 12:30 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)
241 Posters 5-31, Douglas Pavilion BCD, 10:30 AM
243 Moving Beyond “Soft” Outcomes and Single Time Points in Reactions Research, Edward CD, 10:30 AM
295 New Directions in Research on Recruitment in Organizations, Madeline CD, 1:30 PM
300 Nepotism: Eradicate or Adapt?, America’s Cup AB, 3:30 PM

Strategic HR/Utility/Changing Role of HR
231 The Virtual Workforce, Emma C, 8:30 AM
271 Strategic HRM, Emma C, 12:00 PM
302 Art and Science Combined: When I-O Partners With Corporate Communications, Annie AB, 3:30 PM

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
222 Translating I-O Psychology in the Field: Como Se Dice?, Madeline CD, 8:00 AM
234 Posters 9-12, Douglas Pavilion BCD, 9:00 AM
235 Moving Beyond the Textbook: Incorporating Articles into Undergraduate I-O Courses, Elizabeth G, 9:00 AM
254 Battle Tested Tricks for Landing Your First Academic Role, Madeline AB, 10:30 AM
273 Does I-O Psychology Have a Future as an Academic Discipline?, Gregory AB, 12:00 PM
276 Outside the Ivory Tower, Using Real-World Experience in Graduate Training, Mohsen AB, 12:00 PM
291 Oh the Places You’ll Go: An Examination of I-O Careers, Elizabeth H, 1:30 PM
294 Applied Technology: The I-O Psychologist as Customer, Ford AB, 1:30 PM
298 Leadership and Teams: It's Never Too Early, Gregory AB, 2:00 PM

Testing/Assessment (e.g., selection methods; validation; predictors)
229 Assessing Video Resumés: Valuable and/or Vulnerable to Biased Decision Making?, Elizabeth C, 8:30 AM
241 Poster 32, Douglas Pavilion BCD, 10:30 AM
247 New Trends on Impression Management, Faking, and Deception in Interviews, Elizabeth F, 10:30 AM
258 Posters 1-31, Douglas Pavilion BCD, 11:30 AM
269 A Social Interaction at Their Core: Relevant Issues for Interviews, Elizabeth H, 12:00 PM
284 Poster 28, Douglas Pavilion BCD, 1:30 PM
290 Letting CAT Out of the Bag: Using CAT for Selection, Elizabeth F, 1:30 PM
293 Faking and Personality Testing, Emma C, 1:30 PM
296 Prediction With Assessment Centers: What Makes Them Work?, Mohsen AB, 1:30 PM
306 Innovations and Optimization of CAT in Personnel Selection and Development, Edward CD, 3:30 PM
308 Training and Experience Questionnaires: Increasing Validity and Evaluating Success, Elizabeth G, 3:30 PM

Training
240 I-O and the Education of Today’s Physicians, Delmar AB, 10:30 AM
280 Eye on the Prize: Practical Approaches for Measuring Training Impact, Gregory AB, 1:00 PM

Work and Family/Non-Work Life/Leisure
230 Workplace Flexibility Programs and Special Populations, Emma AB, 8:30 AM
234 Posters 13-30, Douglas Pavilion BCD, 9:00 AM
248 Work–Life Issues of Single Employees: Implications for Research and Practice, Elizabeth G, 10:30 AM
263 Leaders and the Work–Family Interface: They Provide More Than Support, Edward AB, 12:00 PM
281 The Role of Social Networks on Positive Work–Family Interactions, Annie AB, 1:30 PM
304 Qualitative Studies Looking Deeper Into Work–Family Phenomena, Delmar AB, 3:30 PM
307 Working as Human Nature, Elizabeth F, 3:30 PM
215. Symposium/Forum: 8:00 AM–9:50 AM
America’s Cup CD

Emotional Labor: Person, Situation, and Cultural Considerations

Emerging research on emotional labor antecedents, processes, and consequences is presented. Findings from a diverse set of field and laboratory studies reveal important moderators of the relationships among display rules, emotional labor, and key affective and performance outcomes. Individual differences, organizational environment, and culture are considered.

Shane Connelly, University of Oklahoma, Chair
John H. Batchelor, Virginia Commonwealth University,
Ronald H. Humphrey, Virginia Commonwealth University,
Gerald F. Burch, Virginia Commonwealth University, Entrepreneurs and Emotional Labor: Improving Employee Attitudes and Firm Performance
Jason Dahling, The College of New Jersey, Samantha Le Chau, Novo Nordisk Inc., Antecedents and Consequences of Emotional Display Rule Dissonance
Zhanna Bagdasarov, University of Oklahoma, Shane Connelly, University of Oklahoma, Emotional Labor, Social Support, and Extraversion
Michel Cossette, HEC Montreal, Marie-Claude Lepine, HEC Montreal, Motivation to Perform Emotional Labor
Joseph A. Allen, Creighton University, James M. Diefendorff, University of Akron, Yufeng Ma, Sinopec Management Institute, Differences in Emotional Labor Across Cultures: China Versus the U.S.
Alicia A. Grandey, Pennsylvania State University, Discussant
Submitter: Shane Connelly, sconnelly@ou.edu

216. Symposium/Forum: 8:00 AM–9:20 AM
Betsy BC

Understanding and Leveraging Context in Leadership Development

This symposium brings together a collection of papers that present novel conceptual frameworks, methodologies, and approaches to understanding and leveraging context in the application of leadership development. The session will have a practitioner orientation, focusing on methods that can be used in practice to incorporate context in leader development activities.

Levi R. Nieminen, Wayne State University, Co-Chair
Daniel R. Denison, International Institute for Management Development, Co-Chair
Susanne Braun, Ludwig-Maximilians-Universität München, Claudi Peus, Technische Universität München, Dieter Frey, Ludwig-Maximilians-Universität München, A Situation-Based Approach to Effective Leadership in Challenging Situations
Levi R. Nieminen, Wayne State University, Benjamin Biermeier-Hanson, Wayne State University, Daniel R. Denison, International Institute for Management Development, A Leader–Culture Fit Framework for Leader and Organization Development
Teresa J. Rothausen, University of St. Thomas, Dawn Bazarko, United Health Group, Industry and Professional Contexts: A Case of Nurse Leader Development

217. Panel Discussion: 8:00 AM–9:50 AM
Elizabeth B

Implications of Wal-Mart v. Dukes for Research in the Courtroom

The Supreme Court ruling in the matter of Wal-Mart v. Dukes (2011) has numerous implications for research in the courtroom. The purpose of this panel discussion is to explore class certification, stereotype research, social framework analysis, and organizational climate assessment for gender and age discrimination cases.

Rosanna F. Miguel, John Carroll University, Chair
Gerald V. Barrett, Barrett & Associates, Inc., Panelist
William Bielby, University of Illinois, Panelist
Michael A. Campion, Purdue University, Panelist
Arthur Gutman, Florida Institute of Technology, Panelist
Submitter: Rosanna Miguel, rmiguel@jcu.edu

218. Panel Discussion: 8:00 AM–9:20 AM
Elizabeth F

Should Employers Be Indemnified Against Liability for Our Work

The services provided to employers by I-O psychologists affect employment decisions such as hiring, promotion, and performance management for which employers can be held legally liable. Employers are attempting to shift this liability to the I-O consultant. The pros and cons of this phenomenon will be discussed.

James L. Outtz, Outtz and Associates, Chair
John C. Scott, APTMetrics, Inc., Panelist
Kevin Carter, Alcoa Inc., Panelist
Nancy T. Tippins, Valtera Corporation, Panelist
Ronald Green, Epstein Becker and Green, Panelist
Submitter: James Outtz, jouttz@aol.com

219. Roundtable Discussion/Conversation Hour: 8:00 AM–8:50 AM
Elizabeth G

Informing Healthcare Policy: Is There a Role for I-O?

This session seeks to examine whether and how I-O should contribute to the development and implementation of healthcare policy as the Patient Protection and Affordable Care Act (ACA) is implemented over the next several years. Specific opportunities for I-O psychology in the context of ACA will be highlighted and discussed.

David P. Baker, IMPAQ International, Host
Submitter: David Baker, dbaker@impaqint.com
Manchester Grand Hyatt

220. Master Tutorial: 8:00 AM–9:50 AM
Elizabeth H
Transforming Limiting Borders Into New Frontiers Through Boundary-Spanning Leadership
Receive 2 CE credits for attending.
The most important challenges faced today can only be solved by groups working collaboratively. Successful leaders therefore must develop boundary spanning leadership skills. In this highly interactive tutorial, participants will learn about a research-based model for boundary spanning that includes 3 strategies and 6 leadership practices.
Donna Chrobot-Mason, University of Cincinnati, Presenter
Submitter: Donna Chrobot-Mason, donna.chrobot-mason@uc.edu

221. Symposium/Forum: 8:00 AM–9:50 AM
Madeline AB
Issues in Cross-Cultural Personality Assessment
With personality assessment becoming increasingly global, the stability and cross-cultural transportability of personality measures needs to be addressed. Using data collected in North America, Europe, Asia, and Africa, this symposium addresses whether instruments can be truly universally applicable or whether different models and frameworks are needed in different cultural contexts.
Ronald C. Page, Assessment Associates International, Chair
Submitter: Ronald Page, ronald.page@aaia-assessment.com

222. Panel Discussion: 8:00 AM–9:50 AM
Madeline CD
Translating I-O Psychology in the Field: Como Se Dice?
I-O psychology differentiates itself from business fields by grounding theory and practice in science. Therefore, I-Os struggle to translate research terminology into business terminology. This panel will offer suggestions on how to bridge the language gap between I-O psychologists and different audiences such as leaders, end-users, and research participants.
Jessica Thornton, Duke University, Chair
Nikki Blacksmith, Gallup, Inc, Panelist
Kathy Stewart, Fields Consulting Group, Panelist

2012 SIOP Conference

223. Panel Discussion: 8:00 AM–9:50 AM
Mohsen AB
Longitudinal Research: A Question and Answer Session on Recent Advancements
In this panel, experts in longitudinal research will address issues and answer audience questions on 6 topics: (a) longitudinal theory building, (b) computational modeling, (c) event sampling/diary methods, (d) missing data in longitudinal designs, (e) advantages of longitudinal design, and (f) applying latent class procedures in longitudinal research.
Daniel A. Newman, University of Illinois at Urbana-Champaign, Chair
Robert J. Vandenberg, University of Georgia, Panelist
Jeffrey B. Vancouver, Ohio University, Panelist
Donna Chrobot-Mason, University of Cincinnati, Co-Chair
Mo Wang, University of Florida, Co-Chair
Submitter: Nikki Blacksmith, nikki_blacksmith@gallup.com

224. Symposium/Forum: 8:30 AM–9:50 AM
Annie AB
Building a World-Class Career Development Program for Veterans Affairs
The Department of Veterans Affairs (VA) recently initiated a multifaceted program that includes career exploration, self-assessment, and a suite of career development tools. This symposium includes a diverse set of researchers that address the research, development and evaluation activities involved in the execution of this program.
Dan G. Griepentrog, Fors Marsh Group, LLC, Chair
Timothy P. McGonigle, SRA International, Chair
Bryan Wiggins, Fors Marsh Group, LLC, Brian K. Griepentrog, Fors Marsh Group, LLC, Sarah Evans, Fors Marsh Group, LLC, Matching Employees to VA Occupations Using O*NET Interests and Context
Phil M. Lewis, National Center for O*Net Development, Discussant
Submitter: Brian Griepentrog, bg@forsmarshgroup.com
225. Symposium/Forum: 8:30 AM–9:50 AM
Delmar AB

Contemporary Topics in Positive Organizational Climate and Culture Research
Evidenced in the recently published second edition of the Handbook of Organizational Culture and Climate, research in this field continues to flourish. In this symposium, 4 Handbook authors present contemporary ideas in organizational culture/climate research from a perspective of positive organizational scholarship.

Neal M. Ashkanasy, University of Queensland, Chair
Leslie Sekerka, Menlo College, Barbara Fredrickson, University of North Carolina, Tanya Vacharkulksemsuk, University of North Carolina, Establishing a Positive Emotional Climate to Create Transformative Organizations
Neal M. Ashkanasy, University of Queensland, Charmeine E. J. Hartel, University of Queensland, Climate and Culture of a Positive Work Environment
Teresa Cardador, University of Illinois, Deborah E. Rupp, Purdue University, Organizational Culture, Multiple Needs, and the Meaningfulness of Work
Gerard P. Hodgkinson, Leeds University Business School, Mark P. Healey, University of Manchester, Interorganizational Macrocultures: Revitalizing The Research Agenda
Laura Petitta, University of Rome Sapienza, Discussant
Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

226. Symposium/Forum: 8:30 AM–9:50 AM
Edward AB

Being Rude Can Be Expensive: Exploring the Incivility–Performance Relationship
This symposium presents current research developments in workplace incivility. The 4 papers seek to contribute to the interpersonal mistreatment literature by investigating the incivility–performance relationship. A variety of methodologies are featured, including a group-level outcome, incivility with organizational constraints, multiple sources of incivility, and a multitime point study.

Youngah Park, Bowling Green State University, Co-Chair
Shuang Yueh Pui, University of Illinois at Springfield, Co-Chair
Steve M. Jex, Bowling Green State University, Co-Chair
Benjamin M. Walsh, University of Illinois at Springfield, Vicki J. Magley, University of Connecticut, Lucy L. Gilson, University of Connecticut, Leader Incivility: Indirect Negative Effects on Workgroup Efficiency
Olga L. Clark, University of Hartford, Predicting OCB: Interaction Between Incivility and Organizational Constraints
Youngah Park, Bowling Green State University, Purmina Gopalkrishnan, Bowling Green State University, Steve M. Jex, Bowling Green State University, Hospital Incivility and Safety Performance Behaviors Among Nurses
Shuang Yueh Pui, University of Illinois at Springfield, Michael T. Sliter, Bowling Green State University, Katherine A. Sliter, Northern Kentucky University, Steve M. Jex, Bowling Green State University, The Moderators of Customer and Coworker Incivility
Submitter: Youngah Park, ypark@bgsu.edu

227. Panel Discussion: 8:30 AM–9:50 AM
Edward CD

Calling All Performance Management Researchers: You Need to Hear This!
What would performance management (PM) research look like if it addressed the most pressing issues raised in practice? In this panel, PM practitioners speak directly to a research/academic audience about what they wish I-Os were studying. Interactive discussion between panelists and audience members will be encouraged.

Deidra J. Schleicher, Purdue University, Co-Chair
Paul E. Levy, University of Akron, Co-Chair
Heidi M. Baumann, Purdue University, Co-Chair
Christopher J. Hartwell, Purdue University, Co-Chair
Allan H. Church, PepsiCo, Panelist
Ranee A. Daniel, FedEx Express, Panelist
Scott C. Erker, DDI, Panelist
Kristen Horgen, PDRI, Panelist
Christina Norris-Watts, Macquarie, Panelist
Matthew Redmond, Fannie Mae, Panelist
Adam S. Rosenberg, Marriott International, Panelist
Matthew R. Walter, Bank of America, Panelist
Submitter: Deidra Schleicher, deidra@purdue.edu
Action Learning in Healthcare: Developing Leaders in Practice

Action learning plays a key role in the leadership development initiatives of 3 premier healthcare organizations participating in this panel. Learn how action learning is implemented at Baylor Health Care System, Children's Hospitals & Clinics, and Mayo Clinic, and how it helps prepare leaders to resolve today's unique healthcare challenges.

Charlotte R. Gerstner, PDI Ninth House, Chair
David Sagula, PDI Ninth House, Co-Chair
234-3 Cross-Level Effects of Procedural Justice Perceptions on Faculty Job Outcomes

This study examines individual-, department-, and cross-level procedural justice perceptions regarding budget cuts as predictors of trust, service motivation, and turnover intentions among university faculty. Results indicate that department-level perceptions moderate the relationship between individual-level perceptions and outcomes, and have a potential to attenuate the negative reactions to injustice.

Maja Graso, Zayed University
Lixin Jiang, Washington State University Vancouver
Tahira M. Probst, Washington State University Vancouver
Wendi L. Benson, Washington State University Vancouver
Submitter: Maja Graso, majagraso@gmail.com

234-4 Development and Validation of an Abridged Measure of Organizational Justice

In this 3-study paper, we present an abridged version of Colquitt’s (2001) 20-item organizational justice scale. Two validity studies using separate field samples provide evidence that the abridged measure maintains the psychometric quality of the original full scale and therefore can be used in its place.

Christa E. Kiersch, Colorado State University
Anne M. Hansen, PDRI
Zinta S. Byrne, Colorado State University
Kyle J. Sandell, Colorado State University
Travis J. Drake, Colorado State University
Submitter: Christa Kiersch, christa.kiersch@gmail.com

234-5 Counterfactual Thinking and Fairness Perceptions: A Double Randomized Design

A double-randomized design was used to examine counterfactual thinking from a fairness theory perspective. Study 1 showed that target expertise is related to would and should counterfactual strength and the generation of other-attributed counterfactuals. Study 2 showed that would and should counterfactuals are related to fairness perceptions. Implications are discussed.

Jessica M. Nicklin, University of Hartford
Kyle McGuire, University of Hartford
Steven Shelley, University of Hartford
Eleftheria Stavropoulos, University of Hartford
Christopher P. Cerasoli, University at Albany, SUNY
Submitter: Jessica Nicklin, jnt0702@gmail.com

234-6 An Examination of Employee Layoffs and Organizational Justice Perceptions

Employee layoffs are both prevalent and under-researched. Using vignettes, we examined third party presence, employees’ seniority level, and the provision of a severance package on justice perceptions. When senior employees were laid off, procedural and interactional justice perceptions were violated. Providing a severance package generated more positive distributive justice perceptions.

Society for Industrial and Organizational Psychology, Inc.
234-11 Effect of Degree Characteristics on Hiring Outcomes for I-O Psychologists

Applied I-O psychologists who hire entry-level I-O practitioners rated a series of fake applicant profiles. Applicants differed regarding type of degree (online or traditional), degree (master’s or PhD), and internship experience. Applicants with PhDs, traditional degrees, and internship experience were viewed most favorably in terms of hiring outcomes.

Alexandra Rechlin, Colorado State University
Russell A. Matthews, Louisiana State University
Suzanne M. Booth, Louisiana State University
Submitter: Alexandra Rechlin, rechlin@rams.colostate.edu

234-12 Master’s and Undergraduate Internship Insights: Recommendations for Successful Experiences

Internships, vital for master’s and undergraduate I-O students, provide applied learning experiences in organizational settings under qualified supervision. We provide data- and experience-based suggestions for successful internships including locating sites; appropriate assignments; host, faculty, and student responsibilities; student competencies; and evaluating intern performance.

Elizabeth L. Shoenfelt, Western Kentucky University
Janet L. Kottke, California State University-San Bernardino
Nancy J. Stone, Missouri University of Science & Technology
Submitter: Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

234-13 An Extension of Work–Family Conflict to Include Sleep

Drawing from scarcity theory, this study extends the time-based work–family conflict literature by examining the role of sleep activity outside of the work and family domains, which also competes for time. Across 2 studies, it is found that people borrow time from sleep to pay time to work and family.

Christopher M. Barnes, Virginia Tech
David T. Wagner, Singapore Management University
Sonia Ghumman, University of Hawaii at Manoa
Submitter: Christopher Barnes, cmbarnes@vt.edu

234-14 Can my Family-Supportive Organization Protect Me? Ameliorating Effects of FSOP

This study accomplishes 2 goals. First, it reports on the validation of an abbreviated 6-item measure of family-supportive organization perceptions. Second, it links role theory and theories of social support to suggest that the way in which family-supportive organization perceptions affects work–family conflict is via experiences of domain overload.

Suzanne M. Booth, Louisiana State University
Russell A. Matthews, Louisiana State University
Submitter: Suzanne Booth, suszannembooth@gmail.com

234-15 My Partner’s Burnout Made Me Do It: A Crossover Perspective

This study is an examination of the effects individuals’ burnout and their perceptions of their partners’ burnout have on the individuals and their ability to recover from work. Family-supportive organization perceptions is offered as a protection against experiences of overload and burnout, and a facilitator of recovery from work.

Suzanne M. Booth, Louisiana State University
Russell A. Matthews, Louisiana State University
Submitter: Suzanne Booth, suszannembooth@gmail.com

234-16 The Family Role Performance: Scale Development and Nomological Validation

A series of studies were conducted to conceptualize, operationalize, and validate family role performance. In Study 1, items were developed and generated. In Study 2, EFA was used to establish the dimensionality of the new scale. In Study 3, the measure based on convergent, discriminant, and nomological validity was validated.

Yu-Ping Chen, UW-Milwaukee
Shoshi Chen, Tel Aviv University
Margaret A. Shaffer, University of Wisconsin Milwaukee
Mina Westman, Tel Aviv University
Mila B. Lazarova, Simon Fraser University
Submitter: Yu-Ping Chen, yuping@uwm.edu

234-17 Mediators in the Work/Nonwork Enrichment Process

This study investigates mediating variables in the enrichment process between work and nonwork. A 2-wave study demonstrated that both positive affect and positive work reflection mediated the relationship between work engagement and enrichment between work and private life thus expanding the work–family enrichment model developed by Greenhaus and Powell (2006).

Stefanie Daniel, University of Konstanz
Sabine Sonnentag, University of Mannheim-Germany
Submitter: Stefanie Daniel, stefanie.daniel@uni-konstanz.de

234-18 Informal and Formal Organizational Work–Family Support and Associated Outcomes

This study examines informal organizational work–family support as a moderator of the relationship between formal work–family supports usage (i.e., alternate work arrangements) and organizational commitment, positive spillover, and life satisfaction. Coworker support and supervisor support were significant moderators of formal work–family supports usage and positive spillover and organizational commitment, respectively.

Cari L. Colton, NW Natural Gas
Leslie B. Hammer, Portland State University
Caitlin A. Demsky, Portland State University
Margaret B. Neal, Portland State University
Submitter: Caitlin Demsky, cademsky@gmail.com
234-19 Examining the Longitudinal Relationship Between SOC and Work–Family Conflict

A longitudinal model was tested to examine the influence of selection, optimization, and compensation (SOC) coping strategies on changes in work–family conflict (WFC). Results indicate that SOC negatively predicts work–family conflict over time. Thus, using SOC strategies can reduce the amount of WFC a person experiences.

Rebecca J. Early, Wayne State University
Boris B. Baltes, Wayne State University
Submitter: Rebecca Early, cj1215@wayne.edu

234-20 Making Negative a Positive: Furloughs, Family Benefits, and Job Satisfaction

Organizations are developing strategies to sustain their existence in struggling economic times. Furlough policies have been used in almost one-third of organizations and are usually perceived as a hindrance to employees. This study proposes, and results support, that job satisfaction will increase when employees perceive positive family benefits from furloughs.

Ann H. Huffman, Northern Arizona University
Lori Muse, California State University, Fullerton
Sherilyn Romanik, University of Alaska Anchorage
Julia L. Berry, Northern Arizona University
Gabe Ganser, Northern Arizona University
Submitter: Ann Huffman, ann.huffman@nau.edu

234-21 Dispositional Mindfulness as a Unique Predictor of Work–Family Conflict

Past research has shown that both situational and dispositional variables predict work–family conflict. This study introduces mindfulness, the act of being aware in the present moment, as a predictor. Results indicate mindfulness explains unique variance in work–family conflict beyond number of children, work hours, and personality.

Kaitlin M. Kiburz, University of South Florida
Tammy D. Allen, University of South Florida
Submitter: Kaitlin Kiburz, kkiburz@mail.usf.edu

234-22 Work–Family Conflict, Culture and Childcare: Predicting Citizenship Behavior

Work–life conflict is a pervasive and influential effect in the workplace. In this study, data were collected from working parents to investigate how elements of work–family conflict, work–family culture, equity sensitivity, and childcare arrangements predicted their engagement in organizational citizenship behavior (OCB).

Jennifer D. Bragger, Montclair State University
Eugene J. Kutcher, Rider University
Jamie L. Masco, Montclair State University
Ofelia Rodriguez-Srednicki, Montclair State University
Submitter: Eugene Kutcher, ekutcher@rider.edu

234-23 Effects of Core Self-Evaluations and Work Conflict on Emotional Exhaustion

The joint effects of work–family conflict (WFC), alternative work arrangement (AWA) perceptions, and core self-evaluations (CSEs) on emotional exhaustion were investigated in a sample of working adults. Results show that CSEs mitigate the positive relationship between WFC and emotional exhaustion. Implications for research and practice are discussed.

Eileen Linnabery, DePaul University
Christopher K. Adair, DePaul University
Submitter: Eileen Linnabery, eileen.linnabery@gmail.com

234-24 Work–School Conflict and Enrichment: Results From Two Studies

This study investigated antecedents and consequences of work–school conflict (WSC) and enrichment (WSE). Results from 2 studies of employed college students demonstrated that perceived organizational support (POS) and core self-evaluations (CSEs) have implications for WSC and WSE as well as outcomes such as role satisfaction, health, and burnout.

Laurel A. McNall, SUNY Brockport
Jesse S. Michel, Florida International University
Jason K. Steiner, Florida International University
Adriana Rogachefsky, SUNY Brockport
Christopher Jean-Baptiste, SUNY Brockport
Submitter: Laurel McNall, lmcnall@brockport.edu

234-25 Expanding Crossover Research: The Crossover of Job-Related Self-Efficacy Within Couples

This paper examines mechanisms and consequences of the crossover of job-related self-efficacy within working couples (N = 102 couples). It shows that the “actor’s” job-related self-efficacy crosses over to the “partner” via vicarious experience and verbal persuasion. Furthermore, the actor’s job-related self-efficacy indirectly relates to the partner’s work engagement.

Angela Neff, University of Konstanz-Germany
Cornelia Niessen, University of Konstanz-Germany
Sabine Sonnentag, University of Mannheim-Germany
Dana Unger, University of Mannheim-Germany
Submitter: Angela Neff, angela.neff@uni-konstanz.de

234-26 Contributions of Work Engagement and Psychological Detachment to Work–Family Conflict

The study examined the contributions of work engagement and psychological detachment from work during off-job time to employees’ work–family conflict among 238 bank employees in southeast Nigeria. The results provide evidence that work engagement is positively related to work–family conflict and psychological detachment is negatively related to work–family conflict.

