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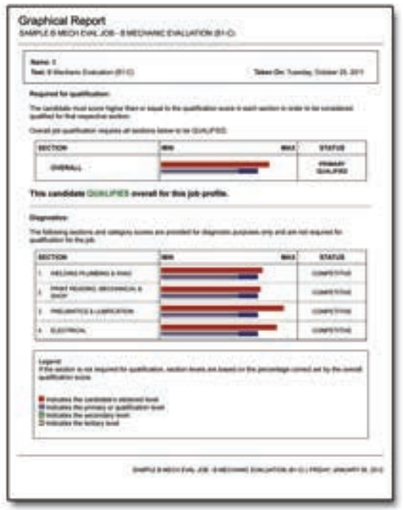

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- Team Skills

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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, Matt Niswonger, Employee Relations Manager, needed selection procedures for a new position titled *Electrical Mechanical Technician/Electrical Instrumentation Technician*. We validated a multiple-choice test for him and included performance assignments as part of the employee selection process.
- Debra Proper, Manager, Employee Services at **ArcelorMittal** in Burns Harbor, IN, 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. Those tests are ready for use online through our website as ArcelorMittal identifies candidates.
- We worked with Rhonda Brown, Talent Manager – North American Tire Manufacturing and James Giles, 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,** Blairsville, PA, Kelly Conroy, Sr. Communications Specialist, employed us to develop testing for *Electrical & Instrumentation Apprentice, Tool & Die Machinist Apprentice,* and *Mechanical 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 II Mechanical Training at **BNSF Railway Corporation** in Overland Park, KS, asked our help to develop measures administered online and in hands-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 cutting scores.
- At **Diamond Innovations,** Worthington, OH, Lisa Beaty, 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 installing, troubleshooting, and performing preventive maintenance and repair work in a highly automated manufacturing facility.
- For **Heinz Portion Control,** Mason, OH, we looked at the jobs of *Maintenance Groups A, B and C*. We were able to review and validate suitable maintenance tests assessing job knowledge for each of the three levels. Plant Manager, Sean Blankley, and Employee Development Coordinator, Bill Davis, facilitated the projects for Heinz.
- We worked with Linda Pahl, Human Resources Manager at **Winchester Ammunition** in Oxford, MS, 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.

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

SIOP 2012 Conference Program

April 26–28, 2012

San Diego, CA

Society for Industrial and Organizational Psychology

27th Annual Conference
Conference Program
Official On-Site Edition

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

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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 Kolmstetter, 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 Truxillo 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-

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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

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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.

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

Persons with Disabilities

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

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LMAP
National Research Council
Naval Aerospace Experimental Psychology
Oxford University Press
PDI Ninth House
Pearson VUE
PI Worldwide
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SIOP REGISTRATION HOURS
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, 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)

Committee Receptions listed below.

SPEED MENTORING
Cunningham ABC (Fourth Level)

THURSDAY: 5:00 PM–7:00 PM

Two 25-minute roundtable discussions with 1 or 2 seasoned professionals on predetermined topics of interest.

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)

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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)

(Two workshops, lunch, and a cocktail reception are included in the workshop price.)

To attend the following workshops, you must preregister for two workshop sessions and receive confirmation that you are registered! Please pick up your materials Tuesday from 4 p.m. to 8 p.m. or Wednesday beginning at 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.

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SIOP 2012 Conference and Program Committee Members

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Deborah Rupp, Program Chair
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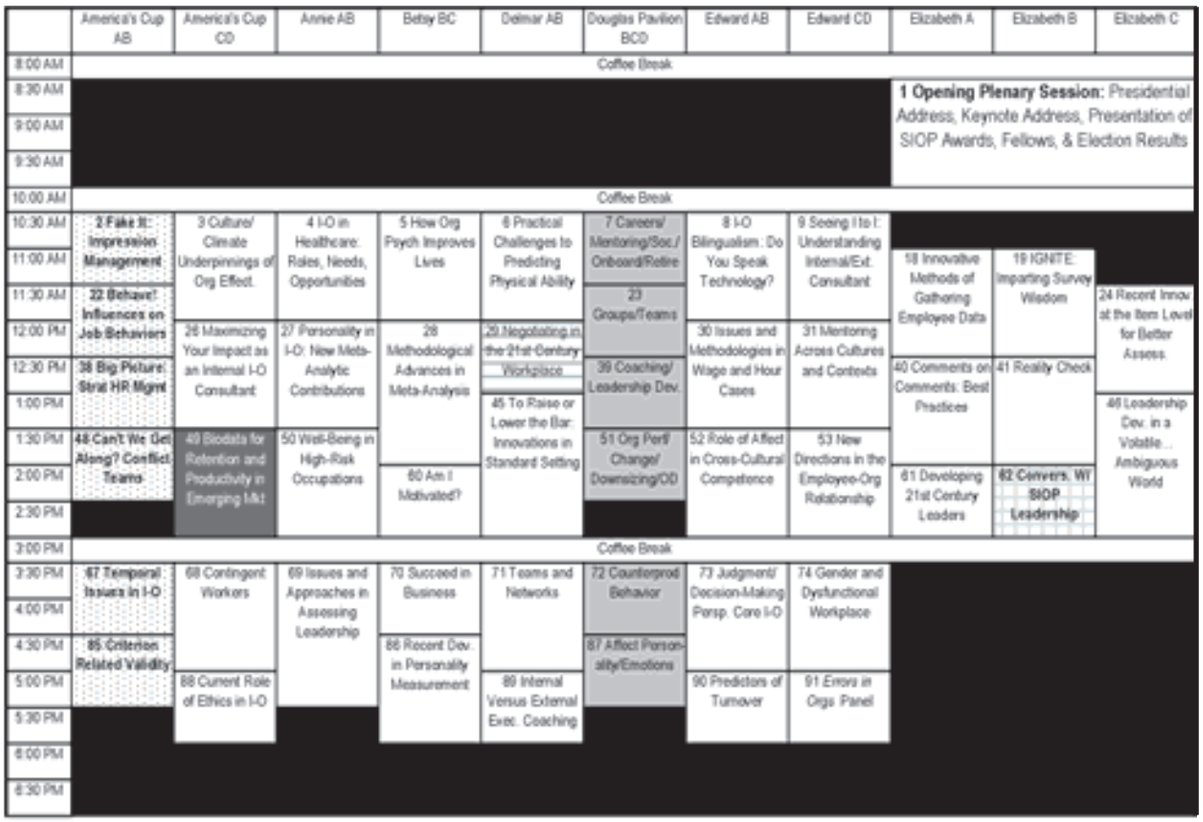

	America's Cup AB	America's Cup CD	Annie AB	Betsy BC	Delmar AB	Douglas Pavilion BCD	Edward AB	Edward CD	Elizabeth A	Elizabeth B	Elizabeth C
8:00 AM	Coffee Break										
8:30 AM									**1 Opening Plenary Session:** Presidential Address, Keynote Address, Presentation of SIOP Awards, Fellows, & Election Results		
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	2 Fake It: Impression Management	3 Culture/ Climate Underpinnings of Org Effect	4 I-O in Healthcare: Roles, Needs, Opportunities	5 How Org Psych Improves Lives	6 Practical Challenges to Predicting Physical Ability	7 Careers/ Mentoring/Soc./ Onboard/Retire	8 I-O Bilingualism: Do You Speak Technology?	9 Seeing I to I: Understanding Internal/Ext. Consultant			
11:00 AM									18 Innovative Methods of Gathering Employee Data	19 IGNITE: Imparting Survey Wisdom	
11:30 AM	22 Behavr! Influences on Job Behaviors					23 Groups/Teams					24 Recent Innov at the Item Level for Better Assess
12:00 PM		26 Maximizing Your Impact as an Internal I-O Consultant	27 Personality in I-O: New Meta-Analytic Contributions	28 Methodological Advances in Meta-Analysis	29 Negotiating in the 21st-Century Workplace		30 Issues and Methodologies in Wage and Hour Cases	31 Mentoring Across Cultures and Contexts			
12:30 PM	38 Big Picture: Strat HR Mgmt					39 Coaching/ Leadership Dev.			40 Comments on Comments: Best Practices	41 Reality Check	
1:00 PM					45 To Raise or Lower the Bar: Innovations in Standard Setting						46 Leadership Dev. in a Volatile... Ambiguous World
1:30 PM	48 Can't We Get Along? Conflict Teams	49 Biodata for Retention and Productivity in Emerging Mkt	50 Well-Being in High-Risk Occupations			51 Org Perf/ Change/ Downsizing/OD	52 Role of Affect in Cross-Cultural Competence	53 New Directions in the Employee-Org Relationship			
2:00 PM				60 Am I Motivated?					61 Developing 21st Century Leaders	62 Convers. W/ SIOP Leadership	
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	67 Temporal Issues in I-O	68 Contingent Workers	69 Issues and Approaches in Assessing Leadership	70 Succeed in Business	71 Teams and Networks	72 Counterprod Behavior	73 Judgment/ Decision-Making Persp. Core I-O	74 Gender and Dysfunctional Workplace			
4:00 PM											
4:30 PM	85 Criterion Related Validity			86 Recent Dev. in Personality Measurement		87 Affect Person-ality/Emotions					
5:00 PM		88 Current Role of Ethics in I-O			89 Internal Versus External Exec. Coaching		90 Predictors of Turnover	91 Errors in Orgs Panel			
5:30 PM											
6:00 PM											
6:30 PM											

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?

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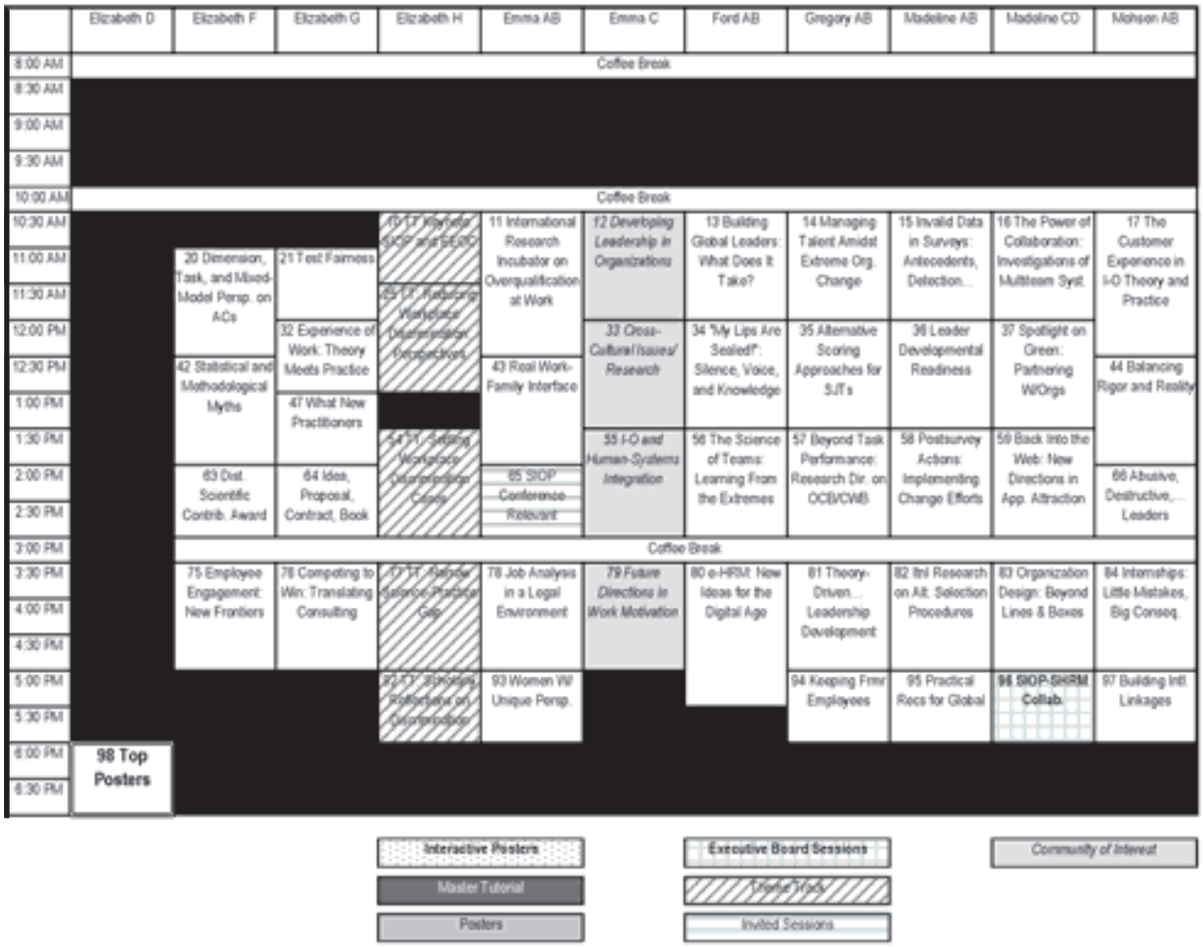

PROGRAM COMMITTEE SESSIONS

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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Careers/Mentoring/Socialization/Onboarding/Retirement
7 Posters 1-23, Douglas Pavilion BCD, 10:30 AM
22 Poster 1, 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