Ernest Ike Onyishi, University of Nigeria, Nsukka
Fabian O. Ugwu, Benue State University, Makurdi, Nigeria
Lawrence O. Amazue, University of Nigeria
Submitter: Ernest Onyishi, ikeonyishi@yahoo.com
### 234-27 Supervisory Work–Family Guidance and Behavioral Integrity: Relationships With Subordinate Conflict

This study examines 2 forms of supervisory influence—supervisory work–family guidance and behavioral integrity—and hypothesizes how their main and interactive effects relate to employee work–family conflict. We also test moderated mediation models that examine the impact that organizational culture has on employee’s WFC through supervisors’ influence on employees. Samantha C. Paustian-Underdahl, University of North Carolina at Charlotte
Jonathon R.B. Halbesleben, University of Alabama
Submitter: Samantha Paustian-Underdahl, spaustia@uncc.edu

### 234-28 Does It Matter What You Prefer? Segmentation–Fit and Work–Family Conflict

Segmentation between work and family relates to important outcomes like work–family conflict (WFC). This study investigated the relationship between actual and preferred segmentation and WFC from a person–environment fit perspective using polynomial regression and response surface modeling. It found that regardless of preferences, segmentation was related to lower levels of conflict.

Gina A Seaton, Indiana University-Purdue University, Indianapolis
Elizabeth M. Poposki, Indiana University-Purdue University, Indianapolis
Whitney K. Woods, Indiana University-Purdue University, Indianapolis
Erin M. Crask, Indiana University-Purdue University, Indianapolis
Submitter: Gina Seaton, gseaton@iupui.edu

### 234-29 Social Media's Influence on Social Support, Efficacy, and Life Satisfaction

This study was designed to understand how social media influences social support, efficacy, and life satisfaction. Results showed that face-to-face and Facebook friends were perceived as providing all 3 types of social support (emotional, instrumental, information), and goal and interpersonal efficacy were significantly related to the perceptions of life satisfaction.

Deborah A. Olson, University of La Verne
Kenneth S. Shultz, California State University, San Bernardino
Jeanny Liu, University of La Verne
Submitter: Kenneth Shultz, kshultz@csusb.edu

### 234-30 A Within-Person Examination of the Effects of Telework

This study provides a within-person investigation of the effects of teleworking on several relevant variables (e.g., task performance, creative performance, work–family conflict, job satisfaction). Employees completed surveys each day over the course of the week while engaging in teleworking and not. Individuals appear to respond favorably while teleworking.

Ronald P. Vega, George Mason University
Amanda J. Anderson, George Mason University
Seth A. Kaplan, George Mason University
Submitter: Ronald Vega, rvega@gmu.edu

### 235. Roundtable Discussion/Conversation Hour: 9:00 AM–9:50 AM

**Elizabeth G**

**Moving Beyond the Textbook: Incorporating Articles into Undergraduate I-O Courses**

During this roundtable/conversation hour, participants will share their experiences using articles in undergraduate I-O psychology courses. Strategies for incorporating articles in and out of class will be discussed, and psychology and business publications will be considered. Upon conclusion, a collaborative list of sources will be generated and made available via e-mail.

Cynthia A. Prehar, Framingham State University, Host
Sotoris S. Culbertson, Kansas State University, Host
Submitter: Cynthia Prehar, cprehar@hotmail.com

### 236. Interactive Posters: 10:30 AM–11:20 AM

**America’s Cup AB**

**Naughty or Nice: Bad Behaviors at Work**

Olga Clark, University of Hartford, Facilitator

#### 236-1 The Role of Discrete Emotions in Predicting Counterproductive Work Behavior

A cross-sectional study investigated if discrete negative emotions differentially relate to specific subfacets of counterproductive work behavior (CWB). The findings suggest that the best predictor of each CWB subfacet is not always the same. This study provides some support for the stressor-emotion model of CWB.

Jeremy Bauer, University of South Florida
Paul E. Spector, University of South Florida
Russell E. Johnson, Michigan State University
Submitter: Jeremy Bauer, jbauer58@gmail.com

#### 236-2 Observer Responses to Incivility: Influences of Relational Demography and Time

We employed a relational demography framework to explore the influence of victim race and group racial composition on observer responses to workplace incivility over time. Observer responses depended upon relational demography, time, and the nature of the response. Practical implications are discussed.

Brent Lyons, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Brent Lyons, Lyonsbr3@msu.edu

#### 236-3 The Interactive Role of Gender in CWB and Workplace Aggression

This study examined direct and interactive relationships of gender with CWB directed toward organizations and people, physical aggression, and relational aggression. Men reported more of all 4 forms of behavior than women; men had stronger relationships of job stressors and personality with CWB and workplace aggression than did women.

Zhiqing E. Zhou, University of South Florida
Paul E. Spector, University of South Florida
Submitter: Zhiqing Zhou, zhiqing@mail.usf.edu
2012 SIOP Conference

236-4 Conflict at Work and Well-Being: Reciprocal Short-Term Effects

We examined reciprocal short-term associations between task and relationship conflict and well-being with a diary study over 2 weeks (N = 131). We found reciprocal lagged effects between relationship conflict and well-being, which point to a vicious circle. When we controlled for relationship conflict, task conflict was unrelated to well-being.

Laurenz L. Meier, University of Bern
Sven Gross, University of Bern
Paul E. Spector, University of South Florida
Norbert K. Semmer, University of Bern
Submitter: Laurenz Meier, meierl@usf.edu

237. Symposium/Forum: 10:30 AM–12:20 PM
America's Cup CD

Careers Across Cultures: International Experiences and Attitudes

In this symposium, global careers are considered from two perspectives. First, career experiences of employees working within diverse Western and Eastern cultures are examined. Second, international careers are examined, including international career aspirations as well as experiences of global employees—both expatriates and those who travel frequently across cultural borders.

Karen S. Lyness, Baruch College, CUNY, Co-Chair
Margaret A Shaffer, University of Wisconsin Milwaukee, Co-Chair
Michael K. Judiesch, Manhattan College, Grishma Shah, Manhattan College, Globalization, Collectivist Values, and Gender: Understanding Career Aspirations in India
Karen S. Lyness, Baruch College, CUNY, Regina H. Eckert, Center for Creative Leadership, Laura Sywulak, Baruch College, CUNY, Marian N. Ruderman, Center for Creative Leadership, William A. Gentry, Center for Creative Leadership, Culture and Managerial Careers: A Study in Five European Countries
Yih-Teen Lee, IESE Business School, B. Sebastian Reiche, IESE Business School, Dongmei Song, IESE Business School, How Do Previous International Experiences Influence Future International Career Aspirations?
Mihaela Dimitrova, University of Wisconsin-Milwaukee, Sherwin I. Chia, Nanyang Technological University, Cheryl Tay, Nanyang Technological University, Margaret A Shaffer, University of Wisconsin-Milwaukee, Dora M. Luk, City University of Hong Kong, International Travel Frequency Effects on Global Business Travelers' Career Attitudes
Wolfgang Mayrhofer, Wirtschaftsuniversitaet (WU) Wien, Discussant
Submitter: Mihaela Dimitrova, mihaela@uwm.edu

238. Symposium/Forum: 10:30 AM–11:50 AM

Self-Regulating Across Goals and Time

This symposium presents innovative research within the area of self-regulation. Specifically, the symposium highlights experimental designs that investigate dynamic multiple-goal pursuit, using innovative statistical and computational approaches to understanding self-regulation. Included is a meta-analysis on studies of within-person self-efficacy effects, a first in terms of multilevel data.

Jeffrey B. Vancouver, Ohio University, Chair
Justin M. Weinhardt, Ohio University, Co-Chair
Traci Sitzmann, University of Colorado Denver, Gillian B. Yeo, University of Western Australia, A Meta-Analysis of the Within-Person Effect of Self-Efficacy on Performance
Andrew F. Neal, University of Queensland, Gillian B. Yeo, University of Western Australia, Timothy Ballard, University of Western Australia, Sarah Hall, University of Western Australia, Examining the Components of Self-Regulation During Goal Setting and Striving
Justin M. Weinhardt, Ohio University, Jeffrey B. Vancouver, Ohio University, Justin D. Purl, Ohio University, Amanda R. Covey, Ohio University, Anastasia L. Milakovic, Ohio University, Claudia Gonzalez-Vallejo, Ohio University, Dynamic Preference Construction in Multiple Goal Pursuit
Aaron M. Schmidt, University of Minnesota, Sophie Leroy, New York University, James W. Beck, University of Minnesota, The Effects of Regulatory Focus on Attention Residue Following Interruptions
Richard P. DeShon, Michigan State University, Discussant
Submitter: Justin Weinhardt, jw225207@ohio.edu

239. Symposium/Forum: 10:30 AM–11:50 AM

Betsy BC

Good, Bad, or Both: Some New Perspectives on Workaholism

This symposium illustrates several ways in which the complexity of heavy work investment/workaholism may simultaneously lead to outcomes that are solely positive, solely negative, or mixed. The symposium presents some new perspectives on workaholism that aim at clarifying the construct, its structure, and outcomes.

Mary Hogue, Kent State University, Chair
Marina N. Astakhova, Kent State University, Co-Chair
Nathan Culmer, University of Iowa, Working on Workaholism: Motivation, Attitudes, and Addiction
Marina N. Astakhova, Kent State University, Heavy Work Investment Typology: A Biopsychosocial Framework
Ronald J. Burke, York University, Tambudyal Singh, York University, Consequences of Passion and Addiction Among Managers and Professionals
Gayle Porter, Rutgers, The State University of New Jersey, Gayle Porter, Rutgers, The State University of New Jersey, Workaholics’ Attributes About Company-Supplied Smartphones
Gayle Porter, Rutgers, The State University of New Jersey, Discussant
Submitter: Marina Astakhova, mastakho@gmail.com

240. Panel Discussion: 10:30 AM–11:50 AM

Delmar AB

I-O and the Education of Today’s Physicians

This panel session examines the role of I-O psychology in healthcare by focusing on the education of physicians. A diverse panel of I-O psychologists will discuss current
work and future research needs related to physician education: selection to medical school, medical school, residency, and postresidency and continuing education.

Andrea Amodeo, IMPAQ International, Chair
David P. Baker, IMPAQ International, Panelist
Michael T. Brannick, University of South Florida, Panelist
Scott H. Oppler, Assn of Amer. Medical Colleges, Panelist
Michael Rosen, Johns Hopkins University, Panelist
Submitter: Andrea Amodeo, amodeo29@hotmail.com

241. Posters: 10:30 AM–11:20 AM
Douglas Pavilion BCD
Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)

241-1 Effects of Subgroups’ Variances on Cognitive Ability Test Differential Validity
Racial/ethnic subgroups’ observed correlations between cognitive ability tests and performance criteria differ (i.e., differential validity), but differential prediction studies have concluded that subgroups’ regression slopes do not differ. Data from 1+ million participants demonstrate that subgroup differences in criterion-to-test standard deviation ratios only account for this disconnect in some domains.

Clare L. Barratt, Texas A&M University
Christen L. Dovalina, Texas A&M University
Peng Zhao, Texas A&M University
Christopher M. Berry, Texas A&M University
Submitter: Christopher Berry, cmberry@tamu.edu

241-2 Joint Effects of Race and Language in Explaining Differential Prediction
This study investigates the joint role of race/ethnicity and language proficiency for Hispanic and Asian students across 3 admissions systems in predicting freshman grades. We find differential prediction for Asian students for the SAT, with more nuanced investigations demonstrating that this is driven by students’ language proficiency on verbally loaded subtests.

Winny Shen, University of South Florida
Thomas Kiger, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Philip T. Walmsley, University of Minnesota
Adam Beatty, University of Minnesota
Jana Rigdon, University of Minnesota
Submitter: Winny Shen, wshen@usf.edu

241-3 Faking to the Max: Do Ceiling Effects Constrain Faking?
Fake-good personality studies were meta-analyzed and examined for ceiling effects. The percent of the maximum value achieved was calculated when instructed to fake good. Although faking effects are positive across all dimensions of the 5-factor model of personality, reaching the maximum score is a rare occurrence.

Chelsea E. Jenson, University of Minnesota
Paul R. Sackett, University of Minnesota

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241-4 The Effects of Scoring Technique on Situational Judgment Test Validity
Motowidlo and his colleagues (2006) recently developed a scoring technique for SJTs based on implicit beliefs concerning the effectiveness of different behavioral choices that demonstrate varying levels of targeted traits. This research explores how scoring methods affect the relationship SJT scores have with cognitive ability, personality traits, and performance.

Daniel S. Miller, University of Central Florida
Kimberly A. Smith-Jentsch, University of Central Florida
Submitter: Daniel Miller, daniel.miller.ucf@gmail.com

241-5 Too Big to Hire: Factors Impacting Employment Weight Discrimination
Overweight individuals often experience workplace discrimination. This study examined the employment screening process to assess the impact of applicant characteristics (i.e., weight and gender), job characteristics (i.e., visibility and physical demands), and rater characteristics (i.e., antifat attitudes). With the exception of job visibility, all of the factors impacted hiring recommendations.

Lynn K. Bartels, Southern Illinois University-Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville
Submitter: Lynn Bartels, Lbartel@siue.edu

241-6 An Illustration of Pareto-Optimality Applied to Primary Study Educational Data
Pareto-optimal weights have been introduced as a method for balancing the competing objectives of expected criterion performance and diversity. This concept is applied to a multi-institution educational dataset to illustrate the range of potential tradeoffs between selection quality and diversity. In addition, the moderator of institution selectivity is analyzed.

Adam Beatty, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Thomas Kiger, University of Minnesota
Jana Rigdon, University of Minnesota
Winny Shen, University of South Florida
Submitter: Adam Beatty, beat071@umn.edu

241-7 The Effects of Nepotism on Bystander Job Attitudes
Few empirical studies have examined the effects of nepotism in organizations. This study investigated the effect of nepotism on bystander job attitudes using a series of vignettes. Results suggest that attitudes depend on features of the nepotistic event, specifically the beneficiary’s level of merit and proximity to the bystander.

Benjamin Biermeier-Hanson, Wayne State University
Levi R. Nieminen, Wayne State University
Marcus W. Dickson, Wayne State University
Submitter: Benjamin Biermeier-Hanson, b.biermeier@wayne.edu
2012 SIOP Conference

241-8 A Source Trait Conceptualization of Person–Work Environment Fit
John F. Binning, The DeGarmo Group, Inc.
Adam L. Bradshaw, Illinois State University
Submitter: John Binning, jbinning@ilstu.edu

241-9 Predicting Employee Turnover From Prehire Information
This study found that individuals recruited by employee referrals had a lower turnover rate than individuals recruited by other sources. This difference was most pronounced during the initial employment period. In comparison to first-time applicants, those who had previously applied for jobs had a lower turnover rate.

James A. Breauh, University of Missouri-St Louis
Submitter: James Breauh, jbreauh@ums.edu

241-10 The Evolution of Workforce Analytics: Implications for Science and Practice
A new generation of workforce analytics is needed that leverages the capabilities of integrated HR information systems to better meet the needs of organizational decision makers. This manuscript discusses the unique opportunity this offers scholars to simultaneously inform practice and advance the science of human resources management.

Kevin D. Carlson, Virginia Tech
Andrew O. Herdman, Virginia Tech
Ross L. Mecham, III, Virginia Tech
Richard C. Watson, Virginia Tech
Jerry P. Flynn, Virginia Tech
Submitter: Kevin Carlson, kevinsc@vt.edu

241-11 Cultural Differences in Applicant Perceptions of Assessments and Organizations
This study sought to understand the role of culture on an applicant’s perceptions of an online assessment and the organization that uses such assessment in their hiring practices. Applicant data from a multinational telecommunications organization was examined to explore differences in applicant reactions between those in Mexico and the U.S.

Andrea Lassiter, Minnesota State University
Abby Miller, SHLPreVisor
Olivia E. Martin, Minnesota State University
Pamela Congemi, Target Corporation
Submitter: Pamela Congemi, pamela.congemi@target.com

241-12 An Examination of the Influence of DIF on Selection Decisions
The effects of DIF on selection decisions were examined using a Monte Carlo simulation involving small sample sizes and impact similar to what is observed in practice. The results indicated small improvements in selection rates for focal group members when DIF items were removed from a simulated cognitive ability test.

Jeffrey S. Conway, University of South Florida/PDRI
Jacob Seybert, University of South Florida
Stephen Stark, University of South Florida
Submitter: Jeffrey Conway, jconway@mail.usf.edu

241-13 Quasi-Experimental Designs Evaluation of a Preoffer Risk Management Assessment Program
This study was undertaken as part of an effort to evaluate the impact of a wireless retailer’s risk management assessment program on relevant business metrics. It was found that the turnover, shrinkage, and number of disciplinary action metrics were significantly reduced after the implementation of the risk management assessment.

Jason Read, AT&T
Seth Zimmer, AT&T
Kelly D. Dages, Vangent, Inc.
John W. Jones, Vangent Human Capital
Submitter: Kelly Dages, kelly.dages@vangent.com

241-14 The Development of General Evaluations of Corporations
This study examined how general evaluations of corporations develop by testing an impression formation model (Highhouse, Brooks, & Greguras, 2009). Impressions either fully or partially mediated the images–evaluations relations. Respectability was more strongly related to evaluations than was impressiveness, and market image may be the most important driver of impressions.

Dalia L. Diab, Xavier University
Scott Highhouse, Bowling Green State University
Submitter: Dalia Diab, diabd@xavier.edu

241-15 Keeping Up With the Joneses: Applicants Reactions to Multimedia SJTs
This study investigated differences in applicant reactions to a multimedia SJT and a computerized text based SJT. Participants reported higher procedural justice reactions and more positive company perceptions after completing the multimedia SJT. Further, applicants reacted more favorably to personality and cognitive ability tests after taking the multimedia SJT.

Erica N. Drew, Florida International University
Julie J. Lamer, Florida International University
Valentina Bruk Lee, Florida International University
Pamela J. Levine, PreVisor
Kimberly A. Wrenn, PreVisor
Submitter: Erica Drew, endrew9@yahoo.com

241-16 Differences in Applicant Reactions Between Internal and External Applicants
Perceptions of internal applicants are often overlooked yet are important. This study investigated differences between internal and external applicant perceptions.

Society for Industrial and Organizational Psychology, Inc.
Results indicate that internal applicants had lower fairness perceptions than external applicants. In addition, satisfaction with the level of communication during the process was negatively related to fairness perceptions.

Bonnie J. Farago, Transportation Security Administration
Lycia A. Carter, Transportation Security Administration (TSA)
Anthony S. Boyce, Aon Hewitt
Submitter: Bonnie Farago, bonnie.farago@gmail.com

241-17 Impact of Remotely Delivered Assessments on Brand Image Perceptions

This study was conducted to assess the impact of a selection tool on brand image perceptions that applicants hold of an organization. Initial brand image was manipulated through changing descriptions of a hypothetical organization. Brand image perceptions were found to be variable throughout the recruitment and selection process.

Jared Z. Ferrell, University of Akron
Dennis Doverspike, University of Akron
Steven R. Ash, University of Akron
Submitter: Jared Ferrell, jzf2@zips.uakron.edu

241-18 Reexamination of the Social Identity Consciousness Scale Using Job Seekers

This study examined the factor structure of the Social Identity Conscious scale in a sample of actual job seekers. The scale was found to exhibit a different factor structure than initially proposed by Highhouse, Thornbury, and Little (2007). Implications of these findings are also discussed.

Jared Z. Ferrell, University of Akron
Andrea F. Snell, University of Akron
Dennis Doverspike, University of Akron
Aaron J. Kraus, University of Akron
Yoshie Nakai, Eastern Kentucky University
Submitter: Jared Ferrell, jzf2@zips.uakron.edu

241-19 Interviewer Training: Its Effects on Interview Approach, Beliefs, and Attitudes

Despite greater predictive validity of structured versus unstructured interviews, most interviewers fail to adopt a structured approach. This study examined impacts of formal interviewer training. Results indicate that trained interviewers were more likely to structure their interviews, less anxious about conducting interviews, and more confident about their interviewing skills.

Jacob S. Fischer, Edward Jones
Lisa Roberts, Edward Jones
Therese H. Macan, University of Missouri-St Louis
Submitter: Jacob Fischer, jacobfischer@umsl.edu

241-20 Team Selection Regarding Personality Composition: Propositions for Improved Validity

Personality is an important team composition variable that is often used in making team selection decisions. This paper presents several ways to improve the predictive efficacy of personality measures in team contexts. Considerations of item context, the criterion domain, a focus on facets, and methods of aggregation are discussed.

Jacob S. Fischer, Edward Jones
Lisa Roberts, Edward Jones
Therese H. Macan, University of Missouri-St Louis
Submitter: Jacob Fischer, jacobfischer@umsl.edu

241-21 Efficacy-Based Model of Military Accession

Using a longitudinal design, we applied social cognitive theory to examine military recruitment drop out during an underresearched period of organizational life: the waiting period between formal recruitment and socialization. Logistic regression results supported SCT beyond alternative explanations: social support and recruiter interaction fairness. Implications for managing applicants’ efficacy are discussed.

Phillip L. Gilmore, George Mason University
Katherine Ely, Fors Marsh Group
Submitter: Phillip Gilmore, pgilmore@gmu.edu

241-22 Regulatory Focus in the Selection Context

This study was conducted to examine the effects of regulatory focus theory on the selection of candidates via resumes and cover letters. It examined the possibility that recruiters’ promotion and prevention focus affect their prehire decisions and noted that firms could prime different regulatory orientations in individuals.

Clifford R. Haimann, George Mason University
Lois E. Tetrick, George Mason University
Submitter: Cliff Haimann, chainmann@gmu.edu

241-23 Deconstructing Structured Interviews: Content Analysis of Recent Research on Structure

This article provides an analysis of recent research on structured interviews using components from Campion et al. (1997). Seven components are found to be widely used, but the other 8 are not. Three new components are introduced: transparency, rapport building, and reaching consensus versus averaging. Suggestions for future research are outlined.

Christopher J. Hartwell, Purdue University
Julia Levashina, Kent State University
Frederick P. Morgeson, Michigan State University
Michael A. Campion, Purdue University
Submitter: Christopher Hartwell, chrishartwell@gmail.com

241-24 Psychological Stigma of Unemployment: When Joblessness Leads to Being Jobless

In 2 studies, we find that unemployment stigma exists, occurs instantaneously, is difficult to alleviate, and leads to hiring biases against the unemployed. This stigma-based account of the unemployed stands in contrast to economic theories purporting that individuals rationally base their judgments on the skill deterioration of the unemployed.

Geoffrey C. Ho, UCLA
Margaret Shih, UCLA
Daniel J. Walters, UCLA
Todd L. Pittinsky, Stony Brook University
Submitter: Geoffrey Ho, ghoo@anderson.ucla.edu
241-25 Reactions to Intelligence Tests: Effects of Performance and Achievement Goals

In this study the order of difficulty of items within a cognitive power test was manipulated to influence performance and, in turn, test perceptions (e.g., fairness, validity). The role of achievement goals in predicting performance and test perceptions was also explored. Practical and theoretical implications are discussed.

Carolyn M. Jagacinski, Purdue University
Donald E. Lustenberger, Development Dimensions International
Brett W. Guidry, Purdue University
Submitter: Carolyn Jagacinski, jag@psych.purdue.edu

241-26 Finding Good Help: Using Personality Tests and SJT's

This paper focuses on the utility of using both situational judgment tests and personality tests as part of an assessment battery for customer service positions. Data from over 4,000 job incumbents working in 4 existing customer service jobs in a large retail organization was collected.

Stacey R. Kessler, Montclair State University
Matthew H. Reider, Reider Research/Campion Services, Inc.
Michael A. Campion, Purdue University
Submitter: Stacey Kessler, stacey9815@aol.com

241-27 Deep Thinking: Need for Cognition in the Structured Interview

Need for cognition was examined for its impact on primary and recency effects in ratings of the written transcripts of a competency-based interview. Recency effects, regardless of need for cognition, were found. Those high in need for cognition rated more conservatively relative to those low in cognition.

Amy Lawton, California State University-San Bernardino
Janet L. Kottke, California State University-San Bernardino
Kyle McNeal, California State University-San Bernardino
Submitter: Janet Kottke, jkottke@csusb.edu

241-28 Intelligence and Prior Deviance Predicts Off-Duty Deviance

Employee deviance outside of the workplace has rarely been studied. This behavior, defined as off-duty deviance (ODD), was explored using 667 players from the NFL. Results support the criterion-related validity of intelligence and prior deviance to predict future ODD. Implications germane to the NFL, organizations, and society are discussed.

Brian D. Lyons, Wright State University
William Bommer, California State University, Fresno
Brian J. Hoffman, University of Georgia
Submitter: Brian Lyons, brian.lyons@wright.edu

241-29 Situational Judgment Tests as a Form of Realistic Job Preview

Situational judgment tests (SJT's) and realistic job previews (RJPs) have different purposes, but both provide applicants with job-relevant information. This study compared knowledge gain and withdrawal intentions in RJP and SJT conditions and concluded that SJTs are effective as RJPs for communicating information about the job and influencing applicant reactions.

Brian J. Marentette, DePaul University
Jane A. Halpert, DePaul University
Eileen Linnabery, DePaul University
Marco Passuello, DePaul University
Submitter: Brian Marentette, bmarente@depaul.edu

241-30 An Examination of Rapport Building in Interviews

This study examined interviewer rapport-building behaviors, applicant interview anxiety, interview performance, and self-promotion. Results demonstrated that interview anxiety is negatively related to applicant perceptions of performance but not hiring decisions. Rapport building was negatively related to self-promotion. Post-hoc analyses revealed that interview anxiety mediated the rapport-building/self-rated performance and the rapport-building/self-promotion relationships.

Daniel Nicely, University of Houston
Cyrus Mirza, University of Houston
Sara A Brothers, University of Houston
Joseph G. Zaragoza, University of Central Florida
James E. Campion, University of Houston
Submitter: Cyrus Mirza, csmirza2@uh.edu

241-31 Bringing Along the Family: Nepotism in the Workplace

This study was conducted to determine if justice perceptions act as an underlying mechanism for nepotistic organizations and if self-concept alters these perceptions. Using an experimental lab study, these relationships were tested.

Rabiah S. Muhammad, University of Maryland
Paul J. Hanges, University of Maryland
Submitter: Rabiah Muhammad, rabiahm@umd.edu

241-32 The Fakability and Validity of an Integrity-Based IAT

This study concerns the validity and fakability of an integrity-based IAT (the IAT-sp), an adaptation of one developed by Fischer and Bates (2008). Data provide evidence for the assessments validity. Although less predictive of deviance, the IAT-sp was found to be significantly less easily faked than an explicit integrity assessment.

Andrew Clark, North Carolina State University
Adam W. Meade, North Carolina State University
Submitter: Andrew Clark, apclark@ncsu.edu

242. Symposium/Forum: 10:30 AM–11:50 AM
Edward AB

The Dark Side of Emotions in the Workplace

Despite the recent focus on positive emotions in work settings, the dark side is not going away. In 4 presentations, authors outline different facets of the dark emotions,
including the emotional contagion and employee burnout, abuse victim retaliation, the negative effects of emotional labor, and guilt resulting from unethical behavior.

Neal M. Ashkanasy, University of Queensland, Co-Chair
Laura Petitta, University of Rome Sapienza, Co-Chair
Laura Petitta, University of Rome Sapienza, Fiorenza DiCave, University of Rome Sapienza, Emotional
Contagion at Work and Job Burnout
Rebecca T. Michalak, University of Queensland, Neal M.
Ashkanasy, University of Queensland, *Tit-for-Tat, Take
That! Expressively Driven Retaliation and “Perpetrated
Perpetrators”*
Catherine S. Daus, Southern Illinois University-Edwardsville,
Tiffany Cage, Saint Louis University, *The Unexpected
Tradeoffs Between Emotional Intelligence and
Emotional Labor*
KiYoung Lee, University of Minnesota, Michelle K. Duffy,
University of Minnesota, Brian R. Dineen, University of
Kentucky, Chris A. Henle, Colorado State University, Tiffany
M. Trzebiatowski, University of Wisconsin-Madison, *Blinded by
Success: Unethical Behavior, Success, and Guilt*
Yochi Cohen-Charash, Baruch College-CUNY, *Discussant
Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

243. Symposium/Forum: 10:30 AM–11:50 AM
Edward CD
Moving Beyond “Soft” Outcomes and Single
Time Points in Reactions Research
Despite recent calls for improved methodology in applicant
reactions research, there are still few longitudinal studies with “hard” behavioral outcomes. This symposium aims to fill this gap by bringing together 5 presenta-
tions that examine applicant reactions from either a
longitudinal perspective or by linking reactions to
objective behavioral outcomes.

Gary W. Giumetti, Georgia College, Co-Chair
Patricia B. Barger, Kronos, Inc., Co-Chair
Patricia B. Barger, Kronos, Inc., Ryan P. Robinson, Kronos,
Inc., Anne Thissen-Roe, Kronos, Inc., Thu G. Hoang,
Portland State University, *Investigating the Effects of
Applicant Reactions on Reappraisal Behavior*
Jennica R. Webster, Marquette University, Terry A. Beehr,
Central Michigan University, *Internal Applicant
Reactions to Promotion Decisions*
Gary W. Giumetti, Georgia College, Patrick H. Raymark,
Clemson University, *Do Applicant Reactions Matter?*
*Testing a Model of Applicant Withdrawal*
Marjolein L. Feys, Ghent University, Frederik Anseel, Ghent
University, Bart Wille, Ghent University, *A Longitudinal
Study of Candidates’ Reactions in “American Idol”*
Benjamin D. McLarty, Louisiana State University, Daniel
Whitman, Louisiana State University, Tim R. Samples,
Hogan Lovells US LLP, Tatiana H. Tourneva, Louisiana
State University, *The Role of Disposition on Applicant
Behavioral Intentions*
Donald M. Truxillo, Portland State University, *Discussant
Submitter: Patricia Barger, patricia.barger@kronos.com

244. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth A
Disability in the Workplace: Contemporary
Challenges Beyond ADA Compliance
Beyond actions mandated by the Americans with
Disabilities Act (1990), workers with disabilities face
subtle discrimination in social and work opportunities
and perceptions of illegitimacy. The symposium will
discuss research on issues that currently are not
addressed by legislation yet may yield differential
opportunities for workers with disabilities.

Alecia M. Santuzzi, Northern Illinois University, Chair
Casey C. Smith, Baruch College, CUNY, Alecia M. Santuzzi,
Northern Illinois University, *Selection of Individuals With
Disability: Task Type and Selection Instructions*
Jill C. Bradley, California State University, Fresno, Philip J.
Gentile, California State University, Fresno, *Experience
of Mistreatment and Friendly Treatment of People With
Disabilities*
Meera Adya, Syracuse University, Douglas L. Kruse, Rutgers
University, Lisa Schur, Rutgers University, *An
Experimental Field Approach to Examining Disability-
Based Hiring Patterns*
Pamela R. Waltz, Northern Illinois University, Deborah E.
Rupp, Purdue University, Alecia M. Santuzzi, Northern
Illinois University, Lisa Finkelstein, Northern Illinois
University, *Defining Disability: The Role of Labels in
Justice Perceptions*
Adrienne J. Colella, Tulane University, *Discussant
Submitter: Alecia Santuzzi, asantuzzi@niu.edu

245. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth B
The Future of Transformational Leadership
Research: Conceptual and Methodological
Developments
This session will focus on issues that have been identified
in the transformational leadership literature as needing fur-
ther development. Topics include cultural differences, indi-
vidual follower differences, level of analysis issues, as well
as recommendations for future measurement and research.

Rajnandini Pillai, California State University San Marcos,
Patricia Tomei, Pontifical Catholic University of Rio de
Janeiro (PUC), Melissa K. Carsten, Claremont Graduate
University, *Transformational and Authentic Leadership:
Are the Scales of Justice Tipped?*
Tiffany Hansbrough, Baldwin-Wallace College, *Individual
Differences and the Appeal of Transformational Leadership*
Shelley Dionne, Binghamton University, Jae Uk Chun, Korea
University, Chanyu Hao, Binghamton University, Andra
Serban, Binghamton University, Francis J. Yammarino,
SUNY Binghamton, William D. Spangler, Binghamton
University, *Levels of Analysis Incorporation and
Publication Quality*
Chet Schriesheim, University of Miami, Francis J. Yammarino,
SUNY Binghamton, John J. Sosik, Pennsylvania State
University-Great Valley, Dong J. Jung, San Diego State
University, Yonghong Liu, University of Miami, *The
Empirical Level of Analysis of MLQ Form 5X Items*
Ronald E. Riggio, Claremont McKenna College, *Discussant
Submitter: Tiffany Hansbrough, thanbro@bw.edu
IGNITE Lightning Round: I-O Psychology’s Impact on People’s Working Lives

In this invited sequel, presenters have 5 minutes and 20 automatically progressing slides to share experiences where I-O psychology meaningfully impacted people’s working lives. Practitioners and academics tell their most compelling stories about the individuals their work has influenced. Come be reminded why so many of us became I-O psychologists.

Autumn D. Krauss, Sentis, Chair
Mark J. Schmit, Society for Human Resource Management, Presenter
Allan H. Church, PepsiCo, Presenter
Jeffrey J. McHenry, Rainier Leadership Solutions, Presenter
Nancy T. Tippins, Valtera Corporation, Presenter
Michael A. Campion, Purdue University, Presenter
Julian Barling, Queen’s University, Presenter
Steven D. Ashworth, San Diego Gas & Electric, Presenter
Steven G. Rogelberg, University of North Carolina Charlotte, Presenter
William Shepherd, Huntington National Bank, Presenter
Elaine D. Pulakos, PDRI, an SHL Company, Presenter
Submitter: Autumn Krauss, autumn.krauss@sentis.net

New Trends on Impression Management, Faking, and Deception in Interviews

This symposium offers a theoretical and empirical contribution to research on impression management (IM) in interviews. It addresses IM construct- and criterion-related validity, interviewers’ ability to detect deceptive IM, the impact of IM on interview outcomes, and organizations’ use of discovered deceptive IM as justification in court cases.

Julia Levashina, Kent State University, Co-Chair
Nicolas Roulin, University of Lausanne, Co-Chair
Julia Levashina, Kent State University, Christopher J. Hartwell, Purdue University, Frederick P. Morgeson, Michigan State University, Michael A. Campion, Purdue University, Impression Management in Structured Interviews: Review of Research and Meta-Analysis
William S. Weyhrach, Kansas State University, Satoris S. Culbertson, Kansas State University, Christopher J. Waltes, Kansas State University, Behavioral Cues as Indicators of Deception in Structured Employment Interviews
Nicolas Roulin, University of Lausanne, Julia Levashina, Kent State University, Adrian Bangerter, University of Neuchâtel, Can Interviewers Detect and Discount Honest and Deceptive Applicant IM?
Ute-Christine Klehe, Justus Liebig Universität Gießen, Martin Kleinmann, University of Zurich, Jessica Meisel, Justus Liebig Universität Gießen, Christiane Niess, Universität van Amsterdam, Much Ado About Nothing? On the Nature of Impression Management
Linda Sue Ficht, Indiana University Kokomo, Can I Fake It? Court’s View on Faking in Interviews
Allen I. Huffcutt, Bradley University, Discussant
Submitter: Julia Levashina, jlevashi@kent.edu

Work–Life Issues of Single Employees: Implications for Research and Practice

The authors will engage in a facilitated discussion about today’s single employee. The session will focus on reviewing the current understanding of workplace challenges for single employees, discussing their inclusion in work–life programs and policies, and stimulating future research and workplace practices.

Lesley A. Perkins, Self-Employed, Host
Caryn Medved, Baruch College, Host
Submitter: Lesley Perkins, lesleyperkins@yahoo.com

The Impact of Social Media on Work

Online social media sites are becoming part of individual communication, and impacts are being felt in the workplace. This symposium presents research that builds understanding of how people use social media in relation to their jobs and how social media can be used in ways beneficial to organizations.

Richard N. Landers, Old Dominion University, Chair
Gordon B. Schmidt, Michigan State University, Co-Chair
Nathan Weidner, Wayne State University, Kevin T. Wynne, Wayne State University, Kimberly E. O’Brien, Central Michigan University, Individual Differences in Workplace Related Use of Social Networking Sites
Gordon B. Schmidt, Michigan State University, Ariel Lelchook, Gettysburg College, James E. Martin, Wayne State University, The Relationship Between Social Media Coworker Friends and Work-Related Attitudes
Hannah-Hanh D. Nguyen, California State University, Long Beach, Christina Siu, California State University, Long Beach, Using Computer-Mediated Communication as Stress-Coping and Organizational Retaliatory Tools
Richard N. Landers, Old Dominion University, Rachel C. Callan, Using Social Networking Sites With Gameification to Support Employee Learning
Jeffrey M. Stanton, Syracuse University, Discussant
Submitter: Gordon Schmidt, schmi306@msu.edu

Macrocognition in Teams: Understanding Knowledge Building for Team Problem Solving

Macrocognition in teams involves individual and team cognitive processes to generate new knowledge to solve unique problems. Four empirical studies present different approaches to examine the learning and knowledge creation processes in team problem solving. The research incorporates multilevel theory with a focus on dynamic processes in team cognition.

Steve W. J. Kozlowski, Michigan State University, Co-Chair
Georgia T. Chao, Michigan State University, Co-Chair
Steve W. J. Kozlowski, Michigan State University, Georgia T.
### 27th Annual Conference

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<td>Daniel B. Turban, University of Missouri, Host; David A. Jones, University of Vermont, Host; Trevor G. Byrd, Morehead Associates, Coordinator</td>
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<td>Madeline CD</td>
<td>Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals</td>
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**New Insights Into Political Skill**

Political skill provides insight into understanding the effectiveness of social influence attempts. This symposium considers how political skill relates to theoretically relevant, novel outcomes. These studies indicate that political skill is important to understanding (a) supervisor impressions of interns, (b) social cue detection, and (c) social capital.
2012 SIOP Conference

Daniel Herres, University of Connecticut, Vicki J. Magley, University of Connecticut, Work Engagement Mediates Heterosexist Harassment and Turnover Intentions

Charlie Law, Pennsylvania State University-Schuylkill, Brian Misdom, Pennsylvania State University-Schuylkill, Sean Travis, Pennsylvania State University-Schuylkill, Krysta Kolbe, Pennsylvania State University-Schuylkill, Formal and Interpersonal Discrimination: The Effects of Disclosing Stigmatizing Information

John M. Cornwell, Rice University, Discussant
Submitter: Charlie Law, cll25@psu.edu

256. Panel Discussion: 10:30 AM–11:50 AM
Mohsen AB

The Emerging Field of Employee Wellness: An I-O Psychology Perspective

Employee health and wellness is an emerging field of scholarly interest and practical concern of I-O psychologists. Based on diverse experiences as scholars and consultants, the panel will first identify voids in the research and existing problems in promoting employee well-being followed by a discussion of promising future directions.

Lisa L. Scherer, University of Nebraska-Omaha, Panelist
Eric Faurote, University of Nebraska at Omaha, Panelist
Vicki J. Magley, University of Connecticut, Panelist
Lisa Kath, San Diego State University, Panelist
Submitter: Lisa Scherer, lscherer@mail.unomaha.edu

257. Interactive Posters: 11:30 AM–12:20 PM
America’s Cup AB

Feeling Groovy: Affective Work Experiences

Jaron Holmes, OPM, Facilitator

257-1 Positivity in Adversity: Psychological Capital During Job Loss and Reemployment

Psychological capital predicts perceived employability more strongly for long term displaced employees than for recently displaced employees. Perceived employability in turn predicts active job search more strongly for long term displaced employees and preparatory job search more strongly for recently displaced employees. Implications of 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

257-2 Affective Job Satisfaction: Mediating Turnover Among Collectivist Workers

Workers from collectivist societies will have lower intent to leave their job when they are experiencing high affective job satisfaction. This hypothesis is tested on a sample of 342 respondents from India. The results corroborate our hypothesis and contributes to the growing literature on interpersonal conflict.

Terry A. Nelson, University of Memphis
Tom Stafford, University of Memphis
Rabi S. Bhagat, University of Memphis
Submitter: Terry Nelson, tnelson4@memphis.edu

257-3 How Leadership Affects Well-Being: Roles of LMX and Social Support

This study examined different ways in which leadership can affect employee psychological well-being. As predicted, supervisor social support partially mediated the relationship between leader–member exchange (LMX) and well-being. Social support did not moderate the relationship between job demands and well-being. Results help specify the process by which LMX affects well-being.

Crystal M. Burnette, Clemson University
Robert R. Sinclair, Clemson University
Mo Wang, University of Florida
Junqi Shi, Peking University, China
Submitter: Crystal Burnette, cburnet@clemson.edu

257-4 Value Congruence in Perception and Support for Organizational Visions

Is support for an organizational vision tied to congruence of members’ values with the vision? In 2 studies, value congruence coincided with greater support when informational cues indicated vision–value congruence. With conflicting cues, inclusion of value-incongruent consequences in an otherwise value-congruent vision can backfire, decreasing vision support.

Kevin Leung, University of Waterloo
John L. Michela, University of Waterloo
Carolyn K. Daniels, Alberta Health Services
Jennifer Serec, University of Waterloo
Submitter: Kevin Leung, kevin.leung@uwaterloo.ca

258. Posters: 11:30 AM–12:20 PM
Douglas Pavilion BCD

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

258-1 Live Versus Video Assessment

The following study compared live and video-based assessment ratings for the same interview in a “real-life” situation. Findings indicate that video-based assessment is essentially equivalent to live assessment with regard to reliability and subgroup differences.

Martinique Alber, Personnel Board of Jefferson County
Libby Miller, Personnel Board of Jefferson County
Submitter: Martinique Alber, alberm@pbjcal.org

258-2 Comparing Specific and General Ability Tests: Two Theories, One Outcome

The MAB–II, constructed using an individual differences psychometric approach (g), and the MicroCog, constructed using a brain-behavior relationships approach (s), were compared. CFA showed a hierarchical structure with (g) at the apex. The MicroCog, constructed to measure (s), actually measured (g), 52%. Implications are discussed.

Malcolm J. Ree, Our Lady of the Lake
Mark S. Teachout, University of the Incarnate Word
Erica L. Barto, Operational Technologies
Submitter: Erica Barto, ericabarto@gmail.com
258-3 Manipulating Method Variance

Method variance in Big 5 data was manipulated using faking instructions. A method factor correlated with measures of affect in an honest response condition and with cognitive ability in an instructed faking condition. Validity of Conscientiousness factor scores from a method factor model was larger than that of scale scores.

Michael Biderman, University of Tennessee-Chattanooga
Raven L. Worthy, PDRI
Nhung T. Nguyen, Towson University
Submitter: Michael Biderman, Michael-Biderman@utc.edu

258-4 An Item Stimulus Approach to Understanding Sources of Item Difficultly

This study used linear latent trait modeling to examine the impact of item stimulus features on item difficulty. Results indicate that certain item stimulus features, including language ambiguity, negative wording, constructed-response items, and colloquial knowledge, impact item difficulty.

Victoria Blanshteyn, Baruch College, CUNY
Charles A. Scherbaum, Baruch College, CUNY
Submitter: Victoria Blanshteyn, vicblansh@yahoo.com

258-5 Why Your Port-Wine Stain Isn’t Hired: Stigmatization During Interviews

This study investigated the stigmatizing effects of a port-wine stain on recruiter behavior and ratings during a job interview using a within-subjects design. A stigma significantly affected recruiters’ visual attention, interview content memory, and applicants’ hiring chances. Social dominance orientation and need for closure influenced these effects.

Alexander Buijsrogge, Ghent University
Eva Derous, Ghent University
Wouter Duyck, Ghent University
Arnaud Szmalec, Ghent University
Submitter: Alexander Buijsrogge, alexander.buijsrogge@ugent.be

258-6 Location, Location, Location? Chosen Testing Location and Differential Test Performance

Research on unproctored Internet testing has seen little attention from I-O psychologists with the exception of comparisons to traditional formats. The role of respondents’ chosen testing location on test performance using item response theory techniques is considered. Results suggest possible problems for measuring cognitive ability but not for personality.

Jennifer L. Carlson, University of Central Florida
Nathan T. Carter, University of Central Florida
Richard L. Griffith, Florida Institute of Technology
Amie D. Lawrence, Select International, Inc.
Mei-Chuan Kung, Select International
Matthew S. O’Connell, Select International, Inc.
Submitter: Nathan Carter, nathan.carter@ucf.edu

258-7 Thinking Ahead: Assuming Nonlinear Personality–Criterion Relationships in Personnel Selection

Empirical evidence suggests that selection practices may not be aligned with the functional form of personality–criterion relationships. This Monte Carlo simulation examined mean performance losses that result. Findings indicated that misalignments produce substantial losses in mean performance depending on the selection method and selection ratio.

Patrick D. Converse, Florida Institute of Technology
Frederick L. Oswald, Rice University
Submitter: Patrick Converse, pconvers@fit.edu

258-8 Balancing Security and Efficiency in Limited-Size Computer Adaptive Test Libraries

This study assessed item bank security and measurement efficiency in 4 operational, limited-sized computer adaptive test item banks using simulated exams (n = 10,000). The effects of minimum eligible item pool size for selection on test length, maximum exposure frequency, and total item usage were explored.

Cory M. Moclaire, Naval Aerospace Medical Institute
Eric Middleton, Naval Aerospace Medical Institute
Brennan D. Cox, Naval Aerospace Medical Institute
Chris Foster, Naval Aerospace Medical Institute
Submitter: Brennan Cox, cox.brennan@gmail.com

258-9 Criterion-Related Validity, Reliability, and Utility of a Video-Based Test

This study investigated the criterion-related validity, reliability, and utility of an oral-response, video-based test (VBT) in which applicants view job-related scenarios, respond orally, and are later scored on 5 dimensions by trained raters. The study used applicant data and criterion scores from training and job performance.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Chihwei Su, U.S. Customs and Border Protection
Henry H. Busciglio, U.S. Customs and Border Protection
Patricia Harris Thomas, U.S. Customs and Border Protection
Sharron C. Thompson, U.S. Customs and Border Protection
Delisa D. Walker, U.S. Secret Service
Rebecca G. Schoepfer, Novo Nordisk Inc.
Submitter: Jeffrey Cucina, jcucina@gmail.com

258-10 Success Rate and Adverse Impact Ratio of Complex Selection Decisions

The criterion success rate is a measure of the expected selection quality of complex selection decisions based on specific predictors and dichotomized criteria. A corresponding decision aid for designing predictor composites that offer a Pareto-optimal balance between selection quality and diversity in complex selection situations is presented and illustrated.

Celina Druart, Ghent University
Wilfried De Corte, Ghent University
Submitter: Celina Druart, celnadruart@gmail.com
258-11 Further Test of a Faking-Mitigation Procedure: Replications and Extensions

We recently proposed a new faking-mitigation procedure for personality tests. In this study, we further test this procedure in a field study conducted with a sample of job applicants (n = 215) in China. Results provided further evidence for the utility of this procedure.

Jinyan Fan, Auburn University
Dingguo Gao, Sun Yet-Sen University
Ronald C. Ellis, Auburn University
Ning Hou, Auburn University
Submitter: Jinyan Fan, fanjinyan@yahoo.com

258-12 The Effectiveness of Three Techniques for Detecting Faking

This study compared a new lie scale development approach—the idiosyncratic responding (observed) methodology—as proposed by Kuncel and Borneman (2007)—to 2 traditional approaches. Results suggest the new scale is a viable alternative and complement to traditional lie scales. The advantages and disadvantages of each approach are discussed.

Ryan M. Glaze, Texas A&M University
Gonzalo J. Muñoz, Texas A&M University
Steven Jarrett, Texas A&M University
Winfred Arthur, Texas A&M University
Submitter: Ryan Glaze, rmg@tamu.edu

258-13 Blatant Extreme Responding and Unlikely Virtue Endorsement in High-Stakes Selection

This research evaluates a newly defined method of faking detection (blatant extreme responding) to determine its relationship to more established methods of faking detection. The relationship between personality, cognitive ability, and faking detection methods is explored and interpreted for practical application.

Erica L. Hauck, Kenexa
Julia Levashina, Kent State University
Jeff A. Weekley, Kenexa
Submitter: Erica Hauck, Erica.Hauck@kenexa.com

258-14 Hiring Manager Reactions to Prehire Selection Assessments

Hiring manager reactions to assessments are defined and measured in this study, and a preliminary test of their impact on performance ratings, score use, and test validities is described. Although applicant reactions to assessments have been studied extensively, this is the first systematic study of hiring manager reactions.

Hailey A. Herleman, Kenexa
Jeff A. Weekley, Kenexa
Submitter: Hailey Herleman, hailey.herleman@kenexa.com

258-15 Retesting Personality in Selection: Implications of Context, Sample, and Setting

This study examined the change in scores over 2 testing occasions not only with job applicants but also with an alternative sample, isolating the role motivation can play in faking. The contextual factor of feedback is introduced as an explanation for the change that may occur across administrations.

Courtney L. Holladay, MD Anderson Cancer Center
Emily David Gonzalez, Zayed University
Submitter: Courtney Holladay, CLHolladay@mdanderson.org

258-16 Predictor Content Can Indeed Matter: A Response to Murphy (2009)

Recent literature suggests that content validation has little relevance to criterion-related validation due to positive manifold among predictors. This study presents the results of an administration of 18 knowledge tests to 80,394 participants, demonstrating that test content is an important consideration for determining predictor interchangeability, particularly when testing specific knowledge domains.

Amanda J. Koch, University of Minnesota
Philip T. Walmsley, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Amanda Koch, koch0163@umn.edu

258-17 How Much Do Chinese Applicants Fake?

If applicants come from China, can organizations assume that they will present themselves modestly, as suggested by Chinese norms? This study compared data from 307 Chinese applicants on their self-presentational behavior (i.e., “faking”) to similar data sets from the U.S., Switzerland, and China, and the answer was a clear “No.”

Cornelius J. König, Universität des Saarlandes
Jan Wong, Universität Zürich
Guozhen Cen, Shanghai Normal University
Submitter: Cornelius König, ckoenig@mx.uni-saarland.de

258-18 Functional Relationship Between IRT and CTT Indices of Item Discrimination

Lord (1980) presented an equation to approximate the nonlinear functional relationship between classical test theory (CTT) and item response theory (IRT) estimates of item discrimination. This session provides a slight modification to this formula that adjusts the CTT (corrected item total) asymptote toward values more commonly encountered in practical testing applications.

Jeffrey A. Smith, Saint Cloud State University
John Kulas, Saint Cloud State University
Hui Xu, Saint Cloud State University
Submitter: John Kulas, jtkulas@stcloudstate.edu

258-19 Going Native? Test Development and Adaptation for Papua New Guinea

This study presents methodologies used to develop and adapt a test battery for selecting construction trainees for Papua New Guinea. Subject matter experts from diverse fields were involved to construct and adapt measures of personality and cognitive ability. Psychometric properties were evaluated with implications for future practices.

Esteban Tristan, Select International
Mei-Chuan Kung, Select International
Peter Caccamo, Select International, Inc
Submitter: Mei-Chuan Kung, mkung@selectintl.com
258-20 The Development and Validation of a Multimethod Integrity Measure

This study summarizes the development and validation of a multimethod integrity measure. The results provide insight into the underlying measurement model of integrity, the role that overt and covert measures play in predicting multiple counterproductive criteria, and the value of situational judgment testing for integrity purposes.

Amie D. Lawrence, Select International, Inc.
Kristin M. Delgado, Select International, Inc./Wright State University
Mei-Chuan Kung, Select International, Inc.
Matthew S. O’Connell, Select International, Inc.
Submitter: Amie Lawrence, alawrence@selectintl.com

258-21 Consistency of Knowledge About the Utility of Prosocial Work Behavior

This study examined consistency of knowledge about prosocial and antisocial work behavior across 3 different occupations using a sample of 152 novices. About 56% of the variance in prosocial knowledge and about 38% of the variance in antisocial knowledge is common across occupations. Associations between personality and knowledge were also examined.

Michelle Martin, Rice University
Stephan J. Motowidlo, Rice University
Submitter: Michelle Martin, mpm5042@rice.edu

258-22 Development and Initial Validation of the Workplace Resilience Inventory

This study details the development and initial validation of the Workplace Resilience Inventory (WRI). Based on a theoretical model from King and Rothstein (2010), the WRI is a multidimensional inventory of personal characteristics, social supports, and self-regulatory processes. Results indicate strong evidence of reliability, convergent validity, and criterion-related validity.

Matthew J. W. McLamon, University of Western Ontario
Mitchell Rothstein, University of Western Ontario
Submitter: Matthew McLamon, mmclarno@uwo.ca

258-23 New Ways to Conceptualize Testing Effects on Cognitive Ability Tests

Score increases on retested cognitive ability tests are common, yet little research directly examines its causes. This study examines practice effects and true construct change as plausible explanations for retesting effects. By evaluating answer changing and response latency, this study provides practitioners and researchers tangible strategies for interpreting retested scores.

Andrew M. Naber, Texas A&M University
Nichelle C. Carpenter, Texas A&M University
Bryan D. Edwards, Oklahoma State University
Ana M. Franco-Watkins, Auburn University
Winfred Arthur, Texas A&M University
Submitter: Andrew Naber, andrewmnaber@gmail.com

258-24 Resistance of Language-Free Cognitive Ability Assessments to Retest Effects

The magnitude of the retest effect and the relationship between test/retest scores and memory on a language-free measure of cognitive ability (Raven’s Advanced Progressive Matrices) were examined. Implications for use of language-free measures in contexts where retesting is likely (e.g., 2-stage selection processes) are presented.