Coaching/Leadership Development
13 Building Global Leaders: What Does It Take?, Ford AB, 10:30 AM
39 Posters 1-6, 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
89 Internal Versus External Executive Coaching: A Fork in the Road?, Delmar AB, 5:00 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 Poster 7, Douglas Pavilion BCD, 12:30 PM
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

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 Posters 1-30, Douglas Pavilion BCD, 3:30 PM
74 Gender and the Dysfunctional Workplace, Edward CD, 3:30 PM
98 Poster 1, Elizabeth D, 6:00 PM

Emotions/Emotional Labor
32 The Experience of Work: Theory Meets Practice, Elizabeth G, 12:00 PM
87 Posters 1-11, Douglas Pavilion BCD, 4:30 PM

Employee Withdrawal (e.g., absence, turnover)/Retention
90 Predictors of Turnover Intentions in Healthcare Settings, Edward AB, 5:00 PM
98 Poster 2, Elizabeth D, 6:00 PM

Global/International/Cross-Cultural Issues
5 How Organizational Psychology Improves the Lives of the Vulnerable, Betsy BC, 10:30 AM
33 Cross-Cultural Issues/Research, Emma C, 12:00 PM
49 Using Biodata for Retention and Productivity in an Emerging Market, America's Cup CD, 1:30 PM
52 Understanding the Role of Affect in Cross-Cultural Competence, Edward AB, 1:30 PM
97 Building International Linkages: Practice and Science and SIOPSA and SIOP, Mohsen AB, 5:00 PM

Groups/Teams
16 The Power of Collaboration: Investigations of Multiteam Systems, Madeline CD, 10:30 AM
22 Poster 2, America's Cup AB, 11:30 AM
23 Posters 1-31, Douglas Pavilion BCD, 11:30 AM
48 Posters 1-4, America's Cup AB, 1:30 PM
56 The Science of Teams: Learning From the Extremes, Ford AB, 1:30 PM
71 Teams and Networks, Delmar AB, 3:30 PM
98 Poster 3, Elizabeth D, 6:00 PM

Human Factors/Ergonomics
55 I-O and Human-Systems Integration, Emma C, 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
77 Theme Track: Narrowing the Science–Practice Gap for Workplace Discrimination, Elizabeth H, 3:30 PM
92 Theme Track: Scholarly Reflections on the Past, Present, and Future of Discrimination, Elizabeth H, 5:00 PM
98 Posters 4 and 5, Elizabeth D, 6:00 PM

Job Analysis/Job Design/Competency Modeling
98 Poster 6, Elizabeth D, 6:00 PM

Job Attitudes/Engagement
19 IGNITE Session: Imparting Survey Wisdom, Five Minutes at a Time, Elizabeth B, 11:00 AM
40 Comments on Comments: Best Practices for Open-Ended Survey Questions, Elizabeth A, 12:30 PM
53 New Directions in the Employee–Organization Relationship for the 21st Century, Edward CD, 1:30 PM
58 Postsurvey Actions: New Directions for Implementing Change Efforts, Madeline AB, 1:30 PM
75 Employee Engagement: Defining New Frontiers, Elizabeth F, 3:30 PM
85 Poster 1, America's Cup AB, 4:30 PM
98 Poster 7, Elizabeth D, 6:00 PM

Job Performance/Citizenship Behavior
51 Posters 1-23, Douglas Pavilion BCD, 1:30 PM
57 Beyond Task Performance: New Research Directions on OCB and CWB, Gregory AB, 1:30 PM
91 *Errors in Organizations*—Panel on SIOP Organizational Frontiers Series Book, Edward CD, 5:00 PM
98-8 Poster 8, Elizabeth D, 6:00 PM

Judgment/Decision Making
29 Negotiating in the 21st Century Workplace: New Challenges, New Solutions?, Delmar AB, 12:00 PM
73 The Judgment and Decision-Making Perspective on Core I-O Psychology Topics, Edward AB, 3:30 PM
98 Poster 9, Elizabeth D, 6:00 PM

Leadership
1 Opening Plenary Session, Elizabeth C, 8:30 AM
12 Developing Leadership in Organizations, Emma C, 10:30 AM
36 Leader Developmental Readiness: Toward Evidence-Based Practice, Madeline AB, 12:00 PM
39 Posters 8-28, Douglas Pavilion BCD, 12:30 PM
61 Developing 21st Century Leaders: Current Challenges, Trends, and Techniques, Elizabeth A, 2:00 PM
62 A Conversation With the SIOP Leadership, Elizabeth B, 2:00 PM
66 Abusive, Destructive, and Betraying Leaders: Effects and Organizational Recovery, Mohsen AB, 2:00 PM
81 Theory-Driven, Personality-Based Leadership Development, Gregory AB, 3:30 PM
96 SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals, Madeline CD, 5:00 PM
98 Poster 10, Elizabeth D, 6:00 PM

Legal Issues/Employment Law
21 Test Fairness: Legal and Psychometric Issues and Controversies, Elizabeth G, 11:00 AM
30 Issues and Methodologies in Wage and Hour Cases, Edward AB, 12:00 PM
54 Theme Track: Settling Workplace Discrimination Cases: The Dos, Don'ts, Costs, and Benefits, Elizabeth H, 1:30 PM
78 Job Analysis in a Legal Environment, Emma AB, 3:30 PM

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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

Occupational 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

Teaching I-O Psychology/Student Affiliate Issues/Professional Development
8 I-O Bilingualism: Do you Speak Technology?, Edward AB, 10:30 AM
47 What New Practitioners Wish They'd Learned In Graduate School, Elizabeth G, 1:00 PM
64 Idea, Proposal, Contract, Book: Editor Perspectives *2, Elizabeth G, 2:00 PM
84 Internships: Little Mistakes, Big Consequences, Missed Opportunities, Mohsen AB, 3:30 PM

Testing/Assessment (e.g., selection methods; validation; predictors
2 Posters 1-4, America's Cup AB, 10:30 AM
6 Practical Challenges to Predicting Physical Ability in Applied Settings, Delmar AB, 10:30 AM
20 Dimension, Task, and Mixed-Model Perspectives on Assessment Centers, Elizabeth F, 11:00 AM
24 Recent Innovations at the Item Level for Better Assessment, Elizabeth C, 11:30 AM
35 Alternative Scoring Approaches for Situational Judgment Tests, Gregory AB, 12:00 PM
41 Reality Check: Explaining Complex Testing Approaches to End Users, Elizabeth B, 12:30 PM
60 Am I Motivated? Implications of Selection Versus Development Score Differences, Betsy BC, 2:00 PM
82 International Research on Alternative Selection Procedures, Madeline AB, 3:30 PM
85 Posters 3 and 4, America's Cup AB, 4:30 PM
98 Posters 14-16, Elizabeth D, 6:00 PM

Work and Family/Non-Work Life/Leisure
43 The "Real" Work–Family Interface: Advancing Theory Via Contextualization, Emma AB, 12:30 PM
67 Poster 4, America's Cup AB, 3:30 PM
98 Poster 17, Elizabeth D, 6:00 PM

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⌘ Indicates Theme Track Session

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. Barelka, 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. Melchers, 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

2-4 Applicant Faking Differences Between White and African-American Subgroups

This study was conducted to investigate differences in faking among White and African-American applicants on selection measures. Incumbent scores were compared to applicant scores to calculate faking, and then faking differences between the racial groups were examined. Effects of differential faking on adverse impact were then explored.

Mark Zorzie, Michigan State University
Neal W. Schmitt, Michigan State University

Submitter: Mark Zorzie, zorziema@msu.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***

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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. Eurich, The Eurich 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

6. Symposium/Forum: 10:30 AM–11:50 AM 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***
Deborah L. Gebhardt, Human Performance Systems, Inc., ***Criterion Measurement Issues in Physical Test Validation***
Kristen L. Palazzo, CSX Transportation, Kyle Peters, University of North Florida, Samuel Wooten, CSX Transportation, ***Developing a Behaviorally Based Scale of Overall Physical Capability***
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 throughout socialization, and changes in feedback seeking were related to changes in goal clarity.

Susan K. Drobka, 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. Longabaugh, 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, kmataraz@gmail.com

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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. Scielzo, 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.

Samir Nurmohamed, University of Michigan
D. Scott DeRue, University of Michigan
David M. Mayer, University of Michigan
Craig D. Crossley, University of Nebraska-Lincoln

Submitter: Samir Nurmohamed, snurmo@umich.edu

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. Wadlington, Birkman International, Inc.
Fabian Elizondo, Birkman International, Inc.

Submitter: Catherine Ott-Holland, c.ottholland@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 A 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

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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, yaoxiangpku@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

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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 Luksyte, 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?***
David V. Day, University of Western Australia, Matt Barney, Infosys Leadership Institute, ***Global Leader Development at Infosys: Enhancing Rigor and Relevance***
Morgan W. McCall, University of Southern California, ***Discussant***

Submitter: Lisa Dragoni, ld284@cornell.edu

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

Managing Talent Amidst Extreme Organizational Change

Significant organizational changes due to an 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, curranp1@msu.edu

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16. Symposium/Forum: 10:30 AM–11:50 AM Madeline CD

The Power of Collaboration: Investigations of Multiteam Systems

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, Raquel 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, ***Co-Chair***
Paige K. Graham, University of the Rockies, Bobby Baker, Corvirtus, LLC, ***Optimizing Satisfaction and Loyalty Through Selection Process and Employment Experience***
Anna Chandonnet, Data Recognition Corporation, Jennife Vannelli, Data Recognition Corporation, Carrie Christianson DeMay, Data Recognition Corporation, ***Exploring the Characteristics of High Customer Loyalty Retail Stores***
Luciano Viera, Fors Marsh Group, LLC, Brian K. Griepentrog, 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, Miriam T. Nelson, 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 Doversberger, Google, ***Capturing the Pulse: Next Generation Methods for Gathering Employee Feedback***
Debora D. Mitchell, Sprint, Michael D. Blair, Sprint, Doug Schaible, Sprint, ***Your Applicants Are Mobile—Are You?***
Amy Dawgert Grubb, Federal Bureau of Investigation, ***Leveraging Traditional Data in Nontraditional Ways***
Eric Hummel, Frog Design, ***I Have the People Analytics. Now What?***

Submitter: Tina Malm, tmalm@google.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 Genesee, ***Panelist***
Michael N. Bazigos, Columbia University, ***Panelist***
Jeffrey A. Jolton, Kenexa, ***Panelist***
Corinne B. Donovan, Adelphi University, ***Panelist***
Kyle Lundby, Valtera, ***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, ***Panelis***t

Submitter: Scott Brooks, scottbrooks@orgvitality.com

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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)***
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. Baranik, 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.

Steven Jarrett, Texas A&M University
Ryan M. Glaze, Texas A&M University
Ira Schurig, Texas A&M University
Winfred Arthur, Texas A&M University

Submitter: Steven Jarrett, sjarrett@neo.tamu.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
Amanda R. Feiler, University of Guelph

Submitter: Deborah Powell, dpowell@uoguelph.ca

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23. Posters: 11:30 AM–12:20 PM
Douglas Pavilion BCD
Groups/Teams

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 Baysinger, Kronos
James M. LeBreton, Purdue University

Submitter: Michael Baysinger, 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 nontraditional 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

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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 exceed 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

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23-17 A Longitudinal Examination on the Consequences of Team Conflict

This study investigates the perception of conflict between East Asian and Canadian teams. This session will compare the relationship between task and relationship conflict, the pattern of conflict over time, and will discuss reasons why teams differ when approaching conflict. In addition, conflict on team identity of the two types of teams is examined.

Tracy X. Xiong, University of Waterloo
Lindie H. Liang, University of Waterloo
Wendi Adair, University of Waterloo
Submitter: Lindie Liang, lindie.liang@gmail.com

23-18 Virtual Reality: Predictors of Virtual Team Productivity and Creativity

This online survey of 165 virtual team members investigated predictors of virtual team productivity and creativity. Results indicated a positive relationship between perceptions of task structure with productivity as well as between task interdependence and creativity. Collaborative decision making partially mediated the relationship between task interdependence and virtual team creativity.

Aaron Bodiya, Alliant International University
Patricia Denise J. Lopez, Alliant International University
Submitter: Patricia Denise Lopez, dlopez@alliant.edu

23-19 Political Skill in the Team Context

This study examines whether the benefits of organizational political skill extend beyond individual-level outcomes. The findings obtained from 189 student project teams and 28 work teams demonstrate the positive effect of team political skill on team satisfaction and performance via team cohesion, conflict management, and trust.

Elena Lvina, HEC Montreal/Concordia University
Gary W. Johns, Concordia University
Christian Vandenberghe, HEC Montreal
Submitter: Elena Lvina, elenalvina@hotmail.com

23-20 Team Trust's Role in the Development of Collective Leadership

This study investigated collective leadership as a mediator of the relationship between team trust and team performance longitudinally using a feedback loop. Although this hypothesis was not supported, collective leadership density increased across 3 time points, and team performance influenced subsequent levels of team trust.