Jason G. Randall, Rice University
Anton J. Villado, Rice University
Christina L. Upchurch, Rice University
Submitter: Jason Randall, jason.randall@rice.edu

258-25 Malleability Perceptions: Extending Implicit Theory Concepts to Selection Research

Individuals differ in their beliefs about the malleability/stability of personal abilities. The influence of malleability perceptions on criterion-related validities of customer service orientation, adaptability, and teamwork was examined during a concurrent validation study. Malleability perceptions moderated criterion-related validity, particularly for biodata predictors.

Matthew C. Reeder, Michigan State University
Julia Golubovich, Michigan State University
Matthew M. Pszczek, Michigan State University
Ann Marie Ryan, Michigan State University
Frederick P. Morgeson, Michigan State University
Submitter: Matthew Reeder, reederm1@msu.edu

258-26 Multitasking and Job Performance: Investigating Incremental Validity Over Traditional Predictors

This study examines the usefulness of multitasking ability assessments for predicting work related criteria. Multitasking ability demonstrated predictive validity, however the incremental validity over cognitive ability and the Big 5 factors of personality was minimal. The relationship between multitasking ability and job performance is mediated by multitasking performance.

Kristin R. Sanderson, Florida International University
Valentina Bruk Lee, Florida International University
Chockalingam Viswesvaran, Florida International University
Tracy Kantowitz, SHL
Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

258-27 Examining Criterion-Related Validity and Score Differences on Neuropsychological Intelligence Tests

This study examined predictive relationships and immigrant/native-born score differences of neuropsychological and psychometric intelligence tests. Although both predict academic performance, the neuropsychological test explained more variance. Both tests exhibited score differences, but in opposite directions, with the neuropsychological test favoring immigrants and the psychometric test favoring native-born test takers.

Submitter: Kristin Sanderson, kristinsanderson@hotmail.com
258-28 Trait and Performance-Based Social Aptitude Factors and Relationships With Personality

This study examined whether various social aptitude constructs are best conceptualized by a single factor or by a 2-factor model separating them by performance and trait-based measurement approaches. A 2-factor model provided the best fit, and the trait factor correlated much stronger with personality than the ability factor.

Andrew B. Speer, Central Michigan University
Andrew J. Laginess, Florida International University
Neil D. Christiansen, Central Michigan University
Submitter: Andrew Speer, speer1ab@cmich.edu

258-29 Influence of Response Mode on Order Effects in the Interview

An experiment was conducted to investigate the effects of response mode and information order on ratings of a hypothetical interviewee. Response mode, either step by step or end of sequence, and order of positive and negative information were manipulated. Results were consistent with Hogarth and Einhorn’s (1992) belief adjustment model.

Matthew W. Strawn, University of Idaho
Todd J. Thorsteinson, University of Idaho
Submitter: Todd Thorsteinson, tthorste@uidaho.edu

258-30 Moderators of In-Basket Validity

The largest known database ($k = 32; N = 3,986$) was used to address the criterion-related validity of in baskets as well as aspects of in baskets and validity studies that could serve as moderators. Moderators were scoring approach, content, study design, and source of study. Results showed that in-basket validity is modest.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO)
Paul F. Rotenberry, West Chester University
Submitter: Deborah Whetzel, dwhetzel@humrro.org

258-31 Item Insensitivity: The Influence of Item and Person Characteristics

The purpose of this study was to investigate the effects of item and person characteristics on the perception of item insensitivity. To date, no study has examined how characteristics of the test item and the reviewer influence insensitivity ratings. Both item and person characteristics were found to influence ratings.

Candice M. Young, APTMetrics, Inc.
Dennis Doverspike, University of Akron
Submitter: Candice Young, candiceyoung7@gmail.com

259. Roundtable Discussion/Conversation Hour:
11:30 AM–12:20 PM

Elizabeth G

Dynamic Networks and I-O Psychology

Organizational psychologists are increasingly using social network concepts in their work. Participants in this session will discuss how network concepts provide a lens into such topics as work motivation, group dynamics, multilevel theory, and OCBs. Participants will discuss psychological mechanisms underlying such effects, thereby extending traditional network conceptualizing.

James D. Westaby, Columbia University, Host
Nathan M. Gerard, Student, Host
Naomi Woods, Columbia University, Host
Submitter: James Westaby, westaby@columbia.edu
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260. Symposium/Forum: 12:00 PM–1:20 PM
Annie AB

Human Resources and Its Role in Environmental Sustainability: Case Studies
Five case studies examine the role of I-O psychologists and HR professionals in shaping environmentally sustainable organizations. Each case focuses on a different intervention and different organizational and employee sustainability outcomes. Presenters share details of current environmental sustainability efforts and present quantifiable, empirical evidence to support their case.

Stephan Dilchert, Baruch College, CUNY, Chair
Cathy L. Z. DuBois, Kent State University, EcoVision at Sherwin-Williams: Leadership at All Levels
Stephan Dilchert, Baruch College, CUNY, Deniz S. Ones, University of Minnesota, Leveraging Individual Differences to Select for Employee Environmental Sustainability
John P. Muros, AT&T, Kevin Impelman, Kenexa, Charles L. Hollweg, Batrus Hollweg International, Sustainability in Coffee Sourcing and Implications for Employee Engagement
A. Silke McCance, Proctor & Gamble, Andrew Biga, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Adam Massman, Procter & Gamble, Environmental Sustainability From the Employees’ Perspective: Organization Sensing at P&G
Juergen Deller, Leuphana University of Lueneburg, Angela Titzrath-Grimm, Daimler AG, HR and Sustainability at Daimler AG

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

261. Symposium/Forum: 12:00 PM–1:20 PM
Betsy BC

Exploring the Affective Underpinnings of Creativity
This symposium presents 4 studies that draw on diverse theoretical frameworks and methodologies to provide a fine-grained examination of the affective underpinnings of creativity. Presentations embrace experimental and longitudinal field research and shed light on the creative expression of discrete positive and negative affective experiences.

Ronald Bledow, Ghent University, Chair
Hannes Zacher, University of Queensland, Longitudinal Relations Among Optimism and Self-Reported Creativity, Engagement, and Performance
Andreas Ramisch, University of Gießen, Ronald Bledow, Ghent University, Kathrin Rosing, Leuphana University of Lueneburg, The Relationship Between Humor, Idea Generation, and Team Creativity
Helena González, IE Business School, Andreas W. Richter, University of Cambridge, Turning Negative Prevention Focus Emotions into Creativity
Ronald Bledow, Ghent University, Kathrin Rosing, Leuphana University of Lueneburg, Michael Frese, NUS Business School, A Dynamic Perspective on Affect and Creativity
Miriam Erez, Technion, Discussant

Submitter: Ronald Bledow, ronald.bledow@ugent.be

262. Panel Discussion: 12:00 PM–1:20 PM
Delmar AB

Lessons From the Field: Applications of Competency Modeling Best Practices
Competency modeling is foundational to most I-O related work. Despite increasing use of competency models, there has been limited information available to drive methodological consistency and efficiency. This panel will share its experiences and lessons learned in applying best practices in the “real world.”

Matthew J. Such, First Advantage, Co-Chair
Michael A. Campion, Purdue University, Co-Chair
Catherine S. Clause, Bristol-Myers Squibb, Panelist
Dana M. Dunleavy, Association of American Medical Colleges, Panelist
Ralph A. Mortensen, IPAT, Inc., Panelist
Kristina R. Barr, First Advantage, Panelist
Submitter: Matthew Such, matthew.such@fadv.com

263. Symposium/Forum: 12:00 PM–1:20 PM
Edward AB

Leaders and the Work–Family Interface: They Provide More Than Support
There exists a pervasive lack of understanding of factors that promote supportive supervision and the behaviors that managers engage in to help employees manage their work–family interface. This symposium examines the roles that managers play in helping or hindering an employee’s ability to manage the work–family interface.

Russell A. Matthews, Louisiana State University, Chair
Maura J. Mills, Hofstra University, Co-Chair
Maura J. Mills, Hofstra University, Russell A. Matthews, Louisiana State University, Jaime B. Henning, Eastern Kentucky University, Vivian A. Woo, Hofstra University, Family-Supportive Organizations and Supervisors: Their Influence on Employee Outcomes
Heather N. Odle-Dusseau, Gettysburg College, Philip Bobko, Gettysburg College, How Does Family-Specific Supervisor Support Increase Work and Family Performance?
Rachel C. Trout, Louisiana State University, Valerie J. Morganson, Old Dominion University, Russell A. Matthews, Louisiana State University, Theresa P. Atkinson, Clemson University, LMX at the Forefront: A Mediation Model of Well-Being
Lillian T. Eby, University of Georgia, Tanja Rothrauff-Laschober, University of Georgia, Negative Mentoring Experiences and Work-to-Nonwork Conflict: A Longitudinal Examination
Julian Barling, Queen’s University, Discussant
Submitter: Russell Matthews, Matthews@lsu.edu

264. Symposium/Forum: 12:00 PM–1:20 PM
Edward CD

The Personality of Patient Care: Increasing Leadership Impact in Healthcare
Leader performance is critical for the effectiveness of healthcare organizations as they navigate current challenges and a future of volatility. The research presented in this symposium/forum focuses on methods for lever-
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Aging personality assessments and engagement surveys as a means to identify and develop healthcare leaders in this unique environment.

Ashley E. J. Palmer, Hogan Assessment Systems, Chair
Kenneth Randall, Banner Health, Using Personality Assessments to Select and Develop Healthcare Executives
Adam Vassar, Hogan Assessment Systems, Ashley E. J. Palmer, Hogan Assessment Systems, Trends in Healthcare Leader Personality: Key Differences From Other Leaders
Mark J. Moir, Sanford Health, Mary Leff, Sanford Health, Scott M. Schaefler, Sanford Health, Connecting the Employee Experience to the Patient Experience
Andrew N. Garman, NCHL/Rush University, Discussant
Submitter: Adam Vassar, avassar@sbcglobal.net

265. Panel Discussion: 12:00 PM–1:20 PM

Elizabeth A

Why Mentoring and Sponsorship Matter, Especially for Women

Although the concept of mentoring is not new, the ways in which smart companies conceptualize, track, and leverage these relationships is constantly evolving. In addition, when mentoring alone is not enough, more and more organizations are prioritizing effective sponsorship, which is focused on advancement and predicated on power.

Julie S. Nugent, Catalyst, Inc, Chair
Jennifer Kohler, Catalyst, Panelist
Patricia M. Raskin, Columbia University, Panelist
Katrina Lewison, GTM Sportswear, Panelist
Submitter: Julie Nugent, julie2215@hotmail.com

266. Symposium/Forum: 12:00 PM–1:20 PM

Elizabeth B

Measuring and Managing Engagement in Fast-Changing Organizations

Human resources practitioners from 3 organizations describe how their companies have measured and managed employee engagement in the midst of large-scale changes such as mergers, restructuring, and new leadership/ownership. They describe the challenges their organizations face and specific actions taken to understand and improve employee engagement.

Darryl Roberts, Towers Watson, Chair
Camille Gaylor, Sony Electronics, Mikki Pilgrim, Sony Electronics, Using Targeted Action Planning to Drive High Engagement at Sony
Carlos Botero, DIRECTV, Caroline Leach, DIRECTV, Driving Engagement in a Fast-Changing Environment
Christine Sheedy, Thomson Reuters, How Thomson Reuters Has Improved Engagement During Large Scale Change
Patrick Kulesa, Towers Watson, Discussant
Submitter: Darryl Roberts, darryl.roberts@towerswatson.com

267. Symposium/Forum: 12:00 PM–1:20 PM

Elizabeth C

Novel Perspectives on Employment Discrimination

In organizations, discrimination manifests itself increasingly in novel ways. Three papers provide complementary evidence of discrimination by outgroup members themselves, followers against leaders, and customers against organizations. A fourth paper demonstrates rebound effects of antidiscrimination interventions. This symposium informs scientists and practitioners about cutting-edge research on challenges of workforce diversity.

Joerg Dietz, University of Lausanne, Chair
Steve Binggeli, University of Lausanne, Co-Chair
Steve Binggeli, University of Lausanne, Franciska Krings, University of Lausanne, Intergroup and Intragroup Differentiation in Employment Discrimination Against Immigrants
Amanda J. Anderson, George Mason University, Veronica L. Gilrane, George Mason University, Eden B. King, George Mason University, Alan C. Lee, George Mason University, Thomas G. W. Huggins, George Mason University, Emmanuel L. Brown, George Mason University, The Effects of Race and Legitimacy on Reactions Towards Leaders
Derek R. Avery, Temple University, Patrick F. McKay, Rutgers University, Sabrina D. Volpone, Temple University, Ari A. Malka, University of Houston, Do Customers Discriminate Too? How Stigmatized Personnel Influence Patronage
Eva Derous, Ghent University, Hannah-Hanh D. Nguyen, California State University, Long Beach, Ann Marie Ryan, Michigan State University, Reducing Hiring Discrimination Against Arab Applicants: Comparing Two Different Interventions
Michelle (Mikki) Hebl, Rice University, Discussant
Submitter: Joerg Dietz, jorg.dietz@unil.ch

268. Symposium/Forum: 12:00 PM–1:20 PM

Elizabeth F

Deciphering Gendered Responses to Organizational Conflict

Gender differences in individual’s reactions to disagreements, conflicts, and conflict resolution in the workplace are explored. Several contextual moderators relating to men’s and women’s responses are tested. Implications for theory and research are discussed as well as how conflict responses may lead to different organizational outcomes for men and women.

Gregory F. Fernandes, DePaul University, Chair
Alex B. Van Zant, University of California, Berkeley, Laura J. Kray, University of California, Berkeley, Reverse Psychology in Strategic Interactions
Laura Severance, University of Maryland, Michele J. Gelfand, University of Maryland, The Dynamics of Dissent: Gender and Status Effects
Marc A. Lukasik, DePaul University, The Association Between Conflict and Peer Performance Feedback
Alice F. Stuhlmacher, DePaul University, Jean Poitras, HEC Montréal, Heidi Ittner, Otto-von-Guericke-University, Gender Composition and Cooperation in Negotiation
Alice H. Eagly, Northwestern University, Discussant
Submitter: Gregory Fernandes, gregoryfernandes@gmail.com

269. Symposium/Forum: 12:00 PM–1:20 PM

Elizabeth H

A Social Interaction at Their Core: Relevant Issues for Interviews

Employment interviews are special in comparison to most other selection tools because they have a social
interaction at their core. The papers in this symposium reflect a diverse set of methodological approaches to shed light on how both interviewees and interviewers influence and are influenced by this social interaction.

Klaus G. Melchers, University of Zurich, Chair
Martin Kleinmann, University of Zurich, Co-Chair
Julia Levashina, Kent State University, Christopher J. Hartwell, Purdue University, Frederick P. Morgeson, Michigan State University, Michael A. Campion, Purdue University, Reducing Bias Through Structure: A Literature Review
Allen I. Huffcutt, Bradley University, Satoris S. Culbertson, Kansas State University, Allen P. Goebel, University of Minnesota, Kenneth D. Harding, Bradley University, Effectiveness and Correlates of Memory Recall in Behavioral Description Interviews
Pia Ingold, University of Zurich, Martin Kleinmann, University of Zurich, Cornelius J. König, Universität des Saarlandes, Klaus G. Melchers, University of Zurich, Interviewees’ Personality and Cognitions: Explaining the Interview’s Criterion-Related Validity?
Brian W. Swider, Texas A&M University, Murray R. Barrick, Texas A&M University, The Incremental Impact of Initial Impressions Versus Self-Presentation Tactics
Annika Wilhelmy, University of Zurich, Martin Kleinmann, University of Zurich, Klaus G. Melchers, University of Zurich, Cornelius J. König, König, Universität des Saarlandes, How Interviewers Try to Make Favorable Impressions: A Qualitative Study
Submitter: Klaus Melchers, k.melchers@psychologie.uzh.ch

270. Symposium/Forum: 12:00 PM–1:20 PM
Emma AB

Practical Applications of Innovative Approaches to Setting Cutoff Scores
The Angoff method is the approach most commonly used for setting cut-off scores. This symposium describes the novel application of existing procedures and new methodologies for developing cut-off scores when the traditional Angoff approach is not sufficient. Assessments discussed include computer adaptive, physical ability, in-basket, situational judgment, and multiple-choice tests.

Ryan S. O’Leary, PDRI, Co-Chair
Anne M. Hansen, PDRI, Co-Chair
Neta Moye, PDRI, Scott Bedwell, PDRI, Steven E. Lammlein, PDRI, Kevin Smith, PDRI, Evaluating Cutoff Score Methods for In-Basket Assessments With Agreement Scores
Ryan S. O’Leary, PDRI, Gonzalo Ferro, PDRI, Scott A Beal, U.S. Army Research Institute, Developing Cutoff Scores on SJTs That Use Difference Score Protocols

Submitter: Ryan O’Leary, ryan.oleary@pdri.com
274. Symposium/Forum: 12:00 PM–1:50 PM

How and When Does Team Composition Affect Performance?

To advance research on team composition and provide practical implications, the presenters in this symposium summarize research from lab and field settings that identify the impact and interacting effects of team composition on team cognition, processes, and performance. Presenters discuss their findings in terms of theoretical and practical implications.

Kimberly A. Smith-Jentsch, University of Central Florida, Co-Chair
Deborah DiazGranados, Virginia Commonwealth University, Co-Chair

275. Symposium/Forum: 12:00 PM–1:20 PM

Theoretical and Empirical Developments on Third-Party Observers’ Reactions to Mistreatment

Being witness or privy to workplace mistreatment is an important phenomenon in organizations today; yet, research has largely neglected third-party observers’ reactions to mistreatment. This symposium presents 4 theoretically driven papers that explore observer reactions to others’ mistreatment and the processes underlying and boundary conditions shaping those reactions.

Marie S. Mitchell, University of Georgia, Chair
Ryan M. Vogel, Southern Methodist University, Chair
Marie S. Mitchell, University of Georgia, Ryan M. Vogel, Southern Methodist University, Robert G. Folger, University of Central Florida, Deontic Reactions of Third-Party Observers to the Mistreatment of Others

276. Panel Discussion: 12:00 PM–1:20 PM

Outside the Ivory Tower, Using Real-World Experience in Graduate Training

The purpose of this panel is to discuss best practices of consulting groups housed within graduate training programs. Topics will include how student-based consulting groups are structured, what types of projects are performed, and the overall benefits of gaining consulting experience as a graduate student.

Daniel Sachau, Minnesota State University-Mankato, Chair
Luke A. Simmering, Louisiana Tech University, Co-Chair
Richard L. Griffith, Florida Institute of Technology, Panelist
Adrian Thomas, Roosevelt University, Panelist
Tilman Sheets, Louisiana Tech, Panelist
Richard G. Moffett III, Middle Tennessee State University, Panelist

277. Symposium/Forum: 12:30 PM–2:20 PM

America’s Cup CD

Important Factors in the Initiation and Evaluation of Proactive Behavior

Five empirical studies are presented in an effort to advance the current understanding of both environmental and individual factors that influence the initiation, evaluation, and consequences of proactive work behavior. Both experimental and field studies are presented, providing diversity in operationalizations and analysis of proactive work behavior.

Charlotte Fritz, Portland State University, Chair
Allison M. Ellis, Portland State University, Co-Chair
Charlotte Fritz, Portland State University, Allison M. Ellis, Portland State University, Work Stresses and Proactivity: The Role of Activated Positive Affect
Chiahuei Wu, University of Western Australia, Sharon K. Parker, UWA Business School, Understanding How Attachment Styles Relate to Proactive Career Behavior
Charlotte Fritz, Portland State University, Katherine N. Alexander, Bowling Green State University, Frank Guros, Portland State University, Rewarding Proactivity: The Role of Supervisor Growth Need Strength
Tina Urbach, Potsdam University, Doris Fay, Potsdam University, How Motives Affect the Evaluation of Proactive Ideas
Chunyan Peng, Michigan State University, Linn Van Dyne, Michigan State University, Dan S. Chiaburu, Texas A&M University, How Motives Affect the Evaluation of Proactive Ideas
278-1 An Examination of DIF Classification for the Likelihood Ratio Test

This study examined the performance of the Likelihood Ratio Test (LRT) to classify DIF for polytomous items. DIF was introduced by manipulating discrimination and difficulty parameters. Results indicated that although overall LRT was powerful, it struggled to identify and classify discrimination parameter DIF correctly.

Patrick Clark, Wright State University
David M. LaHuis, Wright State University
Submitter: Patrick Clark, Clark.274@wright.edu

278-2 The Effects of Misspecifying the Random Part of Multilevel Models

This study assessed the effects of misspecifying the random part of multilevel models on the standard errors for several fixed effects. Results suggested that fixing the slope when it should have been random had a larger effect compared with allowing the slope to vary when it should have been fixed.

David M. LaHuis, Wright State University
Patrick Clark, Wright State University
Submitter: Patrick Clark, clark.274@wright.edu

278-3 Comparison of Odd and Even Response Scales in Ideal-Point Measures

Research on ideal-point responding continues to increase. Many questions still exist with regard to implementing and creating ideal-point scales. One area that has received less attention is the response scale offered with ideal-point scales. This study presents a theoretical rational and data supporting the use of an even-numbered response scale.

Dev K. Dalal, Bowling Green State University
Christopher Lake, Bowling Green State University
Nathan T. Carter, University of Central Florida
Submitter: Dev Dalal, ddalal@bgsu.edu

278-4 Race Differences in Within-Persons Grade Variability

Virtually no research has investigated racial/ethnic bias in college grades. This study found the within-subjects variability of college grades was higher for minority than White students, a pattern compatible with bias in grading. Controlling for alternative explanatory variables accounted for some, but not all, of these variability differences.

Christen L. Dovalina, Texas A&M University
Christopher M. Berry, Texas A&M University
Submitter: Christen Dovalina, cldovalina@gmail.com

278-5 Linking Attitudes and Performance With Simultaneous Multilevel Structural Equation Models

This study provides a didactic exposition of a flexible methodological approach to rigorously linking individual employee attitudes with business-unit performance across cultures, namely, simultaneous multilevel structural equation modeling in several populations (SML-SEM). SML-SEM is illustrated using a simulated model of psychological empowerment set in a hypothetical multinational pharmaceuticals firm.

Nigel R. Guenole, Kenexa
Submitter: Nigel Guenole, n.guenole@gold.ac.uk

278-6 Current Practices Involving the Use (and Misuse?) of Regression Coefficients

It is uncommon for researchers to investigate hypotheses using multiple regression (MR). Findings suggest that MR coefficients are routinely and inappropriately interpreted as a test of a variable’s bivariate relation with a criterion rather than as an index of the variable’s unique contribution to the MR equation.

Matthew J. W. McLamon, University of Western Ontario
Thomas A. O’Neill, University of Calgary
Travis J. Schneider, University of Western Ontario
Submitter: Matthew McLamon, mmclamio@uwv.ca

278-7 Using Effect Sizes to Identify Anchor Items in Invariance Analyses

An assumption of invariance tests is that groups are linked using anchor items that are invariant. This study illustrates a new approach in which effect sizes of DF can be used to select optimal anchor items. With this new approach, appropriate anchor items can be easily and quickly located.

Adam W. Meade, North Carolina State University
Natalie A. Wright, North Carolina State University
Submitter: Adam Meade, awmeade@ncsu.edu

278-8 The Effects of Heteroscedasticity on Tests of Mediation

This paper extends research by MacKinnon, Lockwood, Hoffman, West, and Sheets (2002) on testing for mediation. In a Monte Carlo simulation, the performance of various mediation tests were examined across different conditions of heteroscedasticity (size, shape, and location), and recommendations for researchers and practitioners are offered.

Patrick J. Rosopa, Clemson University
Ashley L. McIntyre, Clemson University
Submitter: Patrick Rosopa, prosopa@clemson.edu

278-9 Self-Efficacy Scale Functioning From a Goal-Oriented Perspective

This study examined the influence of goal orientation on reported self-efficacy from an item response theory perspective. Results evinced mean differences in reporting of specific self-efficacy but no differential functioning in task-specific, job-specific, or learning self-efficacy scales across those high and low in performance prove goal orientation.
278-10 Social Adaptability Scale: A Subject-Centered Scalability Approach to Scale Development

This study developed an 8-item Social Adaptability Scale (SAS) using a 6-step subject-centered scalability paradigm delineated by Drewees (2009). The SAS evinced high composite reliability (RMax = .98) and gleaned evidence of substantive, structural, and external validity. Implications for the SAS and for this nontraditional scale development paradigm are discussed.

Daniel S. Stanhope, North Carolina State University
Submitter: Daniel Stanhope, daniel.s.stanhope@gmail.com

278-11 Bandwidth-Fidelity Dilemma: Personality and Driving Safety

This study examined the relationship between broad and narrow personality traits and risky driving behaviors from a community sample of 680 adults. Results indicated that broad and narrow personality traits are equally predictive of risky driving behaviors, but there are some appreciable differences at the narrow scale level.

Jeremy B. Watson, Illinois Institute of Technology
Alan D. Mead, IIT
Submitter: Jeremy Watson, jbwatson@gmail.com

278-12 Dynamics of Multicollinearity in Logistic and Probit Regression

Proficient use of nonlinear estimation models such as logistic and probit regression entails diagnosing problems that can interfere with the ability to produce interpretable coefficients and reach appropriate statistical conclusions. Through Monte Carlo analysis, the effects of multicollinearity will be demonstrated and recommendations for researchers offered.

Richard C. Watson, Virginia Tech
Kevin D. Carlson, Virginia Tech
Submitter: Richard Watson, wasonrc@vt.edu

278-13 Initial Development and Validation of a Measure of Adaptive Performance

A 52-item measure of adaptive performance (MAP) was developed and tested (N = 300). Exploratory factor analysis yielded a 7-factor structure of adaptive performance. Reliability analyses and correlational relationships between the 7 factors, the Big 5 personality traits, and job performance were reported and discussed.

Ryan Lillard, Middle Tennessee State University
Logan L. Watts, Middle Tennessee State University
Mark C. Frame, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University
William D. Rigdon, University of Texas at Dallas
Kristin Orsak, Health Net
Submitter: Logan Watts, loganlwatts@gmail.com

278-14 The Role of Rater Personality in Forced Distribution Rating Systems

This study contributes to the sparse empirical research on forced distribution rating systems (FDRS) by extending recent work in personality to this context. Raters who strive to "get along" (i.e., higher need for affiliation) report greater difficulty; those with higher needs for autonomy and dominance report less difficulty with FDRS.

Heidi M. Baumann, Purdue University
Deidra J. Schleicher, Purdue University
Stephen G. Green, Purdue University
Rebecca A. Bull Schaefer, Gonzaga University
Submitter: Heidi Baumann, hbaumann@purdue.edu

278-15 Managerial Derailment: When Political Skill and Perceived Prosocial Impact Matter

We extend political skill research by examining whether and how political skill predicts managerial derailment potential. Data for 312 managers indicated that political skill predicted derailment potential from 4 rater sources. Perceived prosocial impact moderated the relationship for peer and direct report ratings of derailment but not boss and self-ratings.