Scott J. Moshier, Virginia Tech
Roseanne J. Foti, Virginia Tech
Submitter: Scott Moshier, scottmoshier@gmail.com

23-21 Trust Development in Computer-Mediated Teams

The study examined the structure and development of trust in computer-mediated teams over a short amount of time. Results indicated that team members can quickly learn to overcome the challenges due to the technology-mediated environment they work in, resulting in the development of team trust.

Evgeniya E. Pavlova, University of South Florida
Michael D. Coovert, University of South Florida
Winston R. Bennett, Training Research Laboratory
Submitter: Evgeniya Pavlova, epavlova@mail.usf.edu

23-22 What Does Cohesion Capture? An Empirical and Conceptual Analysis

Despite cohesion's long history, questions still remain regarding the measurement of this influential team construct. This study was conducted to answer the call for research to empirically and conceptually compare cohesion measures and other conceptually similar team process variables, in order to assess the extent of overlap between them.

Charlotte L. Powers, Michigan State University
Submitter: Charlotte Powers, powers54@msu.edu

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

23-24 Exploring Negative Feedback Acceptance in Teams: Personality and Collective Efficacy

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.

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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, and guided individual and team reflexivity—on TMM similarity and performance in 183 teams performing an emergency crisis management simulation.

Rachel M. Tesler, Pennsylvania State University
Susan Mohammed, Pennsylvania State University
Vincent Mancuso, Pennsylvania State University
Katherine Hamilton, Pennsylvania State University
Michael D. McNeese, Pennsylvania State University

Submitter: Rachel Tesler, rhoult@gmail.com

23-30 Psychological Collectivism, Team Process, and Viability: A Multilevel Approach

This study was conducted to examine the mediating role of team process in the relationship between team psychological collectivism and viability. Specifically, the relationships between coordination or monitoring, each of the 5 facets of psychological collectivism, and viability were analyzed using hierarchical linear modeling techniques.

Amanda L. Thayer, University of Central Florida
Rebecca Grossman, University of Central Florida
William S. Kramer, Institute of Simulation and Training
Lauren E. Benishek, University of Central Florida
Nathan T. Carter, University of Central Florida
Shawn Burke, University of Central Florida
Eduardo Salas, University of Central Florida

Submitter: Amanda Thayer, athayer@ist.ucf.edu

23-31 A 2x2-Model of Team Achievement Goals and Sport Team Performance

This study among elite field-hockey teams introduces a team-level 2x2-model of achievement goals. Results support the shared nature of team-level performance approach, mastery approach, and mastery avoidance, and identify team achievement goals as strong predictors of coach-rated and objective team performance. Although approach-oriented goals were beneficial for team performance, mastery avoidance was particularly disadvantageous.

Heleen van Mierlo, Erasmus University Rotterdam
Edwin A. J. Van Hooft, University of Amsterdam

Submitter: Heleen van Mierlo, vanmierlo@fsw.eur.nl

24. Symposium/Forum: 11:30 AM–12:50 PM Elizabeth C

Recent Innovations at the Item Level for Better Assessment

Most selection tests would look familiar to either Terman or Likert, but innovations at the assessment level really depend on innovations at the item level. Recent research on item-level innovations, including generating items, evaluating innovative item types, and scoring innovative items, is presented.

Alan D. Mead, IIT, ***Chair***
Stephen T. Murphy, Pearson, ***Co-Chair***
Cassia K. Carter, IIT, Alan D. Mead, IIT, ***Automatically Generating Big Five Personality Items: Feasibility, Reliability, and Validity***

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Harini Soni, Pearson VUE, Kirk A Becker, Pearson, ***Effectiveness of Different Sorts of Psychometric Feedback for Innovative Items***
Stephen T. Murphy, Pearson, Bob Dolan, Pearson, Joshua Goodman, Pearson, Ellen Strain-Seymour, Pearson, Jeremy Adams, Pearson, Sheela Sethuraman, Pearson, ***Cognitive Labs for Innovative Items***
Alan D. Mead, IIT, ***Reliability and Validity of Automated Scoring of Open-Ended Items***
John T. Behrens, Cisco, Robert J. Mislevy, Educational Testing Service, Kristen E. DiCerbo, Independent Researcher, Dennis C. Frezzo, Cisco, ***Pattern-Based Activity for Assessment in Simulated Environments***
Denny Way, Pearson, ***Discussant***

Submitter: Alan Mead, mead@iit.edu

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

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⌘ 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.

Scott B. Morris, Illinois Institute of Technology, ***Chair***
Michael W. Collins, National Park Service, Scott B. Morris, Illinois Institute of Technology, ***Accounting for Within-Study Variance Heterogeneity in Meta-Analysis***
Brenda Nguyen, University of Calgary, Piers Steel, University of Calgary, ***Why Meta-Analysis Exaggerates Generalizability and Underestimates Situational Specificity***
Seydahmet Ercan, Rice University, Frederick L. Oswald, Rice University, ***1 Picture = 1,000 Studies: Visualization Tools in Meta-Analysis***
Michael T. Brannick, University of South Florida, Christopher J. Ferguson, Texas A&M International University, ***Publication Bias: Comparing Published Articles and Dissertations in Psychology***
Frank L. Schmidt, University of Iowa, In-Sue Oh, Virginia Commonwealth University, ***Second-Order Meta-Analysis: Statistical Methods and Illustrative Applications***
Hannah R. Rothstein, Baruch College, CUNY, ***A Whirlwind Tour of New Developments in Meta-Analysis***

Submitter: Scott Morris, scott.morris@iit.edu

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 "distant" (culturally and geographically) yet also increasingly more similarly "connected" (in terms of knowledge and network influences) due to Internet capabilities. This panel identifies issues needing attention by scholars and practitioners if today's organizations and employees are to be effective negotiators.

Barry Goldman, University of Arizona, ***Panelist***
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***
Cristina G. Banks, Lamorinda Consulting LLC, ***Choosing the Right Methodology***
Robert Naeve, Jones Day, ***Discussant***

Submitter: Cristina Banks, banks@lamorindaconsultingllc.com

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31. Panel Discussion: 12:00 PM–1:20 PM
Edward CD

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

32. Roundtable Discussion/Conversation Hour: 12:00 PM–12:50 PM
Elizabeth G

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, ***Host***
Seymour Adler, Aon Hewitt, ***Host***

Submitter: Seymour Adler, Seymour_Adler@Aon.com

33. Community of Interest: 12:00 PM–1:20 PM
Emma C

Cross-Cultural Issues/Research

Linn Van Dyne, Michigan State University, ***Host***
Patrick Kulesa, Towers Watson, ***Host***
Jessica M. Nicklin, University of Hartford, ***Coordinator***

34. Symposium/Forum: 12:00 PM–1:20 PM
Ford AB

"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, ***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

35. Symposium/Forum: 12:00 PM–1:20 PM
Gregory AB

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, ***Co-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***
Ronald P. Vega, George Mason University, Bobby D. Naemi, Educational Testing Service, Richard D. Roberts, Educational Testing Service, ***Measuring Perceptions of Other's Interpersonal Behavior Using an SJT***
Jonas Bertling, Educational Testing Service, Frank Rijmen, Educational Testing Service, ***Scoring SJTs With the Latent Class Model***
Peter Legree, 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

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

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.

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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, Pamella H. Oliver, California State University-Fullerton, Ronald E. Riggio, 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. Willness, 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*

38-1 Performance Level, Type, and Perceived Value: Implications for Utility Analyses

Two experimental studies investigated the effects of performance level and type on perceived dollar value of performance. Job type was also varied across studies showing generalizability of a level x type interaction. Self-monitoring was added in Study 2, resulting in a 3-way interaction. Implications for utility analyses are discussed.

John T. Hazer, IUPUI
Caitlin M. Cavanaugh, University of Akron
Gina A Seaton, IUPUI

Submitter: John Hazer, jthazer@iupui.edu

38-2 Meta-Analysis of the Relationship Between Staffing Practices and Unit Performance

This meta-analysis estimates of the relationship between staffing practices and unit performance, and potential moderators of this relationship. Based on an analysis of 41 studies, the uncorrected correlation is .15 (corrected .19). This relationship is stronger for internal staffing and for staffing conducted in Eastern cultures.

Robert E. Ployhart, University of South Carolina
Youngsang Kim, University of South Carolina

Submitter: Youngsang Kim, youngsang.kim@grad.moore.sc.edu

38-3 An Integrative Employer Branding Approach Based on Organizational Values

This study examined the relation between aspects of an employer attractiveness scale and the value framework by Schwartz (1992). Using multidimensional scaling, Berthon et al.'s (2005) dimensions of employer attractiveness were projected into the value circumplex structure. The resulting model has implication for employer branding practice.

Thorsten Fauth, University of Mannheim
Tim R. Wolf, University of Mannheim
Tammo Straatmann, University of Mannheim
Kate Hattrup, San Diego State University
Karsten Mueller, University of Mannheim

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

38-4 HR Management as a Mediator of the Strategy–Performance Relationship

Some limitations in the strategic human resource management literature are addressed by examining how the interaction between the organization's strategy and environment predicts performance through HRM. Field data were tested that demonstrated investment in HRM mediated the interactive effect of employee strategic value and uniqueness on absenteeism and turnover.

Joseph A Schmidt, University of Saskatchewan
Dionne Pohler, University of Saskatchewan

Submitter: Joseph Schmidt, jschmidt@edwards.usask.ca

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39. Posters: 12:30 PM–1:20 PM
Douglas Pavilion BCD
Coaching/Leadership Development

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 Mashihi, 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. Brummel, 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

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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.

MeowLan Evelyn Chan, National University of Singapore
Daniel J. McAllister, National University of Singapore

Submitter: MeowLan Evelyn Chan, meoweve@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 principle 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,

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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. Agerter, 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.

Umamaheswari Kedharnath, Colorado State University
Stefanie K. Johnson, University of Colorado Denver
Thomas Sy, University of California, Riverside

Submitter: Umamaheswari 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 affect 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

39-24 Testing Their Meddle: How Sports Owners' Meddling Affects Team Performance

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, jsevert@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

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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
Taoxiong 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***
Kristofer 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

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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 Singletary 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, Matthews@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 Youssefnia, Critical Metrics, LLC, Charles A. Scherbaum, Baruch College, CUNY, ***Measuring Culture From the Tip of the Iceberg***
Anthony Coe, 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***
Joselito C. Lualhati, Global Skills X-Change, ***Towards "Operational" Cut Scores: Benefits of "Blind" Decision Making***
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, ***Co-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 Broccolo, 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

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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.

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Clare L. Barratt, Texas A&M University, ***Co-Chair***
Mindy E. Bergman, Texas A&M University, ***Co-Chair***
Clare L. Barratt, Texas A&M University, Mindy E. Bergman, Texas A&M University, Rebecca J. Thompson, Texas A&M University, ***Women in Law Enforcement: The Role of Gendered Personality Orientation***
Shanique G. Brown, DePaul University, Catherine S. Daus, Southern Illinois University-Edwardsville, ***Anticipated Regret in the Decision-Making Process Within Law Enforcement***
Rebecca J. Thompson, Texas A&M University, Mindy E. Bergman, Texas A&M University, Clare L. Barratt, Texas A&M University, ***Mentoring and Stressors in Women Federal Law Enforcement Officers***
Erin Moeser, DEOMI, Kizzy M. Parks, K. Parks Consulting Inc., Daniel P. McDonald, Defense Equal Opportunity Management Institute, Felicia O. Mokuolu, Defense Equal Opportunity Institute, ***Evaluating Work–Life Balance in the Department of Defense***
Karin Montejo, Montejo Consulting, ***Discussant***

Submitter: Clare Barratt, clarebarratt@tamu.edu

51. Posters: 1:30 PM–2:20 PM
Douglas Pavilion BCD

Organizational Performance/Change/Downsizing/OD

51-1 A Meta-Analytic Comparison of Self- and Other-Reported Organizational Citizenship Behavior

Supervisor ratings are the common standard of organizational citizenship behavior (OCB) measurement, whereas self-ratings are discouraged. This meta-analysis (k = 28) showed that (a) self- and other-rated OCBs are moderately correlated; (b) supervisors and coworkers attend to different aspects of employee OCB; and (c) self-ratings of OCB are not as inflated as assumed.

Nichelle C. Carpenter, Texas A&M University
Lawrence Houston, Pennsylvania State University
Christopher M. Berry, Texas A&M University

Submitter: Nichelle Carpenter, carpenter_nichelle@yahoo.com

51-2 Person–Environment Interaction and Citizenship: The Usefulness of Job Characteristics

This study evaluated the relationships among environmental characteristics, well-known individual differences, and citizenship performance in the context of the job characteristics model (JCM) to determine whether the relationships could be theoretically and empirically understood. The models performed poorly, but JCM variables explained variance above and beyond the individual differences

Caitlin M. Cavanaugh, University of Akron
John T. Hazer, IUPUI

Submitter: Caitlin Cavanaugh, cmc184@zips.uakron.edu

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, gross1m@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

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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, liaocw@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, sgsemmel@gmail.com

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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
Huiwen 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, alcrhd@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
Soojin Lee, Seoul National University
Minyoung Cheong, Seoul National University
YeunJoon 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

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(response format, source of ratings, and inclusion of antithetical items) on relationships between OCB and a variety of organizational behaviors. Results showed that each measurement feature moderated relationships between OCB and some organizational variables.

Zhiqing E. Zhou, University of South Florida
Paul E. Spector, University of South Florida
Xinxuan Che, University of South Florida

Submitter: Zhiqing Zhou, zhiqing@mail.usf.edu

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 Deutscheland AG u. 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.

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Erin M. Richard, Florida Institute of Technology, ***Chair***
Patrice Reid, Defense Language Office/DEOMI, Erin M. Richard, Florida Institute of Technology, ***Emotional Abilities and the Development of Cross-Cultural Competence and Adjustment***
Bianca Trejo, Defense Equal Opportunity Management Institute, Erin M. Richard, Florida Institute of Technology, ***Emotion Regulation Ability, Optimism, and Strain: Relationships With Cross-Cultural Competence***
Elizabeth Culhane, Jardon and Howard Technology, Inc., William K. Gabrenya, Florida Institute of Technology, ***Training the Affective Component of Cross-Cultural Competence***
Cecily E.E. McCoy, Naval Air Warfare Center Training Systems Division, Sandra Hughes, Naval Air Warefare Training, Gabriella Severe, 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
Edward CD

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
Elizabeth H

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.

James L. Outtz, Outtz and Associates, ***Co-Chair***
Eric M. Dunleavy, DCI Consulting Group, ***Co-Chair***
Brad Seligman, The Impact Fund, ***Panelist***
Geoff Weirich, Paul Hastings, ***Panelist***
Gregory Mitchell, University of Virginia School of Law, ***Panelist***
David Cohen, DCI Consulting Group Inc, ***Panelist***
David Copus, Ogletree Deakins, ***Panelist***

Submitter: Eden King, eking6@gmu.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***
Kathryn Keeton, NASA EASI/Wyle Labs, Lacey L. Schmidt, EASI/Wyle Labs-NASA JSC, Kelley J. Slack, Wyle Life Sciences/LZ Technology, Inc., ***Assessing High-Performing Teams in Space Analogue Environments: NEEMO***
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, wbedwell@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-

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tional research. This symposium brings together 4 papers that investigate antecedents of organizational citizenship behaviors and counterproductive work behaviors, with a focus on novel antecedents and innovative research designs.

Lillian T. Eby, University of Georgia, ***Co-Chair***
Brian J. Hoffman, University of Georgia, ***Co-Chair***
Tammy D. Allen, University of South Florida, Kaitlin M. Kiburz, University of South Florida, ***Mindfulness and Organizational Citizenship Behavior***
Jeremy Bauer, University of South Florida, Charlotte Fritz, Portland State University, Paul E. Spector, University of South Florida, ***A Longitudinal Investigation of Affective States and Counterproductive Work Behaviors***
Lillian T. Eby, University of Georgia, Marcus M. Butts, University of Texas at Arlington, ***Playing It Forward: The Effect of Mentoring on Protege OCBs***
Alexander C. LoPilato, University of Georgia, Colby L. Kennedy, University of Georgia, Lauren A. Wood, University of Georgia, Brian J. Hoffman, University of Georgia, Brian Frost, Corvirtus, ***Unit Attitudes, Performance Behaviors, and Financial Performance: A Longitudinal Study***

Submitter: Brian Hoffman, hoffmanb@uga.edu

58. Symposium/Forum: 1:30 PM–2:50 PM
Madeline AB

Postsurvey Actions: New Directions for Implementing Change Efforts

Many organizations review survey results and create detailed plans for change. Unfortunately, too many plans are never implemented. This session presents ways to create sustained action, including knowing the characteristics of successful action plans, what types of organizational goals are necessary, and then how to use a team to drive change.

Timothy M. Franz, St. John Fisher College, ***Chair***
Paul M. Mastrangelo, CLC Genesee, ***Evaluating Action Plan Effectiveness One Year After a Survey***
Jeffrey A. Jolton, Kenexa, Peter D. Bachiochi, Eastern Connecticut State University, ***Smarter Than SMART: Action Plans for Postsurvey Change***
Timothy M. Franz, St. John Fisher College, ***Using a Peer-Nominated Team to Drive Change***
Janine Waclawski, Pepsi Beverages, ***Discussant***

Submitter: Timothy Franz, tfranz@sjfc.edu

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. Giumetti, Georgia College, ***Co-Chair***
Rebekkah Wills Beeco, Clemson University, ***Co-Chair***
Gary W. Giumetti, Georgia College, Brandy A. Brown, Independent Consultant, ***Meta-Analytic Path Analysis to Synthesize Web-Based Research on Applicant Attraction***
Brian N. Skaggs, Southern Illinois University Edwardsville, Joel T. Nadler, Southern Illinois University Edwardsville, ***Interviewer Type, Web-Based Interview Support, and Gender Impact Organizational Attractiveness***
Rebekkah Wills Beeco, Clemson University, Patrick H. Raymark, Clemson University, ***Effectiveness of CEO Blogs as a Recruiting Tool***
Brian D. Lyons, Wright State University, ***Differing Applicant Attraction Processes by Organizational Membership: A Multigroup Investigation***
Paul E. Levy, University of Akron, ***Discussant***

Submitter: Gary Giumetti, ggiumetti@gmail.com

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. DeKoekkoek, SHL, Jaclyn Pittman Lanier, SHL, Brian Roote, SHL, ***Motivational Effects on Applicant Versus Incumbent Test Score Differences***
Ted B. Kinney, Select International, Mei-Chuan Kung, Select International, Paul E. Glatzhofer, Select International, ***Understanding Applicant/Incumbent Response Patterns Across Organizational Levels***
Kevin B. Tamanini, Development Dimensions International, ***Identifying Skills Gaps: Implications of Context for Applicants Versus Incumbents***
Robert P. Tett, University of Tulsa, ***Discussant***

Submitter: Paul DeKoekkoek, paul.dekoekkoek@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

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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 Bardes, 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 Detrayal: 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, obrie1ke@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

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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***
Bård Kuvaas, BI Norwegian Business School, Robert Buch, , Anders Dysvik, BI Norwegian Business School, ***Happy Together? Balanced Perceived Investment in Standard and Nonstandard Employees***
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***
Stephen J. Marshall, Marshall Leadership Consulting, Nicole Price, FirstEnergy Corp, ***Power Plant Site Management Team Assessment***
David P. Campbell, Center for Creative Leadership, ***Discussant***

Submitter: Ronald Page, ronald.page@aai-assessment.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***

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Amy M. Wax, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Toshio Murase, Northwestern University, Noshir Contractor, Northwestern University, ***Dissecting Complex Team Processes Using Network Analysis***

Michael R. Kukenberger, University of Connecticut, John E. Mathieu, University of Connecticut, Lauren D'Innocenzo, University of Connecticut, ***Vertical and Shared Leadership Process Dimensions in Project Teams***

Prasad Balkundi, SUNY at Buffalo, David A. Waldman, Arizona State University, Benjamin M. Galvin, University of Washington Bothell, ***Surrogates and Pariahs***

Submitter: Amy Wax, amymwax@gmail.com

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. Coovert, University of South Florida
Meng Uoy Taing, University of South Florida
Alexandra Ilie, 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, egonzalezmule@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
Gabi M. Eissa, Oklahoma State University
Mary Bardes, Drexel University
Matthew J. Quade, Oklahoma State University

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

72-7 Relationship Between Idiocentrism and Counter Productive Workplace Behaviors

This study investigates the relationship between idiocentrism and counterproductive workplace behaviors (CWB). 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

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study examined 10 years of cases and found that very few claimants received any compensation for mental injuries due to bullying or harassment.

Andrew J. Hosmanek, University of Iowa
Sara L. Rynes, University of Iowa

Submitter: Andrew Hosmanek, andrew-hosmanek@uiowa.edu

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.ilie@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 traditionality. 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

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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. Perrewe, 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, neil.morelli@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 relation 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. Breland, University of Mississippi

Submitter: Brooke Shaughnessy, bas29@buffalo.edu

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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***
Jerel 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.

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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 Pichler, 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
Elizabeth 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
Elizabeth 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
Elizabeth 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***
Cristina 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, Littler 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
Ford 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) systems 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. Charlier, 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 e-HRM 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***

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Steven D. Charlier, University of Iowa, Kenneth G. Brown, University of Iowa, Abigail J. Pierotti, University of Iowa, ***An Integrative Model of e-Learning Utilization***
Jerard 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***
Rene I. 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, jlouttz@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***
W. Warner Burke, Columbia University, ***Panelist***
Laura L. Heft, Edward Jones, ***Panelist***
Stephen Redwood, Deloitte Consulting LLP, ***Panelist***
Padmakumar Nair, University of Texas at Dallas, ***Panelist***

Submitter: Michael Bazigos, mnb12@columbia.edu

84. Panel Discussion: 3:30 PM–4:50 PM Mohsen AB

Internships: Little Mistakes, Big Consequences, Missed Opportunities

Internships are an invaluable resource to participating students and sponsoring organizations. This panel discussion will provide insight to intern applicants on what companies are really looking for, pitfalls to stay away from in the hiring process, and how to survive once on the job.

Elizabeth L. Shoenfelt, Western Kentucky University, ***Chair***
Susan A. Walker, FedEx Freight, ***Panelist***
Sarah Long, FedEx Freight, ***Panelist***
Mark Smith, Valtera Corporation, ***Panelist***
Virginia Bryant Whelan, Performance Associates, ***Panelist***

Submitter: Elizabeth Shoenfelt, betsy.shoenfelt@wku.edu

85. Interactive Posters: 4:30 PM–5:20 PM America's Cup AB

It's All Related: Criterion Related Validity

Kelley Krokos, AIR, *Facilitator*

85-1 The Task Ambiguity Scale: Development and Preliminary Validation

This study reports on the development of a 16-item measure of task ambiguity with 4 underlying factors (work method, scheduling, goals/purpose, and evaluation). Results provided support for the proposed underlying factor structure, with the 4 subscales demonstrating good reliability. In addition, preliminary evidence of construct-related validity was obtained.

Christopher J. Waples, Kansas State University
Satoris S. Culbertson, Kansas State University
Patrick A. Knight, Kansas State University

Submitter: Christopher Waples, cwaples@ksu.edu

85-2 Predicting Entry-Level Performance Using Facet-Level, Personality-Based Employability Scales

This study examined the predictive validity of a facet-level, personality-based employability measure in relation to entry-level job performance. Across 4 studies, various personality-based employability scales were predictive of supervisors' ratings of overall performance. Organizations could benefit from using facet-level, personality-based employability measures to screen in applicants for entry-level jobs.

Ashley E. J. Palmer, Hogan Assessment Systems
Lauren N. Robertson, University of Tulsa
Courtney A. Nelson, University of Tulsa
Dara R. Pickering, University of Tulsa

Submitter: Ashley Palmer, apalmer@hoganassessments.com

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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 noninvariance 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?***
Nathan T. Carter, University of Central Florida, Richard L. Griffith, Florida Institute of Technology, Jennifer Feitosa, University of Central Florida, Rana Moukarzel, Florida Institute of Technology, Mei-Chuan Kung, Select International, Inc., Amie D. Lawrence, Select International, Inc., Matthew S. O'Connell, Select International, Inc., ***Explaining and Predicting Noninvariance Across Cultures Using Cultural Uncertainty Avoidance***
Samuel T. McAbee, Rice University, Jisoo Ock, Rice University, Frederick L. Oswald, Rice University, ***Implications of Measurement Invariance for the Development of Short-Form Measures***
Jacob Seybert, University of South Florida, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, ***DIF Detection Using Ideal Point Models: Comparison of Popular Methods***
Jialin Huang, IIT, Alan D. Mead, IIT, ***Comparison of Multiple-Group Methods for Detecting Violations of Measurement Invariance***
Michael J. Zickar, Bowling Green State University, ***Discussant***

Submitter: Nathan Carter, nathan.carter@ucf.edu

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

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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 Meeuwenoord, Maastricht University
Fred Zijlstra, Maastricht University

Submitter: Ute Hulsheger, ute.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. Karns, Ohio University
Jason Stoner, Ohio University
Rebecca Thacker, Ohio University

Submitter: Kristina Karns, kristina.karns@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, Willamette 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
Elicia 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

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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
Jianmin 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 is 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.

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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
Ann Marie Ryan, Michigan State University
Patrick L. Wadlington, Birkman International, Inc.
Fabian Elizondo, Birkman International, Inc.

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

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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, wilmo040@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, Katerine Osatuke, VHA National Center for Organization Development/Miami University, ***Predictors of Turnover Intentions in VA Mental Health Workers***
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 T. Kwantes, 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, Kelley A. Carameli, VHA National Center for Organization Development, Steven R. Howe, University of Cincinnati, Scott C. Moore, University of Cincinnati, ***The Costs and Timing of Senior-Level Turnover***

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.