William A. Gentry, Center for Creative Leadership
Laura M. Graves, Clark University
Sarah A. Stawiski, Center for Creative Leadership
Jennifer J. Deal, Center for Creative Leadership
Marian N. Ruderman, Center for Creative Leadership
Todd J. Weber, Central Washington University
Submitter: William Gentry, gentryb@ccl.org

278-16 Addressing Inconsistencies: Negative Feedback Level Effects Over Time

This study attempts to advance our understanding of responses to negative feedback by addressing inconsistent feedback effects. A between-subjects design with repeated measures was used to evaluate the effects of negative feedback level over time. Findings show that the effects of negative feedback level become more pronounced over time.

Simon J. Golden, Michigan State University
Steve W. J. Kozlowski, Michigan State University
Submitter: Simon Golden, goldensi1988@gmail.com

278-17 A Preliminary Survey of Performance Management Practices in the U.S.

Performance management (PM) research has traditionally been criticized because of its supposed lack of impact on PM practice. A survey of PM practices in the United States was conducted to determine the current state of PM in organizations and to evaluate the gaps between science and practice. Implications are discussed.

C. Allen Gorma, Radford University
Joshua Ray, University of Tennessee
Caitlin S. Nugent, Radford University
Christina Thibodeaux, Radford University
Sonia A. Lonkar, Radford University
Society for Industrial and Organizational Psychology, Inc.
278-22 Performance Ratings Have Large Rater and Small Ratee Components, Usually

A relatively new application of random coefficient modeling for decomposing variance in performance ratings into rater and ratee components is demonstrated using over 2,000 ratings. Rater effects dominated in most, but not all dimensions, and rater familiarity affected rater, but not ratee, variance components.

Thomas A. O’Neill, University of Calgary
Julie J. Carswell, Sigma Assessment Systems
Matthew J. W. McLaron, University of Western Ontario
Submitter: Thomas O’Neill, toneill@ucalgary.ca

278-23 Adequate Notice in Performance Appraisal and Appraisal Reactions

This paper reviews the literature on relationships between adequate notice in performance appraisal and employee reactions to performance appraisal as to identify mediators and moderators of these relationships and to test these mechanisms using meta-analysis. Implications for future research and organizations are discussed.

Shaun Pichler, California State University, Fullerton
Matthew M. Piszczek, Michigan State University
Arup Varma, Loyola University Chicago
Raymond N. Trau, University of Western Australia
Submitter: Shaun Pichler, spi@fullerton.edu

278-24 Does Simplifying the Rating Task Improve the Rating?

This study compared 2 types of response formats (DA and TA) in terms of rater accuracy and cognitive load experienced. Also tested was a mediational hypothesis that response format leads to cognitive load, which, in turn, leads to rater accuracy. Little advantage was found for DA.

Adam J. Vanhove, Colorado State University
Alyssa M. Gibbons, Colorado State University
Submitter: Adam Vanhove, avanhove@colostate.edu

278-25 The Real Relationship Between Organizational Citizenship Behavior and Organizational Variables

We examined the possible impact that measurement artifacts in commonly used organizational citizenship behavior (OCB) measures might have on observed relationships between OCB and 15 potential predictors using both self- and supervisor-reported data. Results suggest that accepted conclusions about OCB’s relationships with many variables might be incorrect.

Xinxuan Che, University of South Florida
Paul E. Spector, University of South Florida
Submitter: Xinxuan Che, xinxuan@mail.usf.edu

278-26 Generalizing With Student Samples in E-Commerce and Service Recovery

This study manipulated failure severity, justice, and problem resolution subsequent to an online service failure situation with 2 participant samples. Results were similar for both groups and substantiated that interac-
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Saturday PM

278-27 A New Measure of Trust in Automation

This paper examined the properties of a new trust in automation scale. The scale was reliable and displayed discriminant validity. It was also found that it was predicted by an established trustworthiness of automation measure and predicted automation reliance.

Patrick Clark, Wright State University
Corinne P. Wright, Wright State University
Charlene K. Stokes, Air Force Research Laboratories
Joseph B. Lyons, Air Force Research Laboratory

Submitter: Patrick Clark, clark.274@wright.edu

278-28 The Meta of All Metas: 30 Years of Meta-Analysis Reviewed

This article compiles results from over 200 meta-analyses, containing information from nearly 40,000 studies of human behavior in organizations involving approximately 12,000,000 people. Analysis revealed an average effect of .27 and a standard deviation in effect size of .15. Findings also revealed changes in meta-analyses over time.

Ted A. Paterson, University of Nebraska, Lincoln
Peter D. Harms, University of Nebraska, Lincoln
Marcus Crede, SUNY Albany

Submitter: Peter Harms, pharms2@unl.edu

278-29 Computerized Piping to Measure Organizational Identity and Identification

The purpose of this study was to develop a conceptually grounded and empirically validated technique that could simultaneously measure both organizational identity and identification. Computerized piping of organizational attributes proved to be a valid technique for measuring both. This technique offers both validity and utility advantages beyond other measures.

Richard D. Harvey, St. Louis University
Natasha Scott, St. Louis University

Submitter: Richard Harvey, HarveyR@slu.edu

278-30 Considering Response Latitudes in Attitude Surveys: An IRT Analysis

A response latitude is the range of survey response options a person is willing to endorse and is believed to be the result of survey satisficing or optimizing. Item response theory (IRT) analysis of several attitude surveys shows that latitudes relate to attitude strength and influence survey reliability and validity.

Christopher Lake, Bowling Green State University
Scott A. Withrow, Bowling Green State University
Nicole L. Wood, Bowling Green State University

Submitter: Michael Chetta, m.h.chetta@gmail.com

278-31 Charting a Semantic Jungle: Novel Method for Examining Workplace Aggression

Workplace aggression literature has been fractured by term proliferation and poorly delineated measures. This study describes the development and initial validation of a formative measurement tool designed to capture the entire scope of the workplace aggression construct as well as valuable nuances previously identified. Critical next steps are discussed.

Ashley E. Nixon, Willamette University

Submitter: Ashley Nixon, ashley.e.nixon@gmail.com

278-32 Effects of Survey Progress Bars on Data Quality and Enjoyment

Evidence is presented for a positive effect of survey progress bars on survey enjoyment and focus. Focus mediated the relationship between progress bar inclusion and data quality. These findings provide a justification for progression bar inclusion despite previous research suggesting negative effects on survey completion.

Richard D. Yentes, North Carolina State University
Steven R. Toaddy, North Carolina State University
Lori Foster Thompson, North Carolina State University
Amanda L. Gissel, North Carolina State University
Jack W. Stoughton, North Carolina State University

Submitter: Richard Yentes, ryentes@gmail.com

279. Roundtable Discussion/Conversation Hour: 12:30 PM–1:50 PM

Elizabeth G

Global Talent Management Obstacles: What Do I Do Now?
I-O psychologists encounter unexpected situations when developing and implementing global selection and assessment solutions. 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.

Jan L. Harbaugh, Target, Host
Neha Singla, Valtera Corporation, Host
Julie Anne Caplinger, Peter Berry Consultancy, Host
Douglas D. Molitor, 3M, Host
Kristin Prue Wright, Cisco Systems, Inc., Host

Submitter: Jan Harbaugh, jan.harbaugh@target.com

280. Panel Discussion: 1:00 PM–1:50 PM

Gregory AB

Eye on the Prize: Practical Approaches for Measuring Training Impact
Training and organizational development practitioners are consistently faced with challenges in measuring and...
Manchester Grand Hyatt

283. Panel Discussion: 1:30 PM–2:50 PM
Delmar AB

Diversity at Work: The Practice of Inclusion

A panel of experienced scholars and practitioners will engage participants in an interactive dialogue and address key issues regarding the practice of inclusion in diverse organizations, including the current state of knowledge, challenges and opportunities for I-O psychology, and best practices for fostering inclusion within and across organizations.

Bernardo M. Ferdman, Alliant International University, Chair
Michælle E. Mor Barak, University of Southern California, Panelist
Lisa H. Nishii, Cornell University, Panelist
Heather R. Wishik, Heather Wishik Consulting, Panelist
Angelo S. DeNisi, Tulane University, Panelist
Submitter: Bernardo Ferdman, bferdman@alliant.edu

284. Posters: 1:30 PM–2:20 PM
Douglas Pavilion BCD

OHP

284-1 A Validation Study of Tablet Use in a Medical Setting

Tablet computers have the potential to help physicians carry out their work duties. Semistructured interviews were conducted with doctors using iPads, and quantitative content analysis was used to validate iPad usefulness in a medical setting. Current uses, limitations, and future uses are reported in the professional, educational, and patient domains.

Mark Grichanik, University of South Florida
Adam Ducey, University of South Florida
Michael D. Coover, University of South Florida
Sally Coover, University of South Florida
Robert Nelson, University of South Florida
Submitter: Mark Grichanik, mggrichanik@mail.usf.edu

284-2 The Effects of Safety Climate and Trust on Job Satisfaction

We investigated individual-level perceptions of safety climate and trust in top management as predictors of job satisfaction and also hypothesized these antecedents to jointly affect job satisfaction. Field data supported our hypotheses. The effect of safety climate perceptions on job satisfaction was stronger when trust in top management was low.

Veronica Ossipowski, University of Lausanne
Emmanuelle Kleinellogel, University of Lausanne
Tobias Dennerlein, University of Lausanne
Joerg Dietz, University of Lausanne
Submitter: Joerg Dietz, joerg.dietz@unil.ch

284-3 Volunteer Burnout: Investigating the Role of Voice and Structure

In nonprofit organizations, volunteer coordinators must combat feelings of burnout in order to reduce intention to quit among the volunteers. Using a sample of volun-
Previous research has produced discrepant findings with coping on employee well-being. This study was conducted to respect the role of control and coping in the stress–strain relationship. This study tested linkages among psychological safety climate, hardiness, and musculoskeletal complaints. Perceived safety climate was negatively related to frustration, which in turn was associated with fewer symptoms. Hardiness moderated this relationship, such that high hardiness was associated with stronger indirect effects of climate on symptoms.

Amy L. Bergennwall, Queen’s University
Julian Barling, Queen’s University
E. Kevin Kelloway, St. Mary’s University
Submitter: Amy Bergennwall, Abergennwall@business.queensu.ca

284-5 Psychosocial Context, Hardiness, and Musculoskeletal Complaints: A Mediated Moderation Model

This study tested linkages among psychological safety climate, frustration, and employees’ work-related upper body musculoskeletal complaints. Perceived safety climate was negatively related to frustration, which in turn was associated with fewer symptoms. Hardiness moderated this relationship, such that high hardiness was associated with stronger indirect effects of climate on symptoms.

Chu-Hsiang Chang, Michigan State University
Juliya Golubovich, Michigan State University
Submitter: Chu-Hsiang Chang, cchang@msu.edu

284-6 Individual Coping Strategies and Consequences of Advisor Mistreatment Over Time

In a 2-wave study of graduate students and advisors, mixed support was found for a relationship between mistreatment from advisors at Time 1 and well-being, strain, and turnover intention at Time 2. The relationship was moderated by coping behaviors (active, avoidance, and reappraisal) at Time 1.

Ismael Diaz, Texas A&M University
Kathi N. Miner, Texas A&M University
Mindy E. Bergman, Texas A&M University
Amanda D. Pesonen, Texas A&M University
Submitter: Ismael Diaz, idiaz001@neo.tamu.edu

284-7 Interpersonal Conflict, Coping, and Control: Interactive Effects on Well-Being

Previous research has produced discrepant findings with respect to the role of control and coping in the stressor–strain relationship. This study was conducted to examine the interactive effects of interpersonal conflict at work, perceived control specific to that conflict, and coping on employee well-being.

Stephanie L. Coufal, Creighton University
Amanda M. Backer, Creighton University
Joseph A. Allen, Creighton University
Submitter: Stephanie Mueller, stephaniecoufal@creighton.edu

284-8 Age Differences in Coping With Job Loss

This study investigated the experience of coping with involuntary job loss across the lifespan, utilizing a national sample of unemployed workers. Results indicated that older unemployed workers cognitively appraised the loss of their jobs more negatively than their younger counterparts in terms of intensity and reversibility.

Erica D. Ermann, Colorado State University
Kurt Kraiger, Colorado State University
Submitter: Erica Ermann, ericaermann@gmail.com

284-9 Cumulative Exposure to Work Demands Predict Health at 40

This study investigated the effects of current and cumulative exposure to job demands on health-related outcomes. Results indicated that cumulative exposure to physical demands and criticality predicted ill-health and depression beyond current job demands, whereas responsibility and physical demands predicted hypertension.

Michael T. Ford, University at Albany, SUNY
Vipanchi Mishra, University at Albany
Submitter: Michael Ford, mford@albany.edu

284-10 The Conditional Indirect Effects Model of Women’s Union Participation

Support was found for a conditional indirect effects model of union participation: Perceived union tolerance of sexual harassment moderated the relationship between perceived support and willingness to participate when expanding on Tetrick et al.’s (2007) union participation model (perceived union instrumentality–perceived union support–members’ willingness to participate in union activities).

Leslie M. Golay, University of Connecticut
Steven Mellor, University of Connecticut
Submitter: Leslie Golay, leslie.golay@uconn.edu

284-11 Domain-Specific Personality and Stressors as Predictors of Strains

This study investigates the prediction that using a frame of reference that matches predictors and outcomes will result in stronger relationships between the constructs measured, (personality, stressors, and strains). The extent to which following this procedure added incremental validity was examined. The hypotheses were partially supported.

Michael R. Hoepf, Wright State University
Nathan A. Bowling, Wright State University
Cristina D. Kirkendall, Wright State University
Submitter: Michael Hoepf, hoepf.3@wright.edu

284-12 The Influence of Work Norms on Weekend Recovery Activities

This study examined how workgroup expectations for work performance and personal time influenced activi-
This study examined the associations among procedural injustice, conflict with supervisor, and employees’ job strains. A moderated mediation model was tested that stated that procedural injustice had indirect effect on job strains through supervisor conflict, and this indirect effect was conditional upon level of power distance held by employees.

Catherine K. Lam, Hong Kong Polytechnic University
Xu Huang, Hong Kong Polytechnic University
Onne Janssen, University of Groningen
Wing Lam, Hong Kong Polytechnic University
Ziguang Chen, City University of Hong Kong
Submitter: Catherine Lam, mg.cat@cityu.edu.hk

284-15 The Relation Between Procedural Injustice and Conflict With Supervisor

This study sought to create a comprehensive model of safety by means of macroergonomics. Macroergonomics utilizes sociotechnical systems theory to posit that all aspects of the system, which include control, support, and work–family conflict, must be integrated so one subsystem does not dominate, leading to safe and healthy workers.

Christopher R. Honts, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Terry A. Beehr, Central Michigan University
Submitter: Christopher Honts, hontslcr@cmich.edu

284-13 Antecedents of Job Insecurity: A Meta-Analytic Review

Based on psychological contracts, this meta-analysis analyzed 46 studies that measured antecedents to job insecurity. Results show that job insecurity is related to external locus of control, role ambiguity, role conflict, and less organizational communication.

Alaina Keim, University of Memphis
Ronald S. Landis, Illinois Institute of Technology
Charles A. Pierce, University of Memphis
Submitter: Courtney Keim, courtkeim@gmail.com

284-14 Burnout Epidemics: Team Burnout, Self-Motivational Resources, and Work Performance

This study examined multilevel relationships among team burnout, work effort, and performance (task performance, creativity, and learning). Results show that work effort mediates the negative relationship between team burnout and performance only when employees’ self-motivational resources are low rather than high.

Catherine Lam, Hong Kong Polytechnic University
Xu Huang, Hong Kong Polytechnic University
Wing Lam, Hong Kong Polytechnic University
Ziguang Chen, City University of Hong Kong
Submitter: Catherine Lam, mg.cat@cityu.edu.hk

284-15 The Relation Between Procedural Injustice and Conflict With Supervisor

This study examined how gender, race, and personality relate to perceptions of individual and work–environment risk using survey data from 379 distribution center associates. Results showed that gender and race were not important predictors of risk perception but that facets of personality factors related negatively to risk perception.

Lauren Murphy, Portland State University
Leslie B. Hammer, Portland State University
Ellen E. Kossek, Michigan State University
Submitter: Lauren Murphy, lamurphy@pdx.edu

284-17 Person–Job Fit: Scale Development for Supplies–Values Fit and Demands–Abilities Fit

Using 2 independent samples, scales for supplies–values and demands–abilities fits on the same domains were developed: decision making, workload, complexity, social interaction, and leadership. The items were tested for factor structures, expert ratings, reliabilities, and relationships with other variables. The scales are promising for future research and development in the field.

Hyung In Park, Yonsei University
Terry A. Beehr, Central Michigan University
Submitter: Hyung In Park, park.hyungin@gmail.com

284-19 Perceived Workplace Ambiguity Moderates Abusive Supervision–Employees’ Strains Relations

The relations between abusive supervision, employees’ job strains, and workplace ambiguity variables were examined. Evidence supported the moderating effect of workplace ambiguity and employees’ ambiguity tolerance level on the relations between abusive supervision and job strains. When the situation is more ambiguous, abusive supervision is more threatening.

Lindsay S. Pyc, McKinsey & Company
Cong Liu, Hofstra University
Submitter: Lindsay Pyc, lindsayspyc@gmail.com

284-20 Was It Rude? Investigating Perceptions of Incivility and Retaliatory Behavior

Existing research methodologies are such that researchers cannot determine whether incivility is experienced or perceived. In this study, short vignettes describing instances of incivility were utilized and sought to determine if personality characteristics were predictive of perception of incivility and retaliatory behavior. Results from 103 participants are discussed.

Michael T. Sliter, Bowling Green State University
Scott A. Withrow, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Michael Sliter, msliter@bgnet.bgsu.edu


This study examined how gender, race, and personality relate to perceptions of individual and work–environment risk using survey data from 379 distribution center associates. Results showed that gender and race were not important predictors of risk perception but that facets of personality factors related negatively to risk perception.
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Lori Anderson Snyder, University of Oklahoma
Brett Litwiller, University of Oklahoma
Erica L. Hauck, Kenexa
William Taylor, University of Oklahoma
Submitter: Lori Snyder, lsnyder@ou.edu

284-22 Weighing in on the JD-R. Model: A Relative Weights Approach

We examined the relative utility of job demands, job resources, and personal resources in predicting burnout and engagement using relative weights analysis. Results support the dual-process JD-R. model, job demands foster burnout whereas job resources stimulate engagement. Interestingly, personal resources had a stronger impact than job resources in predicting engagement.

Taylor E. Sparks, University of Georgia
Rebecca L. Eckart, University of Georgia
Lillian T. Eby, University of Georgia
Submitter: Taylor Sparks, tsparks@uga.edu

284-23 Enhancing Sustainable Employment Through Enriched Jobs and Supportive Climate

Sustainable employment is a topic of great importance. Owing to an aging working population and increased retirement age, employees need to stay vital, employable, and committed for a longer time. This study investigated the role of enriched jobs and supportive climate for sustainable employment and for older employees.

Karen Van Dam, Open University
Sofie Kemps, Tilburg University
Tinka van Vuuren, Open University
Submitter: Karen Van Dam, karen.vandam@ou.nl

284-24 Do Customer Conflicts Encroach Upon our Privates Lives?

We examined how social conflicts with customers at work affect employees’ well-being (i.e., state negative affect) and nonwork experiences (i.e., psychological detachment from work and negative work reflection at home). Hierarchical linear modeling showed that workplace conflicts have the power to encroach upon employees’ private lives, mediated by negative affect.

Judith Volmer, University of Erlangen
Carmen Binnewies, University of Mainz
Sabine Sonnentag, University of Mannheim-Germany
Cornelia Niessen, University of Konstanz
Daniel Spurk, University of Erlangen
Submitter: Judith Volmer, judith.volmer@sozpsy.phil.uni-erlangen.de

284-25 The Personality to Persevere: Personality, Stressors, and Emotional Exhaustion

This study applied conservation of resources theory to examine the role of Conscientiousness and Emotional Stability as moderators of the relationship between hindrance stressors and emotional exhaustion. Data from 2 samples of employees from a public-sector organization revealed that Conscientiousness and Emotional Stability moderate the hindrance stressor–exhaustion relationship.

Judith Volmer, University of Erlangen
Carmen Binnewies, University of Mainz
Cornelia Niessen, University of Konstanz
Daniel Spurk, University of Erlangen
Submitter: Judith Volmer, judith.volmer@sozpsy.phil.uni-erlangen.de

284-26 Proactive Employees: The More Resilient Employees During Organizational Change

Responding to calls to examine positive psychology in workplace and interactions between personality and situations, this study supported proactive personality (through perceived supervisor support) and change turbulence as predictors of well-being. Further, proactivity moderated the change turbulence–well-being relationship such that the relationship was negative for employees who are less proactive.

Xiaohong Xu, Texas A&M University
Stephanie C. Payne, Texas A&M University
Submitter: Xiaohong Xu, redlittle1983@gmail.com

284-27 Objective and Subjective Antecedents of Economic Stress

This study examined a framework of economic stress. Employees of a large U.S. Midwestern retail chain provided economic information and economic stress perceptions. A confirmatory factor analysis provided evidence for employment-related and finance-related factors of economic antecedents. The economic factors and ratings of job insecurity were related to economic strain.

Mark D. Zajack, Hastings College
Robert R. Sinclair, Clemson University
James E. Martin, Wayne State University
Submitter: Mark Zajack, mzajack@hastings.edu

284-28 Simulate the Job: Predicting Accidents Using a Work Sample

This study examined the construct and criterion-related validity of a psychomotor work sample in predicting safety incidents in addition to job performance for entry-level manufacturing jobs. Results shed light to the underlying constructs measured in the work sample and demonstrated usefulness of a preemployment work sample in improving workplace safety.

Mei-Chuan Kung, Select International, Inc.
Matthew S. O’Connell, Select International, Inc.
Esteban Tristan, Select International, Inc.
Brian Dishman, Select International, Inc.
Submitter: Matthew O’Connell, mococonnell@selectintl.com

285. Symposium/Forum: 1:30 PM–2:50 PM
Edward AB

Starting Anew: Research on Decisions to Change Careers

Individuals do make major changes in career directions in adulthood, but organizational psychologists have not contributed much toward understanding these decisions or helping individuals with these major transitions. This
symposium presents empirical work on correlates of career change decisions and interventions to aid individuals considering career changes.

Ann Marie Ryan, Michigan State University, Chair
Jason Dahling, The College of New Jersey, Mindi Thompson, University of Wisconsin-Madison, Samantha Le Chau, Novo Nordisk Inc., Regretful Choices: Detrimental Effects of Maximization on Career Attitudes
Sara Curtis, University of Georgia, Lillian T. Eby, University of Georgia, Katie Kinkade, University of Georgia, Do I Fit? Differential Predictors of Organizational Versus Professional Turnover
Marina Pearce, Michigan State University, Ryan C. Johnson, University of South Florida, Ann Marie Ryan, Michigan State University, Tammy D. Allen, University of South Florida, “I Wish I Were a Chocolatier”: Exploring Adult Career Changes
Jeffrey H. Greenhaus, Drexel University, Discussant
Submitter: Ann Marie Ryan, ryanan@msu.edu

286. Debate: 1:30 PM–2:50 PM
Edward CD
Identified Surveys: Appropriate Usage and Practical Professional Guidelines
A recent article by Saari & Scherbaum (2011) “Identified employee surveys: Potential…” caused a flurry of debate within the survey field and a rush for responses. A team of experienced survey professionals will debate the appropriate use of identified surveys and discuss some practical guidelines recommended for their use.
Charles A. Scherbaum, Baruch College, CUNY, Moderator
Lise M. Saari, New York University, Presenter
Christopher T. Rotilio, PepsiCo, Presenter
Kristofer J. Fenlason, 3M, Presenter
Peter J. Rutigliano, Sirota Consulting, Presenter
Submitter: Peter Rutigliano, pete@pervisum.com

287. Symposium/Forum: 1:30 PM–2:50 PM
Elizabeth A
Explorations in Leader Criterion Space: Behavior, Performance, Outcomes
Effective leader behavior is complex, as the leader must pursue the various outcomes and the tradeoffs among them. This session contrasts various “hard” and “soft” measures of leadership effectiveness and their predictors. Criteria include engagement, results, potential, and promotion rate.
Joy F. Hazucha, PDI Ninth House, Chair
Kenneth R. Bartlett, University of Minnesota, Louis N. Quast, University of Minnesota, Joseph M. Wohlkittel, University of Minnesota, Bruce Center, University of Minnesota, Chu-Ting Chung, University of Minnesota, Relationship of Managerial Development Practices, Work Engagement, and Job Performance
Bruce A. Sevy, PDI Ninth House, Joy F. Hazucha, PDI Ninth House, Stacy Eitel Davies, PDI Ninth House, Customer Loyalty and Store Profitability: Predictors Linked to Each

2012 SIOP Conference

288. Symposium/Forum: 1:30 PM–2:50 PM
Elizabeth B
Positive Occupational Health Psychology
Positive occupational health psychology promotes occupational health and flourishing, and examines how positive phenomena (contexts, personal resources) can be used to protect against occupational risks. This symposium brings together 4 new empirical studies in this exciting new research domain.
Arnold B. Bakker, Erasmus University, Rotterdam, Chair
Evangelia Demerouti, Eindhoven University of Technology, Co-Chair
Jonathon R. B. Halbesleben, University of Alabama, Samantha C. Paustian-Underdahl, University of North Carolina at Charlotte, Support for Work–Family Integration and Positive Employee Outcomes
Evangelia Demerouti, Eindhoven University of Technology, Akhito Shimazu, University of Tokyo, Kyoko Shimada, University of Tokyo, Norito Kawakami, University of Tokyo, Predictors and Outcomes of Work–Family and Work–Self Conflict and Facilitation
Clive Fullagar, Kansas State University, Kyle W. Van Ittersum, Kansas State University, Patrick A. Knight, Kansas State University, Flow and Well-Being: An Experimental Approach
Arnold B. Bakker, Erasmus University, Rotterdam, The Impact of Job Crafting on Coworker Engagement and Job Satisfaction
Submitter: Arnold Bakker, bakker@fsw.eur.nl

289. Special Events: 1:30 PM–2:50 PM
Elizabeth C
Large Scale Impact in Intelligence, National Security, and Defense
From global war on terror, to cybersecurity, to protecting our borders, workforce programs are top priorities. Impact through selection and performance, learning and readiness applications, and culture transformation are found in intelligence, national security, and defense arenas. Senior government leaders will discuss these and challenge our field with emerging needs.
Elizabeth B. Kolmstetter, Office of Director of National Intelligence, Chair
Stephanie Platz-Vieno, Central Intelligence Agency, Presenter
John Mills, Department of Defense, Presenter
Jeffrey Neal, ICF International, Presenter
Submitter: Elizabeth Kolmstetter, e.kolmstetter@verizon.net

290. Panel Discussion: 1:30 PM–2:50 PM
Elizabeth F
Letting CAT Out of the Bag: Using CAT for Selection
Computerized adaptive testing (CAT) is becoming more viable as a tool for organizational selection testing. In light of this, panelists with a broad range of CAT expertise and perspectives will discuss benefits, draw-
backs, best practices, applicant reactions, legal defensibility, international use, and research needs associated with using CAT for selection.