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Michael Frese, NUS Business School, ***Chair***
David A. Hofmann, University of North Carolina at Chapel Hill, ***Chair***
Wendy Bedwell, University of Central Florida, ***Presenter***
Bradford S. Bell, Cornell University, ***Presenter***
Paul S. Goodman, Carnegie Mellon University, ***Presenter***
Michelle Hammond, University of Limerick, ***Presenter***
Elizabeth D. Salmon, University of Maryland, College Park, ***Presenter***
Sallie J. Weaver, Johns Hopkins School of Medicine, ***Presenter***

Submitter: Michael Frese, michfrese@gmail.com

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 of 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@kparksconsulting.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

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SIOPSA presidents will describe challenges to practice and opportunities for research. Two SIOP presidents will encourage the strengthening of international collaborations.

Gary P. Latham, University of Toronto, ***Host***
Nadene Venter, SHL SA, ***Host***
Karel Stanz, University of Pretoria, ***Host***
Milton Hakel, Bowling Green State University, ***Host***

Submitter: Milton Hakel, mhakel@bgsu.edu

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 Koczwara, 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

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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, Louisana 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

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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 payed 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

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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

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 on 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

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.

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.

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You can also find out more about our forthcoming new series "Advances in Positive Organizational Psychology", at the Emerald stand

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Celebrating 40 years of survey excellence

SIROTA

Come Learn with Us

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!

Connect with us:

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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 Zweber, 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.
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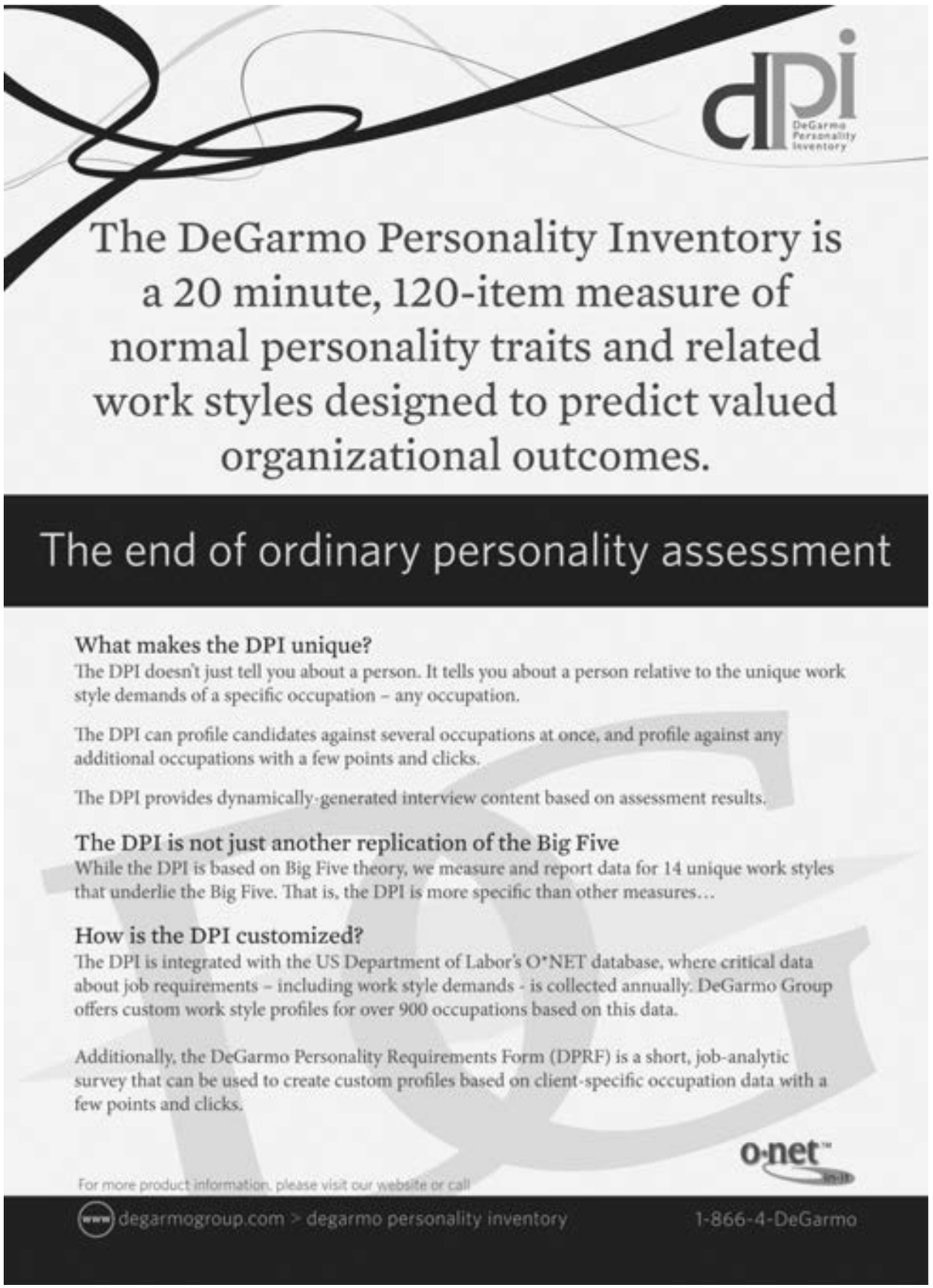

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	America's Cup AB	America's Cup CD	Annie AB	Betsy BC	Delmar AB	Douglas Pavilion BCD	Edward AB	Edward CD	Elizabeth A	Elizabeth B	Elizabeth C
7:30 AM	Coffee Break										
8:00 AM		99 Expanding New Frontiers of OCB Research: Context Matters	105 Global I-O: Developing an International Curriculum	106 Do Values Really Differ by Generation?	100 Implicit Leadership Theories: Antecedents	118 Global/Intl/ Cross-Cultural	107 Where Do I Begin? Exp. Sampling	108 New Developments in Training	109 Individual Differences Predicting	101 Key to the Lock: Matching Qualitative Methodology	102 Addressing Unproctored Internet Testing Claims/Fears
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM	Coffee Break			Coffee Break							
10:30 AM	119 Being the Change: Diversity	120 Teaching Older Learners New Tricks		121 Renorming and Custom Norming: How, When, Why?	122 Positive Psychology in the Work-Family Interface	123 Motivation	124 Setting Standards for Diversity & Inclusion	125 Retest Effects and Implications for Selection	126 Recovery From Work: Nonwork Behaviors	127 360 Degree Feedback: An Essential Commodity	~~128 Women as Leaders~~
11:00 AM											
11:30 AM	138 Rise of the Machines					139 Leadership					140 Chasing the Tortoise: Zeno's Paradox in Tech-Based Assessment
12:00 PM		141 Leading First Through Self-Awareness and Self-Dev.	142 Quasi-Experi-mentation in Organizations	143 Virtual Teams: New Directions in Rsrch/Practice	144 Intl. Advances in Innovation and Creativity		145 Millennials: Ready to Lead or Be Led?	146 Affective and Cognitive Perspectives on Fairness	147 By Land, Air, and Sea: Applications in Training Needs	148 Implicit Processes in Organizational Behavior	
12:30 PM	158 Edward or Jacob? SJTs										
1:00 PM						160 Job Attitudes/ Engagement					
1:30 PM	162 O Leaders Where Art Thou? The Challenges	163 A Standard for Assessment in Work and Organizational Settings		164 Methods for the Masses: Demystifying Multilevel Modeling	165 Critical Considerations of Teamwork Research and Practice		166 Economic Challenges in Academia: Furloughs	167 Helping Healthcare Enter a New Era	168 Tail Wagging The Dog: Applicant Tracking System Effects	169 Staying Ahead of Curve: Successful Survey Redesign	170 Computerized Adaptive Testing: A Primer
2:00 PM						176 Judgment/ Decision Making, Training					
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	181 Getting the Job: Applicants' Preemployment	182 Overqualification Across Cultures: Established and New Models	183 Affirmative Action in New Millennium: Perspectives,	184 Science Advocacy: An Update and Training Session	185 Current Professional Practices to Assess and Grow Org. Talent	186 Personality	187 Dist. Early Career Contrib. (Science)	188 Challenges in Optimizing SJTs	189 Practical IRT: Applications in Real-World Situations	190 Leaders Building Leaders: Sr. Leaders Dev. Protégés	191 Managing the Aging Workforce: Challenges and Opportunities
4:00 PM											
4:30 PM	201 Not Too Late for Traits: Personality					202 Inclusion/ Diversity	203 Variations in Unproctored Internet Testing: The Good, Bad, and Ideal	204 Religion in the Workplace: Promoting Diversity			
5:00 PM			206 Dist. Early Career Contrib. (Practice)						207 Understand/ Support Transitions Up	208 Journey From Assess. to Dev. Center	209 "Going Green" W/ Your Co.'s Survey
5:30 PM											

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)

INVITED SPEAKERS

Session 128: Women as Leaders: Negotiating the Labyrinth
Session 185: Current Professional Practices to Assess and Grow Organizational Talent
Session 191: Managing the Aging Workforce: Challenges and Opportunities

EXECUTIVE BOARD SESSIONS

Session 180: Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria
Session 184: Science Advocacy: An Update and Training Session

MASTER COLLABORATION SESSION

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

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	Elizabeth D	Elizabeth F	Elizabeth G	Elizabeth H	Emma AB	Emma C	Ford AB	Gregory AB	Madeline AB	Madeline CD	Mohsen AB
7:30 AM	Coffee Break										
8:00 AM		103 Racial Differences in Personnel Selection									104 Organization Culture Realignment
8:30 AM			110 Undergraduates Matter, Too!	111 Whistle While You Work	112 The Science and Practice of Workplace Mentoring Relationships	113 Workplace Incivility	114 Contrasting Culture Strength/ Climate Strength	115 So You Think You Can Analyze	116 You've Got a Problem? We've Got	117 One Size Doesn't Fit All: Personalized	
9:00 AM											
9:30 AM											
10:00 AM		Coffee Break				Coffee Break					
10:30 AM		129 Eyes of the Beholder? Rater Effects in Work Analysis	130 Ethical Dilemmas in Assessment	131 Situational Judgment Tests: Research From an Interactionist Perspective		132 Employment Law/EEOC	133 Master Collab. : Entrepreneurial Personality	134 Virtual Organizational Effectiveness	135 Integrating Time/Context Into Research on Workplace	136 Educating I-Os for Science and Practice	137 Inside Assessment Centers: New Insights
11:00 AM											
11:30 AM											
12:00 PM		149 The Role of Supervisors and Leaders in Work-Family Conflict	150 Should I-O Have a Social Justice Agenda?		151 Followership: The Missing Link in Our Understanding of Leadership	152 Employment Interviews: Best Practices	153 Current Research in Advanced Assessment Technologies	154 Anti-discrimination Law: Past Successes, Current	155 Leadership and Big Five Personality	156 Overcoming Common Obstacles to Strong Theses	157 Leader-Member Exchange: Timeless
12:30 PM				159 Get Out of the Way! Unobtrusive Measures							
1:00 PM			161 Creating Effective Global Diversity								
1:30 PM		171 I-O Needs OD: HR Interventions as Change Management				172 Work-Family Issues			173 Working for Uncle Sam: Finding the I-O in Government Positions	174 Everything in Moderation: When Is Good Enough, Enough?	175 The Role of I Os in Creating a Safe Workplace
2:00 PM			177 Best Practices for Master's	178 HR Analytics: New Approach			179 Dist. Teaching Contrib.	180 Practitioners: We Need Ideas!			
2:30 PM											
3:00 PM		Coffee Break									
3:30 PM		192 Roadblocks to Decreasing Discrimination		193 Focused Organizational Climates: New Directions and New Possibilities	194 Assessing and Advancing Environmental Sustainability	195 Employment Branding	196 Talent Management Adoption	197 Alternate Methodologies for Assessing Culture Fit in the Applied Realm	198 The Practice of Competency Modeling in China: Current and Future	199 Building a Science of Learner Control in Training	200 Making Meetings Work: Advancing the Science-Practice
4:00 PM											
4:30 PM							205 Expanding Work and Family Scholarship and Practice				
5:00 PM					210 No More Cubicles			211 M. Scott Myers Award	212 Cross-Cultural Testing Considerations	213 Enterprise Competency Models	214 The Global Unemployment Crisis
5:30 PM											

Interactive Posters | Executive Board Sessions | Community of Interest

Master Tutorial | Friday Seminars

Posters | Invited Sessions

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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Careers/Mentoring/Socialization/Onboarding/Retirement
112 The Science and Practice of Workplace Mentoring Relationships, Emma AB, 8:30 AM
173 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

Coaching/Leadership Development
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

Consulting Practices/Ethical Issues
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

Counterproductive Behavior/Workplace Deviance
113 Workplace Incivility, Emma C, 8:30 AM
135 Integrating Time and Context Into Research on Workplace Mistreatment, Madeline AB, 10:30 AM

Emotions/Emotional Labor
201 Poster 1, America's Cup AB, 4:30 PM

Employee Withdrawal (e.g., absence, turnover)/Retention
123 Posters 1-8, Douglas Pavilion BCD, 10:30 AM

Global/International/Cross-Cultural Issues
105 Global I-O: Developing an International Curriculum, Annie AB, 8:30 AM
118 Posters 1-16, Douglas Pavilion BCD, 9:00 AM
163 A Standard for Assessment in Work and Organizational Settings, America's Cup CD, 1:30 PM
182 Overqualification Across Cultures: Applicability of Established and New Models, America's Cup CD, 3:30 PM
212 Cross-Cultural Testing Considerations for a Variety of Item Types, Madeline AB, 5:00 PM

Groups/Teams
115 So You Think You Can Analyze Networks?, Gregory AB, 8:30 AM
134 Virtual Organizational Effectiveness, Gregory AB, 10:30 AM
143 Virtual Teams: Exploring New Directions in Research and Practice, Betsy BC, 12:00 PM
159 Get Out of the Way! Unobtrusive Measures of Team Constructs, Elizabeth H, 12:30 PM
162 Poster 1, America's Cup AB, 1:30 PM
165 Critical Considerations of Teamwork Research and Practice: The Next Frontier, Delmar AB, 1:30 PM
167 Helping Healthcare Enter a New Era, Edward CD, 1:30 PM
186 Posters 1 and 2, Douglas Pavilion BCD, 3:30 PM
200 Making Meetings Work: Advancing the Science–Practice of Work Meetings, Mohsen AB, 3:30 PM
201 Poster 2, America's Cup AB, 4:30 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)
98 Posters 4 and 5, Elizabeth D, 6:00 PM
119 Posters 1-4, America's Cup AB, 10:30 AM
124 Setting Standards for Diversity and Inclusion: Working With SHRM, Edward AB, 10:30 AM
161 Creating Effective Global Diversity and Inclusion Programs: Challenges and Solutions, Elizabeth G, 1:00 PM
183 Affirmative Action in the New Millennium: Perspectives, Advancements, and Limitations, Annie AB, 3:30 PM
186 Posters 3 and 4, Douglas Pavilion BCD, 3:30 PM
192 Roadblocks to Decreasing Discrimination, Elizabeth F, 3:30 PM
202 Posters 1-29, Douglas Pavilion BCD, 4:30 PM
204 Religion in the Workplace: Promoting Diversity and Combating Discrimination, Edward CD, 4:30 PM

Innovation/Creativity
118 Posters 17-32, Douglas Pavilion BCD, 9:00 AM
144 International Advances in Innovation and Creativity in the Workplace, Delmar AB, 12:00 PM
186 Poster 5, Douglas Pavilion BCD, 3:30 PM

Job Analysis/Job Design/Competency Modeling
116 You've Got a Problem? We've Got the Solution: Job Analysis!, Madeline AB, 8:30 AM
129 Eyes of the Beholder? Rater Effects in Work Analysis, Elizabeth F, 10:30 AM
176 Posters 1, 3-8, Douglas Pavilion BCD, 2:00 PM
198 The Practice of Competency Modeling in China: Current and Future, Madeline AB, 3:30 PM
213 Enterprise Competency Models: Practices, Pitfalls, and Prospects, Madeline CD, 5:00 PM

Job Attitudes/Engagement
111 Whistle While You Work: Happiness and the Workplace, Elizabeth H, 8:30 AM
123 Posters 9-11, Douglas Pavilion BCD, 10:30 AM
148 Implicit Processes in Organizational Behavior: Research and Practice Next Steps, Elizabeth B, 12:00 PM
160 Posters 1-32, Douglas Pavilion BCD, 1:00 PM
166 Economic Challenges in Academia: Employee Reactions to Furloughs, Edward AB, 1:30 PM
169 Staying Ahead of the Curve: Ingredients for Successful Survey Redesign, Elizabeth B, 1:30 PM
187 Distinguished Early Career Contributions Award (Science): Giving I-O Psychology Away: Reclaiming Employees, Not Leaders, as Stakeholders, Edward AB, 3:30 PM
195 Employment Branding, Emma C, 3:30 PM

Job Performance/Citizenship Behavior
99 Expanding New Frontiers of OCB Research: Context Matters, America's Cup CD, 8:00 AM

Judgment/Decision Making
176 Posters 9-17, Douglas Pavilion BCD, 2:00 PM
188 Challenges in Optimizing Situational Judgment Tests Across Organizational Contexts, Edward CD, 3:30 PM

Leadership
100 Implicit Leadership Theories: Antecedents and Implications for Leader(ship) Development?, Delmar AB, 8:00 AM
128 Women as Leaders: Negotiating the Labyrinth, Elizabeth C, 10:30 AM
139 Posters 1-23, Douglas Pavilion BCD, 11:30 AM
145 Millennials: Ready to Lead or Be Led?, Edward AB, 12:00 PM
151 Followership: The Missing Link in Our Understanding of Leadership, Emma AB, 12:00 PM
155 Leadership and Big Five Personality, Madeline AB, 12:00 PM
157 Leader–Member Exchange: Timeless or Time to Rethink?, Mohsen AB, 12:00 PM
162 Posters 2-4, America's Cup AB, 1:30 PM
180 Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria, Gregory AB, 2:00 PM
184 Science Advocacy: An Update and Training Session, Betsy BC, 3:30 PM
207 Understanding and Supporting Transitions Up the Leadership Ladder, Elizabeth A, 5:00 PM

Legal Issues/Employment Law
132 Employment Law/EEOC, Emma C, 10:30 AM
154 Antidiscrimination Law: Past Successes, Current Concerns, and Future Directions, Gregory AB, 12:00 PM

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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/Stress & 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: It 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 6-26, 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 Retest 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, Emma C, 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
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

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99. Symposium/Forum: 8:00 AM–9:50 AM America's Cup CD

Expanding New Frontiers of OCB Research: Context Matters

Although OCB has been a popular topic of research in I-O psychology since the concept was developed in the 1980s, researchers continue to chart new frontiers. The purpose of this symposium is to share new research on OCBs for new contexts.

Talya N. Bauer, Portland State University, ***Co-Chair***
Jennifer R. Rineer, Portland State University, ***Co-Chair***
Nikos Dimotakis, Michigan State University, Erich C. Dierdorff, DePaul University, Robert S. Rubin, DePaul University, James Kemp Ellington, Illinois Institute of Technology, ***Decelerating the Diminishing Returns of Citizenship on Task Performance***
Lauren Simon, Portland State University, Joel Koopman, Michigan State University, ***Shades of Gray: An Affect-Based Framework of Extra-Role Behavior***
Kathryn Dekas, Google, Talya N. Bauer, Portland State University, Brian Welle, Google, Jennifer Kurkoski, Google, Stacy S. Sullivan, Google, ***Revisiting Organizational Citizenship Behaviors for Knowledge Workers***
Amy W. Tian, University of Western Australia, Chiahuei Wu, University of Western Australia, Sharon K. Parker, UWA Business School, ***Understanding How Feedback Contributes to Change-Oriented Citizenship***
Jennifer R. Rineer, Portland State University, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Autumn D. Krauss, Sentis, ***Predicting Supervisor-Rated Safety OCBs***
Nathan P. Podsakoff, University of Arizona, ***Discussant***

Submitter: Talya Bauer, TalyaB@Sba.pdx.edu

100. Symposium/Forum: 8:00 AM–9:50 AM Delmar AB

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

101. Symposium/Forum: 8:00 AM–9:50 AM Elizabeth B

Key to the Lock: Matching Qualitative Methodology to Organizational Questions

This study outlines the important role qualitative inquiry can play in broadening understanding of organizational behavior. The research presented illustrates how the use of theory and the nature of the sample inform qualitative strategies, which can be used to supplement and enhance current knowledge of complicated organizational systems.

Anupama Narayan, University of Tulsa, ***Chair***
Daniel V. Simonet, University of Tulsa, ***Co-Chair***
Scott Sonenshein, Rice University, ***Authoring Growing at Work: Interpretations of Progressive Self-Change in Organizations***
Markus Feufel, Max Planck Institute for Human Development, ***Capturing Knowledge-Level Constraints on Decision Making Using Qualitative Methods***
Courtney A. Nelson, University of Tulsa, Daniel V. Simonet, University of Tulsa, Anupama Narayan, University of Tulsa, ***Proactive Realization Process of Organizational Culture via Critical Incident***
Mei-Hua Lin, Sunway University, ***Wellness and Employee Turnover in an Asian Context***
Neil D. Christiansen, Central Michigan University, Jennifer M. Ragsdale, University of Tulsa, ***Examining the Content of Work Narratives***
Michelle Bligh, Claremont Graduate University, ***Discussant***

Submitter: Anupama Narayan, anupama-narayan@utulsa.edu

102. Symposium/Forum: 8:00 AM–9:50 AM Elizabeth C

Addressing Unproctored Internet Testing Claims and Fears: Founded or Unfounded?

Much debate has occurred over the benefits and downsides of unproctored Internet testing (UIT) in selection contexts. Six empirical studies are presented that address whether these concerns (e.g., cheating, unreliability) and claims (e.g., cost savings) are warranted. Best practices are discussed.

Ann Marie Ryan, Michigan State University, ***Chair***
Brent Lyons, Michigan State University, ***Co-Chair***
Greg F. Schmidt, Bank of America, Mary Ann Bucklan, Employment Technologies Corp., ***Moving to Unproctored Internet Testing: A Case Study***
Matthew S. O'Connell, Select International, Inc., Kristin M. Delgado, Select International, Inc./Wright State University, Mei-Chuan Kung, Select International, Inc., ***How Proctoring Impacts Measurement Methods in High-Stakes Testing***
Jing Guo, University of Illinois, Fritz Drasgow, University of Illinois at Urbana-Champaign, Robert E. Gibby, Procter & Gamble, ***Estimating the Base Rate of Cheating for Unproctored Internet Tests***
Tracy Kantrowitz, SHL, Darrin Grelle, SHL, Thomas M. Cavanagh, Colorado State University, Brett Fank, SHLPreVisor, ***Influence of Test Conditions and Examinee Behavior on UIT Reliability***
Brent Lyons, Michigan State University, Ann Marie Ryan,

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Michigan State University, Neal W. Schmitt, Michigan State University, ***The Utility of Unproctored Internet Testing and Proctored Verification Testing***
John A. Weiner, PSI, Corina Rice, CSX Transportation, ***Utility of Alternative UIT Verification Models***

Submitter: Ann Marie Ryan, ryanan@msu.edu

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, ***Spearman'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, Dana M. Dunleavy, Association of American Medical Colleges, Eric M. Dunleavy, DCI Consulting Group, Lorin M. Mueller, Federation of State Boards of Physical Therapy, ***The Consideration of Differential Prediction in Alternative Predictors***
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, Outtz 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/AIU, ***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 Inceoglu, 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***
Patrick L. Wadlington, Birkman International, Inc., Fabian Elizondo, Birkman International, Inc., ***Generational Effects on Occupational Interests Using The Birkman Method (TBM)***
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.

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Emily M. Hunter, Baylor University, ***Co-Chair***
Malissa A. Clark, Auburn University, ***Co-Chair***
Joyce E. Bono, University of Minnesota, ***Panelist***
Marilyn A. Uy, Nanyang Business School, ***Panelist***
Remus Ilies, National University of Singapore, ***Panelist***
Daniel J. Beal, Rice University, ***Panelist***
Sabine Sonnentag, University of Mannheim-Germany, ***Panelist***

Submitter: Emily Hunter, emily_m_hunter@baylor.edu

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***
Gilad 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, University of New South Wales, ***Lights! Camera! Action!: Effects of Scripts on Customer Citizenship Behavior***
Andrea Fischbach, Trier University, Philipp W. Lichtenthaler, German Police University, ***The Impact of Service Workers' Emotion Regulation Ability on Well-Being***
Michelle Hammond, University of Limerick, ***The Role of Core Self-Evaluation in Customer Service***

Submitter: Sarina Maneotis, smmaneotis@gmail.com

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, Talya 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, Norito Kawakami, 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

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University, Peter Knauth, 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 mentoring 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, ***Coordinato***

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 Univeristy, ***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***
Toni S. Locklear, APTMetrics, Inc., Robert E. Lewis, APTMetrics, Inc., ***Analyzing Jobs to Determine Exemption Status Under Wage–Hour Law***
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

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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 behaviours. This study was conducted to examine whether immigrants' attributions about their employment situation moderate the relation 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 Negotiaton: 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-

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port from conationals and host nationals, including social support gained by using computer-mediated communication, and host language proficiency. We included satisfaction with host family as an additional variable in social support. Parallels with the expatriate research are drawn.

Honorio Komori, California State University, San Bernardino
Janet L. Kottke, California State University-San Bernardino

Submitter: Janet Kottke, jkottke@csusb.edu

118-10 Beyond Conflict: The Role of Work–Private Life Enrichment for Expatriates

This study investigated the impact of work–private life enrichment on expatriates' assignments. Results showed work–private life enrichment accounted for variance in job satisfaction, turnover intentions, and work–private life balance beyond what was accounted for by work–private life conflict. Implications for training and support of expatriates are discussed.

Regina Kempen, University of Osnabrück
Karsten Mueller, University of Mannheim
Tammo Straatmann, University of Mannheim
Kate Hattrup, San Diego State University
Sven-Oliver Spiess, University of Osnabrück

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

118-11 Benevolent Versus Hostile Sexism: Impact on Women in Turkey

The impact of benevolent versus hostile sexism on performance for women in non-Western, low egalitarian countries was examined. Turkish female factory workers were randomly assigned to the benevolent sexism, hostile sexism, or control condition. Results indicated exposure to hostile sexism decreased performance but exposure to benevolent sexism did not.