Anthony S. Boyce, Aon Hewitt, Chair
David F. Dubin, University of Houston, Co-Chair
Michael S. Fetzer, SHL, Panelist
Robert E. Gibby, Procter & Gamble, Panelist
Rick R. Jacobs, Pennsylvania State University, Panelist
Rodney A. McCloy, HumRRO, Panelist
Adam W. Meade, North Carolina State University, Panelist
Submitter: Anthony Boyce, anthonyboyce@gmail.com

291. Panel Discussion: 1:30 PM–2:50 PM
Elizabeth H
Oh the Places You’ll Go: An Examination of I-O Careers
I-O psychology programs are often effective in providing students with job-related training, yet students are rarely exposed to the broad array of available I-O career options. The focus of this panel is to provide an overview of several career fields from the perspective of successful I-O psychologists within each area.

Hailey A. Herleman, Kenexa, Co-Chair
Amber N. Schroeder, Clemson University, Co-Chair
Chaitra M. Hardison, RAND, Panelist
Melissa M. Harrell, Google, Panelist
Stephanie C. Payne, Texas A&M University, Panelist
Sheila S. Webber, Suffolk University, Panelist
Sara P. Weiner, Kenexa, Panelist
Submitter: Amber Schroeder, anwolf@clemson.edu

292. Panel Discussion: 1:30 PM–2:50 PM
Emma AB
Each One Teach One: Mentoring in the Workplace
In recent years, I-O psychologists have become increasingly interested in the design, implementation, and evaluation of workplace mentoring programs. The purpose of this session is to provide an interactive forum for discussing the opportunities and challenges surrounding mentoring.

Jesse Erdheim, National Science Foundation, Chair
Brian E. Cronin, ICF International, Panelist
William L. Farmer, Navy Personnel Research, Studies, & Technology, Panelist
Jerilyn Hayward, ServiceMaster, Panelist
Cary Kemp, National Science Foundation, Panelist
Susan E. Murphy, James Madison University, Panelist
Submitter: Jesse Erdheim, jesseerdheim@gmail.com

293. Community of Interest: 1:30 PM–2:50 PM
Emma C
Faking and Personality Testing
Richard L. Griffith, Florida Institute of Technology, Host
Matthew S. O’Connell, Select International, Inc., Host
John J. Donovan, Rider University, Coordinator

294. Symposium/Forum: 1:30 PM–2:50 PM
Ford AB
Applied Technology: The I-O Psychologist as Customer
This session demonstrates how I-Os can benefit from a do-it-yourself approach to utilizing technology. Going beyond the use of technology to support client organizations, this session focuses on several practical examples of how both academics and practitioners can use technology to enhance the performance of their daily work activities.

Toni S. Locklear, APTMetrics, Inc., Chair
Elaine Greenway, Wal-Mart Stores, Inc., Trent J. Burner, Wal-Mart Stores, Inc., Developing Customized Job Content the Easy Way
David Coole, APTMetrics, Inc., Brandon A. Fleener, APTMetrics, Inc., Homegrown Technology for the Consultant
Jeffrey M. Stanton, Syracuse University, Using Micro Labor to Help Develop HR Web Services
Joshua M. Sacco, APTMetrics, Inc., Candice M. Young, APTMetrics, Inc., The Impact of Technology on I-O Competencies in Applied Settings
Submitter: Toni Locklear, tlocklear@aptmetrics.com

295. Symposium/Forum: 1:30 PM–2:50 PM
Madeline CD
New Directions in Research on Recruitment in Organizations
Recent reviews of the employee recruitment literature have identified gaps in the state of recruitment science. The papers in this symposium explore unaddressed issues in recruitment, including recruits’ initial confidence in beliefs about organizations, motivation behind job search strategies, applicant withdrawal from recruitment processes, and “out-of-the-box” methods of generating applicants.

Jere E. Slaughter, University of Arizona, Chair
Jere E. Slaughter, University of Arizona, Daniel M. Cable, University of North Carolina, Daniel B. Turban, University of Missouri, Antecedents and Consequences of Belief Confidence During Recruitment
Saartje Cromheecke, Ghent University, Greet Van Hoeve, Ghent University, Filip Lievens, Ghent University, Effects of “Strange” Recruitment Media on Applicant Quantity and Quality
Michael Horvath, Cleveland State University, Nicole A. Celin, Cleveland State University, Ryan Murcko, Cleveland State University, Britany Bate, Cleveland State University, Christopher Davis, Cleveland State University, Antecedents of Job-Search Strategy Use: Development of a Measure
Brian K. Griepentrog, Fors Marsh Group, LLC, Crystal M. Harold, Temple University, Fox School of Business, Brian C. Holtz, Rutgers University, Richard J. Klimoski, George Mason University, Sean Marsh, Fors Marsh Group, Toward an Understanding of Applicant Withdrawal From Recruitment
Christopher J. Collins, Cornell University, Discussant
Mark J. Schmit, Society for Human Resource Management, Discussant
Submitter: Jere Slaughter, jslaught@eller.arizona.edu
296. Symposium/Forum: 1:30 PM–2:50 PM
Mohsen AB
Prediction With Assessment Centers: What Makes Them Work?
Assessment centers (ACs) are widely regarded as effective predictors of performance yet exhibit variability in validity coefficients across studies. Presenters will discuss factors that impact prediction using ACs. These include the rating approach used, types of exercises included, unique information provided by overall assessment ratings, and types of criteria predicted.
John P. Meriac, University of Missouri-St. Louis, Chair
Klaus G. Melchers, University of Zurich, Co-Chair
Duncan J. R. Jackson, University of Seoul, Young Jae Kim, Assesta Co., Ltd, Myungjoon Kim, Assesta Co., Ltd.
Dusan T. Seong, University of Seoul, A Generalizability Theory Comparison of Assessment Center Approaches
Klaus G. Melchers, University of Zurich, Andrea Wirz, University of Zurich, Stefan Schultheiss, University of Zurich, Martin Kleinmann, University of Zurich, Effects of Exercise Similarity on AC Construct- and Criterion-Related Validity
John P. Meriac, University of Missouri-St. Louis, Brian J. Hoffman, University of Georgia, Jacob S. Fischer, Edward Jones, Unique Contribution of Dimensions and OAR to AC Validity
Alecia Billington, Central Michigan University, Neil D. Christiansen, Central Michigan University, Anuradha Ramesh, NCR, Using Assessment Centers to Identify Potential for Advancement and Derailment
George C. Thornton, Colorado State University, Discussant
Submitter: John Meriac, meriacj@umsl.edu

297. Roundtable Discussion/Conversation Hour: 2:00 PM–2:50 PM
Elizabeth G
Contemporary and Emerging Challenges and Opportunities in Work Analysis
This roundtable will review the latest issues in work analysis, including a set of specific and unique emerging challenges and opportunities facing the practitioner and researcher. The goal of the session is a dynamic, participative and productive dialogue among all present.
Mark A. Wilson, North Carolina State University, Host
Winston R. Bennett, Training Research Laboratory, Host
Shanan Gibson, East Carolina University, Host
George M. Alliger, Group for Organizational Effectiveness, Host
Submitter: George Alliger, George.Alliger@groupOE.com

298. Panel Discussion: 2:00 PM–2:50 PM
Gregory AB
Leadership and Teams: It’s Never Too Early
This panel brings together 3 early career I-O psychologists representing varied career paths in consulting and academia. The focus of this panel is to help graduate students and job seekers gain insight into possible career paths related to leader and team development and provide a perspective on early career decisions.

299. Special Events: 2:00 PM–2:50 PM
Madeline AB
SIOP and the United Nations: Setting the Agenda
On July 25th, 2011, SIOP was officially granted NGO special consultative status with the United Nations’ Economic and Social Council (ECOSOC). ECOSOC supports several key UN initiatives for which SIOP members can play a significant contributing role. This session will focus on building an agenda for SIOP’s work with the UN.
Gary P. Latham, University of Toronto, Chair
Walter Reichman, Org Vitality, Presenter
Mary O’Neill Berry, Sirota Survey Intelligence, Presenter
John C. Scott, APTMetrics, Inc., Presenter
Stuart C. Carr, Massey University, Presenter
Jose M. Petró, University of Valencia, Discussant
Submitter: John Scott, jscott@apmetrics.com

300. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM
America’s Cup AB
Nepotism: Eradicate or Adapt?
Nepotism is acknowledged as a widely used and powerful basis for decision making in organizations. Yet almost no research in I-O psychology deals directly with it either descriptively or through explanatory frameworks. Authors from a new Frontiers series volume will facilitate discussions about potential topics for emerging research.
Robert G. Jones, Missouri State University, Host
Paul M. Muchinsky, University of North Carolina-Greensboro, Host
Edwin A. J. Van Hooft, University of Amsterdam, Host
Ketan Mhatre, Claremont-McKenna College, Host
Aline D. Masuda, EADA Business School, Host
Guillermo Wated, Barry University, Host
Juan I. Sanchez, Florida International University, Host
Bridgeate Mulder, Daniels Consulting Group, Host
Submitter: Robert Jones, RobertJones@missouristate.edu

301. Special Events: 3:30 PM–4:20 PM
America’s Cup CD
S. Rains Wallace Dissertation Award: Measurement and Prediction of Creativity at Work
Measures of creative tendencies (individuals’ inclination to be creative) and abilities (individuals’ capacity to be creative) were investigated meta-analytically in terms of their interrelationships and external correlates. The criterion-related validities of these measures as well as other individual differences predictors for creative performance and overall job performance were substantial.
302. Panel Discussion: 3:30 PM–4:20 PM

Art and Science Combined: When I-O Partners With Corporate Communications

Corporate communications is a critical organizational function with which I-O and HR professionals should partner. The relationship is one that needs to be leveraged, both tactically and strategically. This interactive and audience-focused panel discussion will explore the importance of a strong relationship between strategic HR, I-O, and corporate communications groups.

Elizabeth Pavese-Kaplan, Paris Phoenix Group, Chair
Brian J. Ruggeberg, Aon Hewitt, Panelist
Danyoussefnia, Critical Metrics, LLC, Panelist
Lyse Wells, Honeywell, Panelist
Scott M. Brooks, orgVitality, Panelist
Nicholas Strong, Allstate Insurance Co., Panelist
Liz Guthridge, Connect Consulting Group, Panelist

Submitter: Elizabeth Pavese-Kaplan, liz.pavese@parisphoenixgroup.com

303. Panel Discussion: 3:30 PM–4:20 PM

Shared Leadership: A Global Perspective

The study of shared leadership continues to gain momentum, both in the United States but also abroad, particularly in Europe and Africa. Panelists from the US, Europe and Africa discuss the implications of shared leadership research in a global context.

Craig L. Pearce, American University of Nigeria, Panelist
Michelle Bligh, Claremont Graduate University, Panelist
Hans Jeppe Jeppesen, Aarhus University, Panelist
Christina Wassenaar, Employee

Submitter: Christina Wassenaar, christina.l.wassenaar@gmail.com

304. Symposium/Forum: 3:30 PM–4:20 PM

Qualitative Studies Looking Deeper Into Work–Family Phenomena

The vast majority of work–family research has been quantitative in nature. Relatedly, the field has been criticized for the shallowness of both its theories and constructs. This symposium will delve deeper into commonly studied work–family topics using qualitative methodology, and in doing so will provide a new and valuable perspective.

Elizabeth M. Poposki, Indiana University-Purdue University Indianapolis, Chair
Erin M. Crask, Indiana University-Purdue University, Indianapolis, Panelist
Elizabeth M. Poposki, Indiana University-Purdue University Indianapolis, Panelist

Submitter: Jolene Meyer, jolene.meyer@shl.com

305. Panel Discussion: 3:30 PM–4:20 PM

Different Entry-Level Fields for Master’s Degree Industrial-Organizational Graduates

The number of individuals receiving their master’s degree in I-O psychology is growing. This panel will discuss the various job possibilities available to these individuals after graduation. Topics to be discussed include employment in various economic sectors, job search strategies, and general advice for recent and soon to be graduates.

Michelle R. Pikala, SHL PreVisor, Chair
Eric Garvey, Target, Panelist
Evan C. Blackhurst, Federal Management Partners, Inc., Panelist
Yee Mun Chan, Kenexa, Panelist
Joseph M. Wolkittel, University of Minnesota, Panelist

Submitter: Michelle Pikala, mpikala@previsor.com

306. Symposium/Forum: 3:30 PM–4:20 PM

Innovations and Optimization of CAT in Personnel Selection and Development

As the use of computer adaptive testing (CAT) becomes more commonplace in the business realm, organizations are working to stay on the leading edge of CAT technology. This session will present organizational research on innovation in CAT including methodologies for enhancing CAT testing programs and nontraditional CAT applications.

Jolene M. Meyer, SHL, Co-Chair
Darrin Grelle, SHL, Co-Chair
Paul D. DeKoekkoek, SHL, Kathleen A. Tuzinski, SHL, Number of Items and Validity of Adaptive Personality Scales
Darrin Grelle, SHL, Jolene M. Meyer, SHL, The Impact of Individual Differences on Difficulty Parameter Ratings
Anne Thissen-Roe, Kronos, Phillip M. Mangos, Kronos, Plays Well With SJTs: Building a Mixed-Format Item Pool
Aarti Shyamsunder, Infosys Leadership Institute, Matt Barney, Infosys Leadership Institute, Assessing Leaders Using Computer-Adaptive Testing

Submitter: Jolene Meyer, jolene.meyer@shl.com

307. Special Events: 3:30 PM–4:20 PM

Working as Human Nature

Working, as an activity, can be understood as an essential way in which humans engage with their environments, separate from the institution of work. This talk discusses the implications of this conceptualization for the psychology of working and for the place of work psychology within the broader field of psychology.

Howard M. Weiss, Georgia Institute of Technology, Presenter

Submitter: Howard Weiss, weiss@psych.purdue.edu
Training and Experience Questionnaires: Increasing Validity and Evaluating Success

Training and experience questionnaires are the preferred method of assessment for hiring in many federal agencies. Despite their many advantages in terms of cost effectiveness and ease of implementation, the use of T&E questionnaires also presents challenges. This roundtable discussion will focus on strategies to increase validity and evaluate success.

Michael C. Heil, Aon Consulting, Host
Timothy P. McGonigle, SRA International, Host
Rebecca Levine, none, Host
Submitter: Rebecca Levine, rl2010@gmail.com

Round Two: I-O and IT

Participants build on a successful SIOP 2011 panel discussion on challenges of projects requiring IT deliverables. A balanced panel of seasoned I-O and IT professionals are tasked to debate and collaborate on the problem of how the 2 teams must work together to successfully deliver.

Matthew J. Such, First Advantage, Co-Chair
Jessica L. Kane, SuccessFactors, Panelist
Stephanie R. Klein, SHL, Panelist
Jared Owens, pan testing, Panelist
Robert Stephens, SHL, Panelist
Submitter: James Killian, james.h.killian@gmail.com

Computational Models of Self-Regulation: Innovations in Theory Development and Testing

Several computational models of self-regulatory processes are presented and compared to empirical research. The presentations highlight the requirements of a theory of self-regulation and assess the prominent options. Models of the goal gradient effect, multiple goal pursuit, and self-regulation are presented and compared to empirical research. This symposium will focus on modeling self-regulatory and I-O phenomena broadly.

Jeffrey B. Vancouver, Ohio University, Chair
Justin M. Weinhardt, Ohio University, Co-Chair
Richard F. DeShon, Michigan State University, An Evaluation of Existing Computational Models of Self-Regulation
Sheng Liu, Ohio University, Jeffrey B. Vancouver, Ohio University, Modeling the Goal Gradient Effect: Reconciling a Control Theory Dilemma
Justin M. Weinhardt, Ohio University, Jeffrey B. Vancouver, Ohio University, Learning to Pursue Multiple Goals: A Computational Model
Paul J. Hanges, University of Maryland, Discussant
Submitter: Justin Weinhardt, jw225207@ohio.edu

Assessment Nightmares/Lessons Learned: What Keeps Assessors Up at Night

Conducting assessments in which individuals evaluate the strengths and weaknesses of other individuals across a variety of settings and for many purposes presents a number of challenges and opportunities for things to go awry. A panel of expert assessors will share their assessment experiences as well as lessons learned.

Susan H. Coverdale, Valtera Corporation, Chair
Neha Singla, Valtera Corporation, Co-Chair
Betty Sue G. Thompson, Self-employed, Panelist
Jodi Himelright, Pennsylvania State University, Panelist
Katherine L. Bitner, Valtera, Panelist
Submitter: Susan Coverdale, scoverdale@valtera.com

Perspectives on Organizational Change

This symposium summarizes the current knowledge about conceptualizing and implementing change through organizational development interventions. Relevant perspectives include theoretical views (change models), practitioners’ accounts of the processes of conducting organizational intervention, research methods that investigate how participants will respond to change, and consultants’ perspective on supporting organizational change.

Katherine Osatuke, VHA National Ctr for Org Development/Miami University, Chair
Nancy Yanchus, University of Georgia, Katherine Osatuke, VHA National Ctr for Org Development/Miami University, Conceptual Perspective on Change: A Review of Transformational Change Theories
Sarah Judkins, Xavier University, Katherine Osatuke, VHA National Ctr for Org Development/Miami University, Sue R. Dyrenforth, VHA National Center for Organization Development, Change Facilitation: Impact of Process Variables on Outcomes of Civility
Michael Leiter, Michael Leiter & Associates, Arla L. Day, Saint Mary’s University, Heath Laschinger, University of Western Ontario, Debra Gilin-Oore, Saint Mary’s University, Inconsistency Between Civility–Incivility as Change Predictor in Workplace Communities
Arthur M. Freedman, Freedman, Leonard, & Marquardt Consultancy, Discussant
Submitter: Katherine Osatuke, Katherine.Osatuke@va.gov

Politics in Organizations: Theory and Research Considerations

This session discusses a new volume in the SIOP Organizational Frontiers book series and represents a coordinated effort to shed new light on the nature of organizational politics. This volume brings together top organizational scholars to develop new ideas and thinking that would advance this important area of inquiry.
314. Panel Discussion: 3:30 PM–4:20 PM

Developing Socially Responsible Leaders

What benefits do organizations and their leaders derive by having their leaders “do good”? What are the pitfalls and lessons learned from such experiences? This session will engage both the researcher and practitioner on issues surrounding the use of corporate social responsibility as a vehicle to develop socially responsible leaders.

Miriam T. Nelson, Aon Hewitt, Co-Chair
Thomas M. Ruddy, Becton Dickinson, Panelist
Michael Ayulo, UTi Worldwide, Panelist
Robin R. Cohen, Bank of America, Panelist
Beth Gunderson, General Mills, Panelist
Lorraine C. Stomski, Aon Hewitt, Panelist

Submitter: Miriam Nelson, miriam.nelson@aonhewitt.com

315. Special Events: 3:30 PM–4:20 PM

Mohsen AB

SIOP Confronts LGBT Employment Discrimination

SIOP has the opportunity to support legislation prohibiting discrimination based on sexual orientation and gender identity in the workplace. Over the past 35 years, the APA has enacted 13 policy statements supporting LGBT protections. This panel provides SIOP membership an opportunity to learn about and voice reactions to a proposed policy statement.

Brian Roote, SHL, Panelist
Larry Martinez, Rice University, Panelist
Walter Reichman, Org Vitality, Panelist
Mark R. Wernersbach, Federal Management Partners, Inc, Panelist
Sarah K. Lambie, Seattle Pacific University, Panelist
Jacob M. Waldrup, Florida International University, Panelist

Submitter: Brian Roote, brianroote@gmail.com

316. Special Events: 4:30 PM–5:20 PM

Closing Plenary Session

Douglas H. Reynolds, Development Dimensions International, Chair

Albert Bandura, Stanford University, Presenter
Select International

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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.

Careers/Mentoring/Socialization/Onboarding/Retirement
7-1 Newcomer Performance Adjustment in Teams: Experiential Predictors, Douglas Pavilion BCD, 10:30 AM
7-2 Challenging the Dimensionality of Job Challenge, Douglas Pavilion BCD, 10:30 AM
7-3 A Longitudinal Study of Proactivity During Socialization, Douglas Pavilion BCD, 10:30 AM
7-4 Creativity in Early and Established Career: Insights Into Multilevel Drivers, Douglas Pavilion BCD, 10:30 AM
7-5 Promotability and Derailment: Are Business and Interpersonal Skills That Important?, Douglas Pavilion BCD, 10:30 AM
7-6 Complementary Mentor Motivations and Protégé Characteristics: Determinants of Mentoring, Douglas Pavilion BCD, 10:30 AM
7-7 Untangling Protégé Self-Reports of Mentoring Functions: Further Meta-Analytic Understanding, Douglas Pavilion BCD, 10:30 AM
7-8 Personality Predictors of Career Exploration: A Meta-Analysis, Douglas Pavilion BCD, 10:30 AM
7-9 Mentoring—Work–Life Balance Relationship: The Case of IT Students, Douglas Pavilion BCD, 10:30 AM
7-10 Testing a Social Cognitive Career Theory Model of Professional Development, Douglas Pavilion BCD, 10:30 AM
7-11 The Impact of Actual and Perceived Mentorship Survival, Douglas Pavilion BCD, 10:30 AM
7-12 Personality, Interests, and Career Indecision: A Multidimensional Perspective, Douglas Pavilion BCD, 10:30 AM
7-13 Fraternizing and “Friend Requests”: Networking’s Relationship to Perceived Career Success, Douglas Pavilion BCD, 10:30 AM
7-14 Initial Mentor Attraction: Interactions of Individual and Mentor Demographic Characteristics, Douglas Pavilion BCD, 10:30 AM
7-15 Performing On the Road: Peer Coaching and Newcomers’ Performance Trajectories, Douglas Pavilion BCD, 10:30 AM
7-16 I Do What I Want: Personality—Interest Congruence Across Cultures, Douglas Pavilion BCD, 10:30 AM
7-17 A Quantitative Review of the Effectiveness of Freshman Seminars, Douglas Pavilion BCD, 10:30 AM
7-18 Relationships Between Socialization and Team Effectiveness for Collegiate Athlete Coaches, Douglas Pavilion BCD, 10:30 AM
7-19 Mentoring and Burnout: Generativity and Perceived Organization Support as Moderators, Douglas Pavilion BCD, 10:30 AM
7-20 Don’t Let Me Down: Negative Mentoring and Protégé Performance, Douglas Pavilion BCD, 10:30 AM
7-21 How Career Orientation Shapes the Job Satisfaction—Turnover Intention Link, Douglas Pavilion BCD, 10:30 AM
7-22 Different Fit Perceptions in Academic Environments: Attitudinal and Behavioral Outcomes, Douglas Pavilion BCD, 10:30 AM
7-23 Subordinate’s Political Skill and Supervisor’s Dependence on Subordinate, Douglas Pavilion BCD, 10:30 AM
22-1 Mentor Knowledge Sharing and Protégé Creative Behavior: Does Traditionality Matter?, America’s Cup AB, 11:30 AM
31 Mentoring Across Cultures and Contexts: Bridging the Research–Practice Gap, Edward CD, 12:00 PM
63 Distinguished Scientific Contributions Award: No Matter Where I Go, There I Am, Elizabeth F, 2:00 PM
65 Can the SIOP Conference Be Relevant Throughout Your Entire Career?, Emma AB, 2:00 PM
70 How to Succeed in Business While Really Trying, Betsy BC, 3:30 PM
93 Women With Unique Perspectives: Power, Progress, and Priorities, Emma AB, 5:00 PM
112 The Science and Practice of Workplace Mentoring Relationships, Emma AB, 8:30 AM
117 Working for Uncle Sam: Finding the I-O in Government Positions, Madeline AB, 1:30 PM
191 Managing the Aging Workforce: Challenges and Opportunities, Elizabeth C, 3:30 PM
214 The Global Unemployment Crisis: How I-O Psychology Can Help, Mohsen AB, 5:00 PM
224 Building a World-Class Career Development Program for Veterans Affairs, Annie AB, 8:30 AM
246 IGNITE Lightning Round: I-O Psychology’s Impact on People’s Working Lives, Elizabeth C, 10:30 AM
257 Positivity in Adversity: Psychological Capital During Job Loss and Reemployment, America’s Cup AB, 11:30 AM
265 Why Mentoring and Sponsorship Matter, Especially for Women, Elizabeth A, 12:00 PM
292 Starting Anew: Research on Decisions to Change Careers, Edward AB, 1:30 PM
302 Each One Teach One: Mentoring in the Workplace, Emma AB, 1:30 PM
305 Different Entry-Level Fields for Master’s Degree Industrial-Organizational Graduates, Edward AB, 3:30 PM

Coaching/Leadership Development
13 Building Global Leaders: What Does It Take?, Ford AB, 10:30 AM
39-1 Validating the Feedback Orientation Scale: Leaders’ Reactions to Developmental Feedback, Douglas Pavilion BCD, 12:30 PM
39-2 Engagement, Exchange Quality, and the Willingness to Pursue Leader Development, Douglas Pavilion BCD, 12:30 PM
39-3 Strategic Coaching: An OD Strategy Applied to Mergers and Acquisitions, Douglas Pavilion BCD, 12:30 PM
39-4 Evidence Based Answers to Ten Questions About Leveraging 360-Degree Feedback, Douglas Pavilion BCD, 12:30 PM
39-5 Investigating Active Ingredients in Perceived Competency Change of Executive Coaches, Douglas Pavilion BCD, 12:30 PM
39-6 Back to Basics: Rethinking Managing Millennials, Douglas Pavilion BCD, 12:30 PM
46 Leadership Development in a Volatile, Uncertain, Complex, and Ambiguous World, Elizabeth C, 1:00 PM
69 Issues and Approaches in Assessing Leadership Potential, Annie AB, 3:30 PM
176 Internal Versus External Executive Coaching: A Fork in the Road?, Delmar AB, 5:00 PM
117 One Size Doesn’t Fit All—Personalized High-Potential Development, Madeline CD, 8:30 AM
127 360 Degree Feedback: An Essential Commodity for Leadership Development, Elizabeth B, 10:30 AM
141 Leading First Through Self-Awareness and Self-Development, and Role Modeling, America’s Cup CD, 12:00 PM
190 Leaders Building Leaders: How Senior Leaders Develop Their Protégés, Elizabeth B, 3:30 PM
208 The Journey From Assessment to Development Center: Lessons From Practice, Elizabeth B, 5:00 PM
216 Understanding and Leveraging Context in Leadership Development, Betsy BC, 8:00 AM
232 Action Learning in Healthcare: Developing Leaders in Practice, Ford AB, 8:30 AM
311 Assessment Nightmares/Lessons Learned: What Keeps Assessors Up at Night, Ford AB, 3:30 PM