Crystal M. Kaya, Western Kentucky University
Anthony R. Paquin, Western Kentucky University

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

118-12 Engagement of Self-Initiated Expatriates: Personality and Information Seeking

A model of self-initiated expatriate engagement is developed and examines how Big 5 personality and information seeking influence engagement. No support was found for the direct effect of Big 5 personality traits. However, evidence was found for the interactive effect of information seeking with Extraversion and intellectance.

Hong Ren, University of Wisconsin Milwaukee
Dilek Yunlu, University of Wisconsin-Milwauke
Katy Mohler Fodchuk, Advanced Learning Partnerships

Submitter: Hong Ren, renh@uwm.edu

118-13 Self-Initiated Expatriates' Decision to Stay: Job Deprivation and Thriving

Perceptions of job deprivation inhibited SIE thriving among international teachers, which was a positive predictor of SIE continuance cognitions. Job deprivation's 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-Milwauke
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 culture. 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, cath0005@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

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Katherine Eaton, BioTrends Research Group
Ginamarie Ligon, Villanova University

Submitter: Nicolas Brown, nicolas.brown@villanova.edu

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. Breaugh, 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 conducated 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-

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matic leaders guided study participants through 3 creative tasks, specifically designed to represent the steps of the creative process, and creative performance was analyzed.

Jeffrey B. Lovelace, Pennsylvania State University
Kelsey Medeiros, Pennsylvania State University
Andrea L. Hetrick, Pennsylvania State University
Samuel T. Hunter, Pennsylvania State University

Submitter: Jeffrey Lovelace, jeffrey.b.lovelace@gmail.com

118-27 Beyond Limitation: Team Exploitation on Team Creativity

This study investigated the nature of exploitation as a potential antecedent of team creativity and considered team cohesiveness as a moderator between this relationship, rendering dynamic effects. This empirical study supported that team exploitation exhibits a U-shaped curve with creativity in high team cohesiveness but an inverted U-shaped relationship in low team cohesiveness.

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

118-28 Employees' Self-Enhancement Motives and Creative Behavior

Integrating the impression management and creativity literature, this study investigates the relationship between employee self-enhancement motives and creative behavior. Moreover, the role of manager and organization in this relationship is investigated by examining moderating effects of leader–member exchange and organizational justice. The implications of the findings are discussed.

Haeseen Park, Cornell University
Dongkyu Kim, Seoul National University
Oh Soo Park, Seoul National University

Submitter: Haeseen Park, hp289@cornell.edu

118-29 Promotion Focused Leaders and Problem Construction: Effect on Team Creativity

For the first time, team engagement in problem construction was examined. Results suggested that teams with promotion-focused leaders generated solutions of greater originality, and this effect was stronger for teams who did not actively engage in problem construction. This effect was not found when quality was evaluated.

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

118-30 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.

Kevyn Yong, HEC Paris
Mathis Schulte, HEC Paris

Submitter: Mathis Schulte, schulte@hec.fr

118-31 The Influence of Perfectionism and Regulatory Focus on Creativity

This study examined the influence of perfectionism and regulatory focus orientation on creativity. Adaptive perfectionism and promotion focus orientation enhanced creative production. Conversely, prevention focus inhibited solution originality and quality. Further, maladaptive perfectionists generated low-quality solutions when prevention focused but provided high-quality solutions when promotion focused.

Ben G. Wigert, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Ben Wigert, bwigert@unomaha.edu

118-32 Authentic Leadership and Employee Creativity: 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. Interactive Posters: 10:30 AM–11:20 AM America's Cup AB

Being the Change: Diversity Training

Mikki Hebl, Rice University, *Facilitator*

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

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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@csulb.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, Kene Henkens, Netherlands Interdisciplinary Demographic Institute, Joop Schippers, Utrecht University School of Economics, ***Training Older Workers—A Vignette Study of Managers' Decisions***
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***
Yoshie Nakai, Eastern Kentucky University, Jared Z. Ferrell, University of Akron, Stephen Hill, 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, Aon 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 to 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. Fritzsche, 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

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123. Posters: 10:30 AM–11:20 AM
Douglas Pavilion BCD
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 A&M University
Ismael Diaz, Texas A&M University

Submitter: Ismael 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

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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, mrsmith@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.

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Adam H. Kabins, Texas A&M University
Justin K. Benzer, VA Healthcare System
Mindy E. Bergman, Texas A&M University
Alok Bhupatkar, American Institutes for Research

Submitter: Adam Kabins, ahk325@gmail.com

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 Voogt, 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
Tae-Yeol Kim, China Europe International Business School
Zhi-Qiang Liu, Huazhong University of Science and Technology

Submitter: Christina Moran, cms116@zips.uakron.edu

123-21 The Effect of Mastery GO on Learning Outcomes: A Field-Study

This field study investigated effects of goal orientation (GO) on learning processes and outcomes. Participants were 181 learners from 28 college-level classes who completed a 2-wave survey during 1 semester. Mastery GO impacted performance outcomes through the mediating effect of self-reported deep processing. Organizational implications are discussed.

Raphael Prager, Baruch College, CUNY
Loren J. Naidoo, Baruch College, CUNY

Submitter: Raphael Prager, prager.rafi@gmail.com

123-22 Implicit Theories of Motivation: A Scale Development Project

A scale created by Dickson (1994) to measure implicit theories of motivation was revised. A 6-step scale development procedure (Hinkin, 1998) was used to create a scale which measures 7 possible implicit theories of motivation using 35 items with a Likert-type response. Implications for future research are discussed.

Nathan Weidner, Wayne State University

Submitter: Nathan Weidner, nww6v8@gmail.com

123-23 Examining the Decisions When to Work and When to Play

Several prominent field studies have found that individuals work longer on days when their wage rate is lower compared to when it is higher because they use daily financial goals. In an experimental test, we find the opposite effect even when individuals were assigned a monetary goal.

Justin M. Weinhardt, Ohio University
Jeffrey B. Vancouver, Ohio University

Submitter: Justin Weinhardt, jw225207@ohio.edu

123-24 What About Time? Effects of Age-Related Factors on Work Motivation

The results showed "focus on opportunities" appeared to be positively related to intrinsic and extrinsic work motivation. Focus on remaining time appeared to be positively related to intrinsic work motivation and negatively related to motivation to continue to work. Chronological age showed no significant relation to the work motivation variables.

Annet de Lange, Radboud University Nijmegen

Submitter: Marjolein Maria Wessels, m.wessels@psych.ru.nl

123-25 The Effect of Learning Environment on Student Effort and Performance

A comparison of a blended and traditional section of an introductory course revealed that characteristics of the

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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. Shoptaugh, Missouri State University

Submitter: Jessica Wooldridge, jdwooldridge@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***
Lauren 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 Demsky, 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 Chng, Expert Training Systems plc (ETS, ***Cultural Influences on 360 Rating Discrepancies***
Jurgen Bank, PDI NH, ***Discussant***

Submitter: Ilke Inceoglu, ilke.inceoglu@shlgroup.com

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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, DePaul University, Milton V. Cahoon, SWA Consulting Inc., ***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, Deborah L. Whetzel, 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.
Innovating New Frontiers: An Internal–External Partnership to Innovate Best-in-Class Executive Coaching Management Through Technology: Focusing on the collaboration process required to create a not-yet-existing executive coach management system commissioned by PepsiCo.

Kelly Adam Ortiz, Executive Development Consulting, LLC, ***Chair***
John Bradberry, ReadyFounder Services, ***Presenter***
S. Bartholomew Craig, North Carolina State University, ***Presenter***
Erica I. Desrosiers, PepsiCo, ***Presenter***
Brian Underhill, CoachSource, LLC, ***Presenter***

FRIDAY AM

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Submitter: Kelly Adam Ortiz, adam@edc-llc.com

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, Celise 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 AB

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 incivility), 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, Univeristy 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

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Saarlandes, Martin Kleinmann, University of Zurich, ***Cross-Situational Convergence of Ability to Identify Criteria Across AC Exercises***

Andrew B. Speer, Central Michigan University, Neil D. Christiansen, Central Michigan University, ***Assessment Center Construct–Criterion Relationship: Situational Bandwidth and Predicting Job Performance***

David J. Woehr, University of North Carolina Charlotte, ***Discussant***

Submitter: Alyssa Gibbons, alyssa.gibbons@colostate.edu

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.

Annemarie 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 Taveirne, Westvlees
Annemarie 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 Bangerter, 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, lfthompson@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 Gerbec, 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 haloed 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

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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.

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Christian Ewen, University of Bonn
Ceasar Douglas, Florida State University
Gerhard Blickle, University of Bonn

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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

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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. Snead, Virginia Tech
Michelle F. Collura, Virginia Tech
Scott J. Moshier, Virginia Tech

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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.

Alexander Patterson, University of North Carolina-Chapel Hill
William A. Gentry, Center for Creative Leadership
Sarah A. Stawiski, Center for Creative Leadership
David C. Gilmore, University of North Carolina-Charlotte
Taylor E. Sparks, University of Georgia

Submitter: William Gentry, gentryb@ccl.org

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.

Jean Leslie, Center for Creative Leadership
William A. Gentry, Center for Creative Leadership
David C. Gilmore, University of North Carolina-Charlotte
Darren C. Treadway, State University of New York at Buffalo
Gerald R. Ferris, Florida State University

Submitter: William Gentry, gentryb@ccl.org

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.

Phillip L. Gilmore, George Mason University
Xiaoxiao Hu, George Mason University
Feng Wei, Tongji University
Lois E. Tetrick, George Mason University
Stephen J. Zaccaro, George Mason University

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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.

Merlijn Venus, Rotterdam School of Management
Changguo Mao, Renmin University of China
Klodiana Lanaj, Michigan State University
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Chu-Hsiang Chang, Michigan State University

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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. Braddy, 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
Tammy 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@uncc.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

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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.

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Frederick P. Morgeson, Michigan State University

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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
Kokyee Ng, Nanyang Technological University
Christine Koh, Nanyang Technological University
Jeffrey C. Kennedy, Nanyang Business School
Adrian Chan, UBS Investment Bank

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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

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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

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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

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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

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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 Shaffer, West Texas A&M University

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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.

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Joan Michael, North Carolina State University

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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

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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

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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

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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***
Douglas H. Reynolds, Development Dimensions International, ***Implementing Assessment Technologies: A Model for Sustaining Organizational Impact***
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@aptmetrics.com

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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, Carol T. Kulik, University of South Australia, ***Virtual Team Myth Busting: Comparative Workplace Performance, Functioning, and Practices***
Raluca Graebner, George Washington University/Leadership Research Institute, Lynn R. Offermann, George Washington University, Tjai M. Nielsen, George Washington University, ***Team Personality Composition, Processes, and Outcomes In Virtual Teams***
Katherine Hamilton, Pennsylvania State University, Susan Mohammed, Pennsylvania State University, Vincent Mancuso, Pennsylvania State University, Rachel Tesler, Pennsylvania State University, Michael D. McNeese, Pennsylvania State University, ***Virtual Team Effectiveness: Effects of Temporal Team Mental Models***
Gordon B. Schmidt, Michigan State University, Guihyun Park, Singapore Management University, ***How Social Media Affects Within and Between Virtual Team Functions***
Paul E. Tesluk, University of Maryland, ***Discussant***

Submitter: Tjai Nielsen, tnielsen@gwu.edu

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 Kligyte, Development Dimensions International (DDI), ***Chair***
Evan F. Sinar, Development Dimensions International, ***Competency-Based Job Performance of Millennial-Generation Leaders***
Ginamarie Ligon, Villanova University, Katrina A. Graham, Drexel University, Bianca M. Zongrone, Villanova University, ***Developing Generation Y to Lead for Innovation***

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Jazmine Espejo Boatman, Development Dimensions International, Inc., ***Generation Next…to Lead or Leave?***
Francine MacInnis, CBC/Radio-Canada, ***Growing Young Leaders at CBC/Radio-Canada***
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***
Russell E. Johnson, Michigan State University, Klodiana 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 applications to team training, leadership development, and organizational decision making.

Kurt Kraiger, Colorado State University, ***Chair***
Eric A. Surface, SWA Consulting Inc., Reanna P. Harman, SWA Consulting Inc., Marla Federe, NAVSPECWARCEN/ADVTRNCOM, ***Aligning Learning and Capability With Strategy: A TNA Case Study***
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***
Rhett Graves, U.S. Army Research Institute, Gary Rauchfuss, Institute for NCO Professional Development, Michelle M. Wisecarver, Personnel Decisions Research Institutes, Kurt Kraiger, Colorado State University, Gonzalo Ferro, Personnel Decisions Research Institutes, Hannah J. Foldes, Personnel Decisions Research Institutes, Natalie Wolfson, Colorado State University, ***Assessing the Self-Learning Training Needs of Army NCOs***
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, Kristen 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,

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Colorado State University, ***Leadership Effects on Work–Family Conflict Moderated by Perceived Job Stress***
Debra A. Major, Old Dominion University, ***Discussant***

Submitter: Konstantin Cigularov, kcigular@gmail.com

150. Roundtable Discussion/Conversation Hour: 12:00 PM–12:50 PM
Elizabeth G

Should I-O Psychology Have a Social Justice Agenda?