Consulting Practices/Ethical Issues
9 Seeing I to I: Understanding Internal and External Consultant Universes, Edward CD, 10:30 AM
26 Maximizing Your Impact as an Internal I-O Consultant, America’s Cup CD, 12:00 PM
39-7 Evidence-Based Practice in I-O Psychology: An Empirical Study, Douglas Pavilion BCD, 12:30 PM
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76 Competing to Win: Translating Consulting Services Into Compelling Value Propositions, Elizabeth G, 3:30 PM
88 The Current Role of Ethics in Industrial-Organizational Psychology, America's Cup CD, 5:00 PM
130 Ethical Dilemmas in Assessment: Perspectives on Sticky Situations, Elizabeth G, 10:30 AM
150 Should I-O Psychology Have a Social Justice Agenda?, Elizabeth G, 12:00 PM
194 Assessing and Advancing Environmental Sustainability, Emma AB, 3:30 PM
260 Human Resources and Its Role in Environmental Sustainability: Case Studies, Annie AB, 12:00 PM
309 Round Two: I-O and IT, Elizabeth H, 3:30 PM

Counterproductive Behavior/Workplace Deviance
10 Theme Track Keynote: SIOP and EEOC: Finding Common Ground, Elizabeth H, 10:30 AM
34 "My Lips Are Sealed!": Exploring Silence, Voice, and Knowledge Hiding, Ford AB, 12:00 PM
72-1 Work Environment Factors and Cyberloafing: A Follow-Up to Askew, Douglas Pavilion BCD, 3:30 PM
72-2 Organizational Climate and Burnout: The Mediating Role of Victimization, Douglas Pavilion BCD, 3:30 PM
72-3-3 Applying the Normative Conflict Model to Organizational Deviance, Douglas Pavilion BCD, 3:30 PM
72-4 The Effects of Intent Attributions on Responses to Abusive Supervision, Douglas Pavilion BCD, 3:30 PM
72-5 Power of the Circumplex: Anger and Neglect Predicting Counterproductive Behaviors, Douglas Pavilion BCD, 3:30 PM
72-6 Machiavellianism to Unethical Behavior: The Moderating Role of Leadership, Douglas Pavilion BCD, 3:30 PM
72-7 Relationship Between Idiocentrism and Counter Productive Workplace Behaviors, Douglas Pavilion BCD, 3:30 PM
72-8 Claimant Takes Nothing: Mental Injuries and the Workers' Compensation System, Douglas Pavilion BCD, 3:30 PM
72-9 Workplace Stressors and Counterproductive Behaviors: The Role of Ethical Leadership, Douglas Pavilion BCD, 3:30 PM
72-10 When the "Good Guys" Lie: Perceptions of Unethical Pro-Organizational Behavior, Douglas Pavilion BCD, 3:30 PM
72-11 Counterproductive Work Behavior: A Meta-Analysis, Douglas Pavilion BCD, 3:30 PM
72-12 Developing Indirect Measures for Implicit Aggression: A Follow-Up Study, Douglas Pavilion BCD, 3:30 PM
72-13 Counterproductive Workplace Behavior and College Dishonesty: A Meta-Analysis, Douglas Pavilion BCD, 3:30 PM
72-14 Customer Sexual Harassment and Frontline Employees' Affective Delivery in China, Douglas Pavilion BCD, 3:30 PM
72-15 Abuse Supervision and Supervisor-Directed Aggression: The Role of Self-Control, Douglas Pavilion BCD, 3:30 PM
72-16 Workplace Incivility: Does the Injury Extend Across Person and Time?, Douglas Pavilion BCD, 3:30 PM
72-17 Abuse Supervision and the High-Impact Employee, Douglas Pavilion BCD, 3:30 PM
72-18 If They Don't Leave? Prolonged Turnover Intentions and CWB, Douglas Pavilion BCD, 3:30 PM
72-19 Coping With Customer Sexual Harassment: Retaliatory and Traditional Coping Strategies, Douglas Pavilion BCD, 3:30 PM
72-20 Righting a Wrong: Does Deviance Restore Justice Following Abusive Supervision?, Douglas Pavilion BCD, 3:30 PM
72-21 Guilty and Helpful: Emotion-Based Reparatory Model of Voluntary Work Behavior, Douglas Pavilion BCD, 3:30 PM
72-22 Interpersonal Aggression at Work: Beware the Socially Unskilled, Douglas Pavilion BCD, 3:30 PM
72-23 Adolescents' Workplace Harassment: Moderating Effects of Autonomy and Development Opportunities, Douglas Pavilion BCD, 3:30 PM
72-24 You're Just Envious: Interaction of Narcissism on Abusive Supervision--Envy, Douglas Pavilion BCD, 3:30 PM
72-25 Creating Conflict: Antecedents and Consequences of an Uncivil Workplace Climate, Douglas Pavilion BCD, 3:30 PM
72-26 Work Locus of Control's Role in Predicting Counterproductive Work Behavior, Douglas Pavilion BCD, 3:30 PM
72-27 Counterproductive Behaviors: Heritabilities and Relations of Counterproductivity Across Life Domains, Douglas Pavilion BCD, 3:30 PM
72-28 Thumbing Your Nose at the Boss: The Downside of Cohesion, Douglas Pavilion BCD, 3:30 PM
72-29 Workplace Violence Prevention in the Healthcare Sector: A Holistic Intervention, Douglas Pavilion BCD, 3:30 PM
72-30 Honesty–Humility and Perceptions of Organizational Politics in Predicting Workplace Outcomes, Douglas Pavilion BCD, 3:30 PM
74 Gender and the Dysfunctional Workplace, Edward CD, 3:30 PM
98-1 Talk Isn't Cheap: Moral Messaging Tactics and Ethics-Centered Communication, Elizabeth D, 6:00 PM
113 Workplace Incivility, Emma C, 8:30 AM
135 Integrating Time and Context Into Research on Workplace Mistreatment, Madeline AB, 10:30 AM
226 Rounding the Corner: Exploring the Incivility–Performance Relationship, Edward AB, 8:30 AM
236-1 The Role of Discrete Emotions in Predicting Counterproductive Work Behavior, America's Cup AB, 10:30 AM
236-2 Observer Responses to Incivility: Influences of Relational Demography and Time, America's Cup AB, 10:30 AM
236-3 The Interactive Role of Gender in CWB and Workplace Aggression, America's Cup AB, 10:30 AM
275 Theoretical and Empirical Developments on Third-Party Observers' Reactions to Mistreatment, Madeline CD, 12:00 PM

Emotions/Emotional Labor
32 The Experience of Work: Theory Meets Practice, Elizabeth G, 12:00 PM
87-1 Age and Emotional Labor Strategies: Mediating Role of Emotion Intelligence, Douglas Pavilion BCD, 4:30 PM
87-2 Expressive Suppression: Social Outcomes and the Mediating Role of Emotions, Douglas Pavilion BCD, 4:30 PM
87-3 Emotional Dissonance and Well-Being: The Role of Personal Agency, Douglas Pavilion BCD, 4:30 PM
87-4 Organizational Identification and its Negative Consequences: A Meta-Analysis, Douglas Pavilion BCD, 4:30 PM
87-5 Emotional Labor: Person, Situation, and Cultural Considerations, America's Cup AB, 4:30 PM
87-6 Emotional Labor Strategies and Customer Tips: A Diary Study, Douglas Pavilion BCD, 4:30 PM
87-7 Emotional Dissonance and Well-Being: The Role of Personal Agency, America's Cup CD, 4:30 PM
87-8 Communication in Virtual Teams: The Role of Emotional Intelligence, Douglas Pavilion BCD, 4:30 PM
87-9 How Guilt and Managerial Status Influence Organizational Communication Following Failure, Douglas Pavilion BCD, 4:30 PM
87-10 Improving Case-Based Learning and Transfer Through Emotionally Rich Cases, Douglas Pavilion BCD, 4:30 PM
87-11 Counterproductive Behaviors: Heritabilities and Relations of Counterproductivity Across Life Domains, Douglas Pavilion BCD, 4:30 PM
87-12 Organizational Identification's Mitigation of the Psychological Contract Breach–Violation Relationship, Douglas Pavilion BCD, 4:30 PM
87-14 Emotional Dissonance and Well-Being: The Role of Personal Agency, America's Cup CD, 4:30 PM
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Employee Withdrawal (e.g., absence, turnover)/Retention
90 Predictors of Turnover Intentions in Healthcare Settings, Edward AB, 5:00 PM
98-2 Emotional and Physical Strain and Identity Cycles in Voluntary Turnover, Elizabeth D, 6:00 PM
**Global/International/Cross-Cultural Issues**

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<td>118-2</td>
<td>Training for Cultural Competence: A Meta-Analysis</td>
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<td>118-3</td>
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<td>118-4</td>
<td>Unpacking Four Forms of Third Culture in Multicultural Teams</td>
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<td>Relating Perceived Person–Culture Fit to Expatriate Adjustment and Outcomes</td>
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<td>Knowledge Transfer Between Expatriates and Host Country Nationals</td>
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<td>Culture and Negotiation: Who Will Trust and When?</td>
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<td>Cross-Cultural Testing Considerations for a Variety of Item Types</td>
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<td>Beyond Conflict: The Role of Work–Private Life Enrichment for Expatriates</td>
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<td>Benevolent Versus Hostile Sexism: Impact on Women in Turkey</td>
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<td>Self-Initiated Expatriates' Decision to Stay: Job Deprivation and Thriving</td>
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<td>Fatalism, Trust Repair, and Revenge in a Collaborative Work Context</td>
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<td>The Role of Cultural Intelligence in Interpersonal Helping</td>
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<td>A Standard for Assessment in Work and Organizational Settings</td>
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<td>Overqualification Across Cultures: Applicability of Established and New Models</td>
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<td>Careers Across Cultures: International Experiences and Attitudes</td>
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<td>Global Talent Management Obstacles: What Do I Do Now?</td>
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**Groups/Teams**

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<td>The Power of Collaboration: Investigations of Multitask Systems</td>
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<td>22-2</td>
<td>Importance of Team Gender Composition When Using Complex Psychomotor Tasks</td>
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<td>23-1</td>
<td>Cross-Cultural Differences in Perception of Time: Implications for Multinational Teams</td>
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<td>Team Reflexivity and Performance under Routine Versus Novel Mission Demands</td>
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<td>The Dark Side of Teams: Psychopathy, Aversive Climate, and Deviance</td>
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<td>Task Networks: A Unitary Theory for Conceptualizing Interdependence in Teams</td>
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<td>Debiasing Predictive Validity: A Qualitative Review and Meta-Analysis</td>
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<td>Effects of a Companion Dog on a Group Task</td>
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<td>How Shared Cognition Can Moderate the Team Process–Outcome Relationship</td>
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<td>Improving Team Decision-Making Effectiveness in a Hidden Profile Scenario</td>
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<td>Project Commitment in Cross-Functional Teams: Antecedents and Relationship With Performance</td>
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<td>Preference for Teamwork, Team Member Performance, and Role Interdependence</td>
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<td>Toward a Temporally Based Framework of Team Development Interventions</td>
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<td>The Influence of Experience on Shared Mental Models over Time</td>
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<td>Team Trust's Role in the Development of Collective Leadership</td>
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<td>Trust Development in Computer-Mediated Teams</td>
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<td>Beyond Miles: Configuration, Electronic Communication, and Performance in Virtual Teams</td>
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<td>23-26</td>
<td>A Multidimensional Model of Person–Group Fit on Individual Outcomes</td>
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<td>A Role-Based Relational Approach to Examining Injustice in Teams</td>
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23-28 Winning the Game: Team Effectiveness in a Competitive Environment, Douglas Pavilion BCD, 11:30 AM
23-29 Improving Team Mental Models: Individual versus Team Reflection and Storytelling, Douglas Pavilion BCD, 11:30 AM
23-31 A 2x2-Model of Team Achievement Goals and Sport Team Performance, Douglas Pavilion BCD, 11:30 AM

24-1 Emotion Regulation and Ingroup Conflict: When More Distracted Minds Prevail, America’s Cup AB, 1:30 PM
24-2 Reactions to a Teammate’s Low Effort in Difficult Performance Situations, America’s Cup AB, 1:30 PM
24-3 Investigating Conflict Escalation in FTF and Virtual Teamwork Over Time, America’s Cup AB, 1:30 PM
24-4 Relationship Between Interaction Anxiety and Team Performance through Team Processes, America’s Cup AB, 1:30 PM

25 The Science of Teams: Learning From the Extremes, Ford AB, 1:30 PM

26 Teams and Networks, Delmar AB, 3:30 PM

28-1 Predicting Teamwork Attitudes Using Optimal Distinctiveness Theory, Elizabeth D, 6:00 PM

29-3 I-O and Human-Systems Integration, Emma C, 1:30 PM

29-4 A Validation Study of Tablet Use in a Medical Setting, Douglas Pavilion BCD, 1:30 PM

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

25 Theme Track: Reducing Workplace Discrimination: Legalistic, Training, and Business-Case Perspectives, Elizabeth H, 11:30 AM

25 Theme Track: Scholary Reflections on the Past, Present, and Future of Discrimination, Elizabeth H, 5:00 PM

26 Complementing Diversity Climate With Leader Inclusiveness: Effects on Altruism, Elizabeth D, 6:00 PM

27 Explaining Male and Female Leadership Potential: New York and London, Elizabeth D, 6:00 PM

27-1 Effects of Managerial Support and Rationale on Diversity Training Effectiveness, America’s Cup AB, 10:30 AM

27-2 Effectiveness of a Multimedia Perspective-Taking Training Program on Reducing Discrimination, America’s Cup AB, 10:30 AM

27-3 Training Diverse Teams to Manage Conflicts Effectively Using Constructive Controversy, America’s Cup AB, 10:30 AM

27-4 Can Everyone Get Along? How Diversity Training Affects Diversity–Incivility Relationships, America’s Cup AB, 10:30 AM

27-5 Setting Standards for Diversity and Inclusion: Working With SHRM, Edward AB, 10:30 AM

28-1 Creating Effective Global Diversity and Inclusion Programs: Challenges and Solutions, Elizabeth G, 1:00 PM

28-2 Affirmative Action in the New Millennium: Perspectives, Advancements, and Limitations, Annie AB, 3:30 PM

28-3 Personality and Performance in Demographically Diverse Work Environments, Douglas Pavilion BCD, 3:30 PM

28-4 Predicting Supervisor Ratings: The Effects of Gender, Age, and Personality, Douglas Pavilion BCD, 3:30 PM

28-5 Roadblocks to Decreasing Discrimination, Elizabeth F, 3:30 PM

29-1 Examining the Effects of Interpersonal Discrimination on Job Seeking, Douglas Pavilion BCD, 4:30 PM

29-2 Gender Microaggressions in the Workplace: Perceptions and Expected Outcomes, Douglas Pavilion BCD, 4:30 PM

29-3 Aversive Racism and African-American Stereotype Reactivity, Douglas Pavilion BCD, 4:30 PM

29-4 Are Temporary Work Agencies More Vulnerable to Ethnic Hiring Discrimination?, Douglas Pavilion BCD, 4:30 PM

29-5 Screening-Out Arab Applicants: Do Client Contact and Diversity Statements Matter?, Douglas Pavilion BCD, 4:30 PM

29-6 Evaluations of Applicants With Disabilities: Which Factors Impact Judgments?, Douglas Pavilion BCD, 4:30 PM

29-7 LGBT-Supportive Organizational Policies and Organizational Attractiveness, Douglas Pavilion BCD, 4:30 PM

29-8 “An Old Dog Like Me”: Dual-Identity Interventions in Salient Situations, Douglas Pavilion BCD, 4:30 PM

29-9 Mixed Signals and Intersections: The Managerial Suitability of Black Women, Douglas Pavilion BCD, 4:30 PM

29-10 Tools for Breaking the Ceiling: Leadership Competencies for Women, Douglas Pavilion BCD, 4:30 PM

29-11 The Influence of Stigmatized Employees on Organizational Reputation, Douglas Pavilion BCD, 4:30 PM

29-12 Not My Fault: Effects of Disability Responsibility on Interview Ratings, Douglas Pavilion BCD, 4:30 PM

29-13 2008 U.S. Presidential Election: Effects on Minorities’ and Women’s Performance, Douglas Pavilion BCD, 4:30 PM

29-14 Affirming One’s Gender in the Workplace: Wise or Risky?, Douglas Pavilion BCD, 4:30 PM

29-15 Perceived Stigma of Nondrinkers in South Korean Culture, Douglas Pavilion BCD, 4:30 PM

29-16 Sexual Harassment and Job Attitudes: The Role of Leader Cohesion, Douglas Pavilion BCD, 4:30 PM

29-17 Women’s Leadership Performance Versus Perception as Leaders: A Multilevel Examination, Douglas Pavilion BCD, 4:30 PM

29-18 A Mixed Determinants Model of the Consequences of LGBT Supportiveness, Douglas Pavilion BCD, 4:30 PM

29-19 Understanding Immigrant Employability: The Role of Attitudes and Political Ideology, Douglas Pavilion BCD, 4:30 PM

29-20 Engagement Among Employees With Disabilities: Initial Reports, Douglas Pavilion BCD, 4:30 PM

29-21 The Role of Sexual Orientation and Gender on Leadership Perceptions, Douglas Pavilion BCD, 4:30 PM

29-22 The Benefits of Women’s Networks Within Organizations, Douglas Pavilion BCD, 4:30 PM

29-23 Toward Patching the Leaky Pipeline in STEM: Belonging and Engagement, Douglas Pavilion BCD, 4:30 PM

29-24 Gender Effects on Performance and Turnover: A Meta-Analysis, Douglas Pavilion BCD, 4:30 PM

29-25 Racial Distance, Workload, and Performance Feedback Influence Backing Up Behavior, Douglas Pavilion BCD, 4:30 PM
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<td>The Right Woman for the Job: Compensatory Strategies in Interviews</td>
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<td>Cognitive Predictors and Age-Based Adverse Impact Among Executives</td>
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<td>Effects of Subgroups' Variances on Cognitive Ability Test Differential Validity</td>
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<td>Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals</td>
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<td>283</td>
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<td>Direct and Indirect Effects of Routinization on Creativity</td>
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<td>118-19</td>
<td>The Interaction of Conflict and Participative Safety on Team Creativity</td>
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<td>118-20</td>
<td>Person–Organization Fit as a Barrier to Employee Creativity</td>
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<td>Using Automated Essay Scoring to Predict Personality From Work Narratives</td>
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<td>Clarifying the Relationship Between Intrateam Task Conflict and Team Innovation</td>
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<td>Promotion Focus as a Mediator Between Transformational Leadership and Creativity</td>
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<td>Individuals in Mind, Mates by Heart</td>
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<td>261</td>
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### Job Attitudes/Engagement

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**Manchester Grand Hyatt 2012 SIOP Conference**

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**27th Annual Conference 203**
## 2012 SIOP Conference San Diego, California

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<td>101</td>
<td>Women as Leaders: Negotiating the Labyrinth, Elizabeth C, 10:30 AM</td>
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<td>102</td>
<td>The Influence of Transformational Leadership Relationship on Commitment: New Underlying Processes, Douglas Pavilion BCD, 12:30 PM</td>
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<td>103</td>
<td>Moral Reasoning Ability and the Perception of Transformational Leadership, Douglas Pavilion BCD, 12:30 PM</td>
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<td>104</td>
<td>Testing Their Meddle: How Sports Owners' Meddling Affects Team Performance, Douglas Pavilion BCD, 12:30 PM</td>
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<td>105</td>
<td>Leading for Creativity: Competing Leader Influence Tactics on Intrinsic Motivation, Douglas Pavilion BCD, 12:30 PM</td>
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<td>106</td>
<td>Cognitive and Dispositional Predictors of Leader Adaptability Under Stress, Douglas Pavilion BCD, 12:30 PM</td>
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<td>107</td>
<td>Examination of Identification With the Leader in Leadership Effectiveness, Douglass Pavilion BCD, 12:30 PM</td>
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<td>108</td>
<td>Developing 21st Century Leaders: Current Challenges, Trends, and Techniques, Elizabeth A, 2:00 PM</td>
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<tr>
<td>109</td>
<td>A Conversation With the SIOP Leadership, Elizabeth B, 2:00 PM</td>
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<td>110</td>
<td>Abusive, Destructive, and Betraying Leaders: Effects and Organizational Recovery, Mobsen AB, 2:00 PM</td>
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<td>111</td>
<td>Theory-Driven, Personality-Based Leadership Development, Gregory AB, 3:30 PM</td>
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<td>112</td>
<td>SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals, Madeline CD, 5:00 PM</td>
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<tr>
<td>113</td>
<td>Do Transformational Leadership Enhance Employees' Job Performance, Elizabeth D, 6:00 PM</td>
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<td>114</td>
<td>Exploratory and Confirmatory Factor Analysis of the Leadership Profile Measure, Douglas Pavilion BCD, 11:30 AM</td>
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<td>115</td>
<td>The Influence of Transformational Leaders' Relationship Orientation on Performance Ratings, Douglas Pavilion BCD, 11:30 AM</td>
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<td>116</td>
<td>Leader Political Skill, Transformational Leader Behavior, and Leadership Effectiveness, Douglas Pavilion BCD, 11:30 AM</td>
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<td>118</td>
<td>Leadership Prototypes Based on the Big Five Dimensions, Douglas Pavilion BCD, 11:30 AM</td>
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<td>119</td>
<td>A Thirty-Country Multilevel Analysis of Managerial Skill Sets Important for Success, Douglas Pavilion BCD, 11:30 AM</td>
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<td>120</td>
<td>Narrow Personality Traits, Political Leadership, and Leadership Evaluations, Douglas Pavilion BCD, 11:30 AM</td>
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<td>121</td>
<td>Managing Creative and Citizenship Performance: Leadership Interacts With Follower Disposition, Douglas Pavilion BCD, 11:30 AM</td>
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<td>122</td>
<td>Relations of Leader Identity With Leader Behavior and Effectiveness, Douglas Pavilion BCD, 11:30 AM</td>
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<td>123</td>
<td>An Examination of Top Leaders' Self-Talk, Effectiveness, and Job Strain, Douglas Pavilion BCD, 11:30 AM</td>
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<td>124</td>
<td>Playing a New Tune: Examining Charismatic Leadership in Orchestras, Douglas Pavilion BCD, 11:30 AM</td>
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<td>125</td>
<td>Connecting Authentic Leadership to Follower Authentic Functioning and Work Engagement, Douglas Pavilion BCD, 11:30 AM</td>
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<td>126</td>
<td>Predisposed to Derail: The Personality Correlates of Leader Derailment, Douglas Pavilion BCD, 11:30 AM</td>
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<td>127</td>
<td>Abusive Supervision and Subordinates' Work Withdrawal: Exploring Moderator and Mediator, Douglas Pavilion BCD, 11:30 AM</td>
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<td>128</td>
<td>Team Temporal Leadership: Construct Development and Validation, Douglas Pavilion BCD, 11:30 AM</td>
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<td>129</td>
<td>Two Pathways to Leadership Status in Self-Managing Teams, Douglas Pavilion BCD, 11:30 AM</td>
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<td>130</td>
<td>Psychological Contract Breach and Voice Behaviors: A Moderated Mediation Model, Douglas Pavilion BCD, 11:30 AM</td>
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<tr>
<td>131</td>
<td>Transformational and Servant Leadership: Comparing Follower Outcome and Leader Motivation, Douglas Pavilion BCD, 11:30 AM</td>
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<tr>
<td>132</td>
<td>Perceived Subordinate Support (PSSubS): Construct Definition and Scale Development, Douglas Pavilion BCD, 11:30 AM</td>
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<tr>
<td>133</td>
<td>LMX Congruence: A Return to Role Theory, Douglas Pavilion BCD, 11:30 AM</td>
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Organizational Health/Safety/Stress & Strain/Aging

50  Well-Being in High-Risk Occupations, Annie AB, 1:30 PM
67-1  Attributional Style as Demands in the Job Demands–Control–Support Model, America’s Cup AB, 3:30 PM
123-19  Core Self-Evaluation and the Relations Between Workplace Conflict and Withdrawal, Douglas Pavilion BCD, 10:30 AM
136  Recovery From Work: Exploring Nonwork Behaviors, Elizabeth A, 10:30 AM
177  The Role of I-O Psychologists in Creating a Safe Workplace, Mohsen AB, 1:30 PM
266  Conflict at Work and Well-Being: Reciprocal Short-Term Effects, America’s Cup AB, 10:30 AM
256  The Emerging Field of Employee Wellness: An I-O Psychology Perspective, Mohsen AB, 10:30 AM
272  Let's Be Objective: Does Work Make Us Sick?, Ford AB, 12:00 PM
284-4  Odd Jobs and Bad Habits: Smoking-Related Outcomes of Children's Employment, Douglas Pavilion BCD, 1:30 PM
284-5  Psychosocial Context, Hardiness, and Musculoskeletal Complaints: A Mediated Moderation Model, Douglas Pavilion BCD, 1:30 PM
284-6  Individual Coping Strategies and Consequences of Advisor Mistreatment Over Time, Douglas Pavilion BCD, 1:30 PM
284-7  Interpersonal Conflict, Coping, and Control: Interactive Effects on Well-Being, Douglas Pavilion BCD, 1:30 PM
284-8  Age Differences in Coping With Job Loss, Douglas Pavilion BCD, 1:30 PM
284-9  Cumulative Exposure to Work Demands Predict Health at 40, Douglas Pavilion BCD, 1:30 PM
284-17  The Conditional Indirect Effects Model of Women’s Union Participation, Douglas Pavilion BCD, 1:30 PM
284-27  Domain-Specific Personality and Stressors as Predictors of Strains, Douglas Pavilion BCD, 1:30 PM
284-12  The Influence of Work Norms on Weekend Recovery Activities, Douglas Pavilion BCD, 1:30 PM
284-13  Antecedents of Job Insecurity: A Meta-Analytic Review, Douglas Pavilion BCD, 1:30 PM
284-14  Burnout Epidemics: Team Burnout, Self-Motivational Resources, and Work Performance, Douglas Pavilion BCD, 1:30 PM
284-15  The Relation Between Procedural Injustice and Conflict With Supervisor, Douglas Pavilion BCD, 1:30 PM
284-16  A Macroergonomics Approach Examining Work–Family Conflict and Employee Safety, Douglas Pavilion BCD, 1:30 PM
284-17  Perceived Workplace Ambiguity Moderates Abusive Supervision–Employees' Strains Relations, Douglas Pavilion BCD, 1:30 PM
284-20  Was It Rude? Investigating Perceptions of Incivility and Retaliatory Behavior, Douglas Pavilion BCD, 1:30 PM
284-22  Weighing in on the JD-R Model: A Relative Weights Approach, Douglas Pavilion BCD, 1:30 PM
284-23  Enhancing Sustainable Employment Through Enriched Jobs and Supportive Climate, Douglas Pavilion BCD, 1:30 PM
284-24  Do Customer Conflicts Encroach Upon our Private Lives?, Douglas Pavilion BCD, 1:30 PM
284-25  The Personality to Persevere: Personality, Stressors, and Emotional Exhaustion, Douglas Pavilion BCD, 1:30 PM
284-26  Proactive Employees: The More Resilient Employees During Organizational Change, Douglas Pavilion BCD, 1:30 PM
284-27  Objective and Subjective Antecedents of Economic Stress, Douglas Pavilion BCD, 1:30 PM

Organizational Culture/Climate

3  Understanding the Culture and Climate Underpinnings of Organizational Effectiveness, America’s Cup CD, 10:30 AM
4  Balancing Rigor and Reality When Doing Organizational Culture Research, Mohsen AB, 12:30 PM
9  Keeping Former Employees Aligned and Engaged: Challenges in Outsourced Organizations, Gregory AB, 5:00 PM
104  Organization Culture Realignment: Solving the Enigma, Mohsen AB, 8:00 AM
114  Contrasting Culture Strength and Climate Strength: Perspectives From Leading Researchers, Ford AB, 8:30 AM
139-26  The Effect of Organizational Climate Interactions on Multiple Organizational Outcomes, Douglas Pavilion BCD, 11:30 AM
139-27  When Agreement Indices Do Not Agree: Faultlines and Climate Perceptions, Douglas Pavilion BCD, 11:30 AM
139-28  The Effect of Climate Level and Strength, Douglas Pavilion BCD, 11:30 AM
139-29  The Differentiation and Inertia Cultural Effects of Unionization, Douglas Pavilion BCD, 11:30 AM
139-30  Mediated Relationships Between Psychological Safety and Multidimensional Psychological Empowerment, Douglas Pavilion BCD, 11:30 AM
181-1  Job Seekers' Regulatory Focus and Their P–O Fit Perceptions, America's Cup AB, 3:30 PM
193  Focused Organizational Climates: New Directions and New Possibilities, Elizabeth H, 3:30 PM
225  Contemporary Topics in Positive Organizational Climate and Culture Research, Delmar AB, 8:30 AM
251  Corporate Social Responsibility, Emma C, 10:30 AM
289  Large Scale Impact in Intelligence, National Security, and Defense, Elizabeth C, 1:30 PM
313  Politics in Organizations: Theory and Research Considerations, Madeline AB, 3:30 PM

Organizational Justice

17  The Customer Experience in I-O Theory and Practice, Mohsen AB, 10:30 AM
146  Affective and Cognitive Perspectives on Fairness, Edward CD, 12:00 PM
234-1  A Reexamination of Four-Factor Justice Research Using Expanded Analyses, Douglas Pavilion BCD, 9:00 AM
234-2  Remind Me I Am Treated Fairly Here, I Keep Forgetting, Douglas Pavilion BCD, 9:00 AM
234-3  Cross-Level Effects of Procedural Justice Perceptions on Faculty Job Outcomes, Douglas Pavilion BCD, 9:00 AM
234-4  Development and Validation of an Abridged Measure of Organizational Justice, Douglas Pavilion BCD, 9:00 AM
234-5  Counterfactual Thinking and Fairness Perceptions: A Double Randomized Design, Douglas Pavilion BCD, 9:00 AM
234-7  Interactional Justice, Message Severity, and Physician Communication of Negative News, Douglas Pavilion BCD, 9:00 AM
234-8  A Longitudinal Study of Identity, Attributions, and Psychological Contract Breach, Douglas Pavilion BCD, 9:00 AM
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Organizational Performance/Change/Downsizing/OD

48 I-O in Healthcare: Emerging Roles, Needs, and Opportunities, Annie AB, 10:30 AM
50 Spotlight on Green: Partnering With Organizations to Measure Environmental Benefits, Madeline CD, 12:00 PM
51-24 Downizing in a Growing Economy: Examining the Financial Outcomes, Douglas Pavilion BCD, 1:30 PM
51-25 The Frog's Pond Matters: Budget Cuts and Faculty Job Outcomes, Douglas Pavilion BCD, 1:30 PM
51-26 Extending the TBP to Predict Employee Engagement in Organizational Change, Douglas Pavilion BCD, 1:30 PM
51-27 LMX and Perceived Effectiveness of Employee Surveys: A Longitudinal Analysis, Douglas Pavilion BCD, 1:30 PM
51-28 The Role of Commitment Targets for Employee Readiness for Change, Douglas Pavilion BCD, 1:30 PM
83 Organization Design: Beyond Lines and Boxes, Madeline CD, 3:30 PM
170 I-O Needs OD: HR Interventions as Change Management, Elizabeth F, 1:30 PM
174 Everything in Moderation: When Is Good Enough, Enough?, Madeline CD, 3:30 PM
201-4 Personality Traits and Change Agent Effectiveness, America's Cup AB, 4:30 PM
312 Perspectives on Organizational Change, Gregory AB, 3:30 PM

Performance Appraisal/Feedback/Performance Management

123-26 Responses to Coworkers Receiving Recognition at Work, Douglas Pavilion BCD, 10:30 AM
196 Talent Management Adoption: It Only Works if They Use It, Ford AB, 3:30 PM
227 Calling All Performance Management Researchers: You Need to Hear This!, Edward CD, 8:30 AM
278-14 The Role of Rater Personality in Forced Distribution Rating Systems, Douglas Pavilion BCD, 12:30 PM
278-15 Managerial Derailment: When Political Skill and Perceived Prosocial Impact Matter, Douglas Pavilion BCD, 12:30 PM
278-16 The Persistence of Inconsistencies: Negative Feedback Level Effects Over Time, Douglas Pavilion BCD, 12:30 PM
278-17 A Preliminary Survey of Performance Management Practices in the U.S., Douglas Pavilion BCD, 12:30 PM
278-18 Regulatory Fit and the Utilization of Corrective Task Feedback, Douglas Pavilion BCD, 12:30 PM
278-20 Differential Importance of Performance Dimensions: A Relative Weight Analysis, Douglas Pavilion BCD, 12:30 PM
278-21 When Employees Use Feedback as a Political Strategy, Douglas Pavilion BCD, 12:30 PM
278-22 Performance Ratings Have Large Rater and Small Ratee Components, Usually, Douglas Pavilion BCD, 12:30 PM
278-23 Adequate Notice in Performance Appraisal and Appraisal Reactions, Douglas Pavilion BCD, 12:30 PM
278-24 Does Simplifying the Rating Task Improve the Rating?, Douglas Pavilion BCD, 12:30 PM

Personality

22-3 Follower Dependency: The Role of Personality, Self-Concept Clarity, and Self-Monitoring, America's Cup AB, 11:30 AM
27 Personality in I-O: New Meta-Analytic Contributions to Unexamined, Neglected Issues, Annie AB, 12:00 PM
67-2 Bridging the Experience and Outcomes of Procrastination, America's Cup AB, 3:30 PM
67-3 Time Use at Work: Do Individual Perceptions of Time Matter?, America's Cup AB, 3:30 PM
87-12 Political Skill: An Antidote for Frustration at Work, Douglas Pavilion BCD, 4:30 PM
87-13 Personality Predicts Acceptance of Electronic Performance Monitoring at Work, Douglas Pavilion BCD, 4:30 PM
87-14 A Mediated Moderation Model of Incivility, Contract Breach, and Behaviors, Douglas Pavilion BCD, 4:30 PM
87-15 Is the Structure of Personality Described by the Circumplex Model?, Douglas Pavilion BCD, 4:30 PM
87-16 A MIMIC Model of Acculturation and the IPIP FF Measure, Douglas Pavilion BCD, 4:30 PM
87-17 Personality-Based Job Fit as a Determinant of Work Stress, Douglas Pavilion BCD, 4:30 PM
87-18 Evidence for the Workplace Interpersonal Relatedness Trait in U.S. Employees, Douglas Pavilion BCD, 4:30 PM
87-19 Job Complexity, Interpersonal Skills, and Outcomes, Douglas Pavilion BCD, 4:30 PM
87-20 The Big Five and Teamwork: Predicting Executive Development Team Effectiveness, Douglas Pavilion BCD, 4:30 PM
87-21 Measurement Invariance and the Personality Differentiation by Intelligence Hypothesis, Douglas Pavilion BCD, 4:30 PM
87-22 Predictive Validity of Big Five Circumplex Diagonals, Douglas Pavilion BCD, 4:30 PM
87-23 An Exploration of the Dishonest Side of Self-Monitoring, Douglas Pavilion BCD, 4:30 PM
87-24 You and I Are Not Alike: Culture and Perceived Similarity, Douglas Pavilion BCD, 4:30 PM
87-25 Narcissistic Aggression. Achievement Motivation, Douglas Pavilion BCD, 4:30 PM
87-26 Placing Personality in Context: Linking Work and Within-Individual Personality Variation, Douglas Pavilion BCD, 4:30 PM
87-27 Does the Dark Side Look Different Depending on Organizational Level?, Douglas Pavilion BCD, 4:30 PM
87-28 Self-Monitoring Personality and Job Performance, Success, and Leadership: A Meta-Analysis, Douglas Pavilion BCD, 4:30 PM
87-29 Gender Bias in Self-Monitoring Personality Scales: Measurement Matters, Douglas Pavilion BCD, 4:30 PM
87-30 Personality, Culture, and Individual Satisfaction With Simulated Teams, Douglas Pavilion BCD, 4:30 PM
87-31 Curvilinear Effect of CEO Narcissism on Firm Performance, Douglas Pavilion BCD, 4:30 PM
133 Master Collaboration Session: Entrepreneurial Personality and Executive Coaching Management Through Technology, Ford AB, 10:30 AM
186-6 The Disruptive Effects of Psychopathy and Aggression on Group Effectiveness, Douglas Pavilion BCD, 3:30 PM
186-7 Measuring Approach–Avoidance Motivation: Expanding Dimensionality and the Implied Outcomes Problem, Douglas Pavilion BCD, 3:30 PM
186-8 Validity of Empirically Keyed Personality Scales Using Applicant Data, Douglas Pavilion BCD, 3:30 PM
186-9 (When) Does Negative Affectivity Matter for Supervisor Ratings of Stressors?, Douglas Pavilion BCD, 3:30 PM
186-10 Moderated Meta-Analysis of the Conditional Reasoning Test for Aggression, Douglas Pavilion BCD, 3:30 PM
186-11 Predicting Integrity Behavior With the Implicit Association Test, Douglas Pavilion BCD, 3:30 PM
186-12 Personal Statements as Big Five Trait Indicators in University Admissions, Douglas Pavilion BCD, 3:30 PM
186-13 Assessment of Personality Through Behavior in Assessment Center Exercises, Douglas Pavilion BCD, 3:30 PM
186-14 A Psychometric Analysis of the Romanian NEO PI-R, Douglas Pavilion BCD, 3:30 PM
186-15 Tellin Stories: Validating an Implicit Measure of Psychological Capital, Douglas Pavilion BCD, 3:30 PM
186-16 Personality and Stress Reactions as Predictors of Pilot Trainee Performance, Douglas Pavilion BCD, 3:30 PM
186-17 Personality in Perceived Gay and Lesbian Applicants, Douglas Pavilion BCD, 3:30 PM
186-18 Core Self-Evaluations and Human Capital Development: A Moderated Mediation Model, Douglas Pavilion BCD, 3:30 PM
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186-19 Investigating Context Specificity, Self-Schema Characteristics, and Personality Test Validity, Douglas Pavilion BCD, 3:30 PM
186-20 Using Personality to Predict Graduate Student Performance: A Meta-Analysis, Douglas Pavilion BCD, 3:30 PM
186-21 The Practical Impact of Personality Trait Interactions in Selection, Douglas Pavilion BCD, 3:30 PM
186-22 The Impact of Perceived Work Relevance on Personality Measurement, Douglas Pavilion BCD, 3:30 PM
186-23 Linking Personality to Performance Requirements Using Holland’s Hexagonal Model, Douglas Pavilion BCD, 3:30 PM
186-24 The Next Step: How Do People Fake?, Douglas Pavilion BCD, 3:30 PM
186-25 Stable or Not: Investigating Goal Orientation Measurement Over Time, Douglas Pavilion BCD, 3:30 PM
186-26 Illuminating the Road to Career Success, Douglas Pavilion BCD, 3:30 PM
221 Issues in Cross-Cultural Personality Assessment, Madeline AB, 8:00 AM
241-1 Faking to the Max: Do Ceiling Effects Constrain Faking?, Douglas Pavilion BCD, 10:30 AM
241-4 The Effects of Scoring Technique on Situational Judgment Test Validity, Douglas Pavilion BCD, 10:30 AM
253-2 New Insights Into Political Skill, Gregory AB, 10:30 AM
264 The Personality of Patient Care: Increasing Leadership Impact in Healthcare, Edward CD, 12:00 PM

Research Methodology (e.g., surveys)
18 Innovative Methods of Gathering Employee and Applicant Data, Elizabeth A, 11:00 AM
42 Statistical and Methodological Myths and Urban Legends: Part VII, Elizabeth F, 12:30 PM
101 Key to the Lock: Matching Qualitative Methodology to Organizational Questions, Elizabeth B, 8:00 AM
107 Where Do I Begin? Practical Advice on Experience Sampling Method, Edward AB, 8:30 AM
164 Methods for the Masses: Demystifying Multilevel (or Hierarchical Linear) Modeling, Betsy BC, 1:30 PM
209 “Going Green” With Your Company’s Survey: Doing More With Less?, Elizabeth C, 5:00 PM
233 Conducting Subconscious Priming Research: Developing Design, Measures, and Procedures, Gregory AB, 8:00 AM
252 Do You Don’t Say? Innovations in Employee Survey Text Analytics, Ford AB, 10:00 AM
278-25 The Real Relationship Between Organizational Citizenship Behavior and Organizational Variables, Douglas Pavilion BCD, 12:30 PM
278-26 Generalizing With Student Samples in E-Commerce and Service Recovery, Douglas Pavilion BCD, 12:30 PM
278-27 A New Measure of Trust in Automation, Douglas Pavilion BCD, 12:30 PM
278-28 The Meta of All Metas: 30 Years of Meta-Analysis Reviewed, Douglas Pavilion BCD, 12:30 PM
278-29 Computerized Piping to Measure Organizational Identity and Identification, Douglas Pavilion BCD, 12:30 PM
278-30 Considering Response Latitudes in Attitude Surveys: An IRT Analysis, Douglas Pavilion BCD, 12:30 PM
278-31 Charting a Semantic Jungle: Novel Method for Examining Workplace Aggression, Douglas Pavilion BCD, 12:30 PM
279-32 Effects of Survey Progress Bars on Data Quality and Enjoyment, Douglas Pavilion BCD, 12:30 PM

Staffing (e.g., recruitment, applicant reactions, selection system design, succession planning, workforce planning)
22-4 Effects of Interview Anxiety and Impression Management on Interview Performance, America’s Cup AB, 11:30 AM
59 Back Into the Web: New Directions in Applicant Attraction Research, Madeline CD, 10:30 AM
68 Contingent Workers: Adding Value or Just Cheap Labor?, America’s Cup CD, 3:30 PM
85-2 Predicting Entry-Level Performance Using Face-Level, Personality-Based Employability Scales, America’s Cup AB, 4:30 PM
95 Practical Recommendations for Implementing Global Selection Programs, Madeline AB, 5:00 PM
98-12 A Comparison of Top-Down and SED Banding Selection Protocols, Elizabeth D, 6:00 PM
98-13 A Meta-Analytic Investigation of Contextualized and Noncontextualized Personality Measures, Elizabeth D, 6:00 PM
103 Racial Differences in Personality Selection: Complex Findings and Ongoing Research, Elizabeth F, 8:00 AM
125 Retest Effects and Implications for Employee Selection, Edward CD, 10:30 AM
138-1 Fairness Perceptions of Video Resumes Among Culturally Diverse Applicants, America’s Cup AB, 11:30 AM
138-2 Resumé, Resumé on the Video Wall: Who’s Most Hireable of All?, America’s Cup AB, 11:30 AM
138-3 Applicants’ and Recruiters’ Perceptions of Social-Networking Web Sites in Selection, America’s Cup AB, 11:30 AM
138-4 Emotions at Work: Does Gender Affect Their Acceptability?, America’s Cup AB, 11:30 AM
152 Employment Interviews: Best Practices, Emma C, 12:00 PM
168 Tail Wagging The Dog: Applicant Tracking System Effects on Assessments, Elizabeth A, 1:30 PM
181-2 Effects of Word-of-Mouth Valence, Medium, and Source on Organizational Attraction, America’s Cup AB, 3:30 PM
181-3 Reactions to Using Social Networking Web Sites in Preemployment Screening, America’s Cup AB, 3:30 PM
182 Current Practices and Practices to Assess and Grow Organizational Talent, Delmar AB, 3:30 PM
203 Variations in Unproctored Internet Testing: The Good, Bad, and Ideal, Edward AB, 4:30 PM
211 M. Scott Myers Award for Applied Research: Siena Reasoning Test: Measuring Intelligence With Reduced Adverse Impact, Gregory AB, 5:00 PM

241-5 Too Big to Hire: Factors Impacting Employment Weight Discrimination, Douglas Pavilion BCD, 10:30 AM
241-6 An Illustration of Pareto-Optimality Applied to Primary Study Educational Data, Douglas Pavilion BCD, 10:30 AM
241-7 The Effects of Nepotism on Bystander Job Attitudes, Douglas Pavilion BCD, 10:30 AM
241-8 An Illustration of Pareto-Optimality Applied to Primary Study Educational Data, Douglas Pavilion BCD, 10:30 AM
241-9 The Meta of All Metas: 30 Years of Meta-Analysis Reviewed, Douglas Pavilion BCD, 12:30 PM
241-10 The Evolution of Workforce Analytics: Implications for Science and Practice, Douglas Pavilion BCD, 10:30 AM
241-11 The Practical Impact of Personality Trait Interactions in Selection, Douglas Pavilion BCD, 10:30 AM
241-12 A New Measure of Trust in Automation, Douglas Pavilion BCD, 12:30 PM
241-13 Quasi-Experimental Designs Evaluation of a Preoffer Risk Management Assessment Program, Douglas Pavilion BCD, 12:30 PM
241-14 The Development of General Evaluations of Corporations, Douglas Pavilion BCD, 10:30 AM
241-15 Keeping Up With the Joneses: Applicants Reactions to Multimedia SJTs, Douglas Pavilion BCD, 10:30 AM
241-16 Differences in Applicant Reactions Between Internal and External Applicants, Douglas Pavilion BCD, 10:30 AM
241-17 Impact of Remotely Delivered Assessments on Brand Image Perceptions, Douglas Pavilion BCD, 10:30 AM
241-18 The Next Step: How Do People Fake?, Douglas Pavilion BCD, 3:30 PM
241-20 Team Selection Regarding Personality Composition: Propositions for Improved Validity, Douglas Pavilion BCD, 10:30 AM
241-21 Efficacy-Based Model of Military Accession, Douglas Pavilion BCD, 10:30 AM

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<td>Regulatory Focus in the Selection Context</td>
<td>Douglas Pavilion BCD</td>
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<td>241-23</td>
<td>Deconstructing Structured Interviews: Content Analysis of Recent Research on Structure</td>
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<td>241-24</td>
<td>Psychological Sigma of Unemployment: When Joblessness Leads to Being Jobless</td>
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<td>241-25</td>
<td>Reactions to Intelligence Tests: Effects of Performance and Achievement Goals</td>
<td>Douglas Pavilion BCD</td>
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<td>241-26</td>
<td>Finding Good Help: Using Personality Tests and SJT's</td>
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<td>241-27</td>
<td>Deep Thinking: Need for Cognition in the Structured Interview</td>
<td>Douglas Pavilion BCD</td>
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<td>241-28</td>
<td>Intelligence and Prior Deviance Predicts Off-Duty Deviance</td>
<td>Douglas Pavilion BCD</td>
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<td>241-29</td>
<td>Situational Judgment Tests as a Form of Realistic Job Preview</td>
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<td>241-30</td>
<td>An Examination of Rapport Building in Interviews</td>
<td>Douglas Pavilion BCD</td>
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<td>241-31</td>
<td>Bringing Along the Family: Nepotism in the Workplace</td>
<td>Douglas Pavilion BCD</td>
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<td>243-2</td>
<td>Moving Beyond “Soft” Outcomes and Single Time Points in Reactions Research</td>
<td>Edward CD</td>
<td>10:30 AM</td>
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<td>295</td>
<td>New Directions in Research on Recruitment in Organizations</td>
<td>Madeline CD</td>
<td>1:30 PM</td>
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<td>300</td>
<td>Nepotism: Eradicate or Adapt?</td>
<td>America’s Cup AB</td>
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**Strategic HR/Utility/Changing Role of HR**

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<tr>
<td>14</td>
<td>Managing Talent Amidst Extreme Organizational Change</td>
<td>Gregory AB</td>
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**Teaching I-O Psychology/Student Affiliate Issues/Professional Development**

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

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<td>The Relationship Between Customer-Service Training and Unit Performance, Douglas Pavilion BCD, 2:00 PM</td>
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<td>176-24</td>
<td>How Charismatic Trainers Inspire Others to Learn Through Positive Affectivity, Douglas Pavilion BCD, 2:00 PM</td>
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176-29  The Role of Proactivity in Training Transfer, Douglas Pavilion BCD, 2:00 PM
199  Building a Science of Learner Control in Training: Current Perspectives, Madeline CD, 3:30 PM
240  I-O and the Education of Today’s Physicians, Delmar AB, 10:30 AM
280  Eye on the Prize: Practical Approaches for Measuring Training Impact, Gregory AB, 1:00 PM

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43  The “Real” Work–Family Interface: Advancing Theory Via Contextualization, Emma AB, 12:30 PM
67-4  Daily Time Allocation Between Work and Private Life, America’s Cup AB, 3:30 PM
98-17  When Will Family-Friendly Benefits Work? Role of Culture and Support, Elizabeth D, 6:00 PM
122  Positive Psychology in the Work–Family Interface: Bridging the Gap, Delmar AB, 10:30 AM
149  The Role of Supervisors and Leaders in Managing Work–Family Conflict, Elizabeth F, 12:00 PM
172  Work–Family Issues, Emma C, 1:30 PM
205  Expanding Work and Family Scholarship and Practice: Considering New Populations, Ford AB, 4:30 PM
230  Workplace Flexibility Programs and Special Populations, Emma AB, 8:30 AM
234-13  An Extension of Work–Family Conflict to Include Sleep, Douglas Pavilion BCD, 9:00 AM
234-14  Can my Family-Supportive Organization Protect Me? Ameliorating Effects of FSOP, Douglas Pavilion BCD, 9:00 AM
234-15  My Partner’s Burnout Made Me Do It: A Crossover Perspective, Douglas Pavilion BCD, 9:00 AM
234-16  The Family Role Performance: Scale Development and Nomological Validation, Douglas Pavilion BCD, 9:00 AM
234-17  Mediators in the Work/Nonwork Enrichment Process, Douglas Pavilion BCD, 9:00 AM
234-18  Informal and Formal Organizational Work–Family Support and Associated Outcomes, Douglas Pavilion BCD, 9:00 AM
234-19  Examining the Longitudinal Relationship Between SOC and Work–Family Conflict, Douglas Pavilion BCD, 9:00 AM
234-20  Making Negative a Positive: Furloughs, Family Benefits, and Job Satisfaction, Douglas Pavilion BCD, 9:00 AM
234-21  Dispositional Mindfulness as a Unique Predictor of Work–Family Conflict, Douglas Pavilion BCD, 9:00 AM

Work–Family Conflict, Culture and Childcare: Predicting Citizenship Behavior, Douglas Pavilion BCD, 9:00 AM
234-23  Effects of Core Self-Evaluations and Work Conflict on Emotional Exhaustion, Douglas Pavilion BCD, 9:00 AM
234-24  Work–School Conflict and Enrichment: Results From Two Studies, Douglas Pavilion BCD, 9:00 AM
234-25  Expanding Crossover Research: The Crossover of Job-Related Self-Efficacy Within Couples, Douglas Pavilion BCD, 9:00 AM
234-26  Contributions of Work Engagement and Psychological Detachment to Work–Family Conflict, Douglas Pavilion BCD, 9:00 AM
234-27  Supervisory Work–Family Guidance and Behavioral Integrity: Relationships With Subordinate Conflict, Douglas Pavilion BCD, 9:00 AM
234-28  Does It Matter What You Prefer? Segmentation-Fit and Work–Family Conflict, Douglas Pavilion BCD, 9:00 AM
234-29  Social Media’s Influence on Social Support, Efficacy, and Life Satisfaction, Douglas Pavilion BCD, 9:00 AM
234-30  A Within-Person Examination of the Effects of Telework, Douglas Pavilion BCD, 9:00 AM
248  Work–Life Issues of Single Employees: Implications for Research and Practice, Elizabeth G, 10:30 AM
263  Leaders and the Work–Family Interface: They Provide More Than Support, Edward AB, 12:00 PM
281  The Role of Social Networks on Positive Work–Family Interactions, Annie AB, 1:30 PM
304  Qualitative Studies Looking Deeper Into Work–Family Phenomena, Delmar AB, 3:30 PM
307  Working as Human Nature, Elizabeth F, 3:30 PM

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SECOND LEVEL:
Registration (Litrenta Foyer)
Opening Plenary (Elizabeth Ballroom)
Wi-Fi Lounge (Elizabeth and Litrenta Foyers)
Committee on Ethnic Minority Affairs Meeting (Betsy)
Committee on Ethnic Minority Affairs Reception (Elizabeth Ballroom G)
International Members’ Reception (Elizabeth Ballroom F)
Thursday Evening Reception (Elizabeth Ballroom A-E and Foyer)
LGBT Committee and Allies Reception (Elizabeth Ballroom F)
Closing Conference Plenary (Elizabeth Ballroom)
SIOP Beach Party Reception (Manchester Ballroom)
THIRD LEVEL:
LGBT Committee and Allies Meeting (Maggie)

FOURTH LEVEL:
SIOP Welcome Reception (Pool Deck)
Speed Mentoring Event (Cunningham)