This conversation hour, led by I-O ethics authorities Joel Lefkowitz and Rodney Lowman, concerns whether I-O psychology should have a social justice agenda. Discussion will include the meaning of "social justice," "values," and "ethics"; their relationship to scientific values; and how and whether I-O psychology should embrace them.

Rodney L. Lowman, Alliant International University, ***Host***
Joel M. Lefkowitz, Baruch College, and the Graduate Center, CUNY, ***Host***

Submitter: Rodney Lowman, rllowman@gmail.com

151. Friday Seminars: 12:00 PM–3:00 PM
Emma AB

Followership: The Missing Link in Our Understanding of Leadership

Research and practice in leadership and group processes is beginning to focus on followers in the leader–follower interaction. Historically, leaders have been seen as the active parties, with followers passively influenced (and often manipulated) by the behavior of the leader. Yet, new views of leadership are beginning to consider how leadership is coproduced in interactions between leaders and followers acting in context.

Ronald E. Riggio, Claremont McKenna College, ***Presenter***
Mary Uhl-Bien, University of Nebraska-Lincoln, ***Presenter***
Laurent M. Lapierre, University of Ottawa, ***Coordinator***

Submitter: Laurent Lapierre, lapierre@telfer.uottawa.ca

152. Community of Interest: 12:00 PM–1:20 PM
Emma C

Employment Interviews: Best Practices

Allen I. Huffcutt, Bradley University, ***Host***
Michael A. Campion, Purdue University, ***Host***
Patrick Gavan O'Shea, HumRRO, ***Coordinator***

153. Symposium/Forum: 12:00 PM–1:50 PM
Ford AB

Current Research in Advanced Assessment Technologies

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 University, Valentina Bruk Lee, Florida International University, Chris Coughlin, SHL, Michael S. Fetzer, SHL, ***Reactions to Different Media Formats of SJTs***
Ted B. Kinney, Select International, Inc., Matthew S. O'Connell, Select International, Inc., ***Are High-Fidelity Multitasking Simulations More Than Just a Pretty Face?***
Kristen Horgen, PDRI, Elizabeth M. Lentz, PDRI, Walter C. Borman, PDRI, Shelley E. Lowe, Federal Aviation Administration, Civil Aerospace Medical Institute, Peri A. Starkey, Xyant Technology, Jerry M. Crutchfield, Federal Aviation Administration, Civil Aerospace Medical Institute, ***Applications of Simulation Technology for a Highly Skilled Job***
Eric J. Sydell, Shaker Consulting Group, E. Daly Vaughn, Shaker Consulting Group, Nikki M. Dudley, Shaker Consulting Group, ***Simulations Plus Other Assessments: Whole Greater Than the Sum?***
Scott E. Bryant, Development Dimensions International, Stella Malsy, Hertz, ***21st Century Assessment Centers: Technology's Increasing Role and Impact***
Ben Hawkes, Kenexa, ***Multimedia Situational Judgement Tests: Are Animation and Live Action Equivalent?***
Charles A. Handler, Rocket-Hire, ***Discussant***

Submitter: Michael Fetzer, mfetzer@previsor.com

154. Symposium/Forum: 12:00 PM–1:50 PM
Gregory AB

Antidiscrimination Law: Past Successes, Current Concerns, and Future Directions

This symposium assesses the generational impact of antidiscrimination legislation for historically underrepresented groups (including career choice), the impact of recent court decisions that lessen protections toward protected groups, and the impact of continuing perceived discrimination against protected classes on organizational commitment across all employees in the organization.

Cody B. Cox, University of Texas at Brownsville, ***Co-Chair***
Laura G. Barron, U.S. Air Force, ***Co-Chair***
Enrica N. Ruggs, Rice University, Larry Martinez, Rice University, Katharine R. O. Bachman, Rice University, Michelle (Mikki) Hebl, Rice University, ***Benefits of the Civil Rights Act: Promoting Minorities in STEM***
Cody B. Cox, University of Texas at Brownsville, Laura G. Barron, U.S. Air Force, ***Changed Legal Protections for Older Workers Reduces Training Opportunities***
Charlie Law, Pennsylvania State University Schuylkill, Jerry Scarpate, Patrick Air Force Base, ***Sometimes Legislation Is Not Enough: When Workplace Discrimination Persists***
Mark V. Roehling, Michigan State University, Teri Elkins, Bauer College of Business, Angela T. Hall, University of Texas at San Antonio, ***Family Responsibilities Discrimination: Current Legal Protections and Potential Future Legislation***
Richard L. Wiener, University of Nebraska-Lincoln, ***Discussant***

Submitter: Cody Cox, cody.cox@utb.edu

155. Symposium/Forum: 12:00 PM–1:20 PM
Madeline AB

Leadership and Big Five Personality

Four studies incorporate Big 5 personality into leadership research where personality is not traditionally con-

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sidered. Follower personality moderates follower reactions to LMX reciprocity, relations between leader behavior and attributed charisma, and follower responses to leader influence tactics. A 4th study connects CEO personality to organizational performance.

Dana Joseph, University of Central Florida, ***Chair***
Dana Joseph, University of Central Florida, Daniel A. Newman, University of Illinois at Urbana-Champaign, ***Leader–Member Exchange Reciprocity Effects Depend Upon Follower Neuroticism***
Peter W. Seely, Georgia Institute of Technology, Amy M. Wax, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Toshio Murase, Northwestern University, ***Impact of Follower Personality on Perceived Leader Charisma***
Marie-Michele Beauchesne, Florida International University, Nathan J. Hiller, Florida International University, Daniel Whitman, Louisiana State University, ***Level Matters: The Relationship Between Executive Personality and Firm-Level Outcomes***
Kevin M. Mullaney, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, ***Leader Influence Tactics Should Be Matched to Follower Personality***
Stephen J. Zaccaro, George Mason University, ***Discussant***

Submitter: Dana Joseph, dana.joseph@ucf.edu

156. Panel Discussion: 12:00 PM–1:20 PM
Madeline CD

Overcoming Common Obstacles to Strong Theses and Dissertations

The pressure to obtain "significant results" often trumps the importance of careful research design, leaving students asking what could have been done differently when results do not emerge as anticipated. This panel discussion addresses common issues and limitations often faced during the preparation of a thesis/dissertation.

Andrew C. Loignon, American Institutes for Research, ***Chair***
Christopher J. L. Cunningham, University of Tennessee at Chattanooga, ***Panelist***
Ashley A. Miller, American Institutes for Research, ***Panelist***
Timothy P. Clayton, American Institutes for Research, ***Panelist***
Sarah Petschonek, Healthways, ***Panelist***
Robert R. Sinclair, Clemson University, ***Panelist***

Submitter: Ashley Miller, amiller@air.org

157. Debate: 12:00 PM–1:20 PM
Mohsen AB

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.I.T. Stuart School of Business, ***Presenter***
James H. Dulebohn, Michigan State University, ***Presenter***
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 coeffient 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. Serlie, Erasmus University Rotterdam/GITP
Marise Ph. Born, Erasmus University-Rotterdam

Submitter: Janneke Oostrom, oostrom@fsw.eur.nl

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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 5 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***
Kara L. Orvis, Aptima, Inc., Andrew Duchon, Aptima, Inc., Robert McCormack, Aptima, Inc., Arwen Hunter DeCostanza, U.S. Army Research Institute, ***Constructing Systems-Based Measures of Team-Related Constructs***
Samantha K. Baard, George Mason University, Steve W. J. Kozlowski, Michigan State University, Richard P. DeShon, Michigan State University, Subir Biswas, Michigan State University, Michael T. Braun, Michigan State University, Tara A. Rench, Michigan State University, Marina Pearce, Michigan State University, Dong Bo, Michigan State University, Yogesh Piolet, Michigan State University, ***Assessing Team Process Dynamics: An Innovative Methodology for Team Research***
Noshir Contractor, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, ***Leveraging Digital Trace Technologies to Understand Network Dynamics in Teams***
Arwen Hunter DeCostanza, U.S. Army Research Institute, Gia Dirosa, George Mason University, ***Camouflaged: Unobtrusively Tracking Army Unit Cohesion Over Time***

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

160. Posters: 1:00 PM–1:50 PM
Douglas Pavilion BCD

Job Attitudes/Engagement

160-1 Negative Affectivity, Commitment, Pay Satisfaction and Turnover: Moderated Mediation Relationships

Using a moderated mediation approach with multiple mediators, we examined the moderating role of negative affectivity and the mediating role of organizational commitment mindsets in the relationship between pay satisfaction and voluntary turnover. Results suggest this relationship is mediated by different commitment mindsets, depending on employees' level of negative affectivity.

Ahmed Khalil Ben Ayed, HEC Montréal
Christian Vandenberghe, HEC Montreal
Alexandra J. Panaccio, Concordia University

Submitter: Ahmed Khalil Ben Ayed, ahmed.ben@hec.ca

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: Zinta Byrne, zinta.byrne@colostate.edu

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
Nicholas R. Martin, Office of Personnel Management
Ilene F. Gast, U.S. Customs and Border Protection
Patrick J. Curtin, 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,

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and satisfaction. To further examine its meditational role, an online survey was distributed 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 perceived 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: Cliff Haimann, chaimann@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, dajones@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.

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Cheol Young Kim, Seoul National University
Won-Woo Park, Seoul National University
Semin Park, Seoul National University
Sangyun Kim, Seoul National University

Submitter: Cheol Young Kim, cy0807.kim@gmail.com

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, rachaelmklein@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.

Géraldine Marique, Université Catholique de Louvain
Florence Stinglhamber, Université Catholique de Louvain
Donatienne Desmette, Université Catholique de Louvain
Gaëtane Caesens, Université Catholique de Louvain
Fabrice De Zanet, Université de Liège

Submitter: Géraldine Marique, geraldine.marique@uclouvain.be

160-18 Job Characteristics and Psychological Ownership Among Nonprofit Workers

Past research indicates that perceived job characteristics predict job satisfaction and turn-over intentions. This session examined whether psychological ownership mediates this relationship in a longitudinal study of nonprofit employees. Results demonstrate that skill variety and autonomy influence outcomes through psychological ownership, but feedback and task identity influence outcomes more directly.

Joshua R. Knapp, University of Lethbridge
Suzanne S. Masterson, University of Cincinnati

Submitter: Suzanne Masterson, suzanne.masterson@uc.edu

160-19 A Meta-Analytic Investigation of Political Skill, Work Attitudes, and Strain

This meta-analysis investigated the influence of political skill on attitudes and strain. Results ($k = 105$; $N = 15{,}454$) demonstrated that political skill explained variance in organizational commitment, job satisfaction, turnover intentions, physiological strain, perceptions of organizational politics, and psychological strain. Theoretical contributions and limitations are also 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

160-20 Person–Environment Fit Meta-Analysis Between South Korea and North America

This meta-analysis of South Korean fit research showed that although work attitudes are largely determined by person–organization and person–job fit in North America, they are largely determined by person–group and person–supervisor fit in South Korea. This highlights that individualistic (collectivistic) culture makes rational (relational) fit more salient in employees' minds.

In-Sue Oh, Virginia Commonwealth University
Russell Guay, University of Northern Iowa
Jong-Hyun Lee, Ajou University
Chang-Goo Heo, Ajou University
Kang-Hyun Shin, Ajou University

Submitter: In-Sue Oh, isoh@vcu.edu

160-21 Social Factors That Impact Employee Physical Engagement

This study examined different social factors that impact an employee's engagement. Utilizing a sample of unskilled manual laborers, results showed that supervisor support

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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 Stetzer, 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, nww6v8@gmail.com

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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 Insitute 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

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

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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 Respecful 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 difficult to identify the most critical factors when diagnosing and developing teamwork. Therefore, the goal of this panel is to discuss the critical elements of teamwork and "next steps" in teams research and application of teamwork principles in organizations.

Amanda L. Thayer, University of Central Florida, ***Co-Chair***
Marissa L. Shuffler, University of Central Florida, ***Co-Chair***
Eduardo Salas, University of Central Florida, ***Co-Chair***
Steve W. J. Kozlowski, Michigan State University, ***Panelist***
John E. Mathieu, University of Connecticut, ***Panelist***
Scott I. Tannenbaum, Group for Organizational Effectiveness, ***Panelist***
Michelle A. Marks, George Mason University, ***Panelist***
Ramon Rico, Universidad Autonoma de Madrid, ***Panelist***

Submitter: Amanda Thayer, athayer@ist.ucf.edu

166. Symposium/Forum: 1:30 PM–2:50 PM
Edward AB

Economic Challenges in Academia: Employee Reactions to Furloughs

This study examined effects of mandated furloughs (pay cuts) on public-sector employees. This symposium provides insights into employees' attitudes toward the organization and its leadership, psychological reactions to furloughs, individual adaptability, and resiliency. No empirical research exists that evaluates employees' reactions to austerity measures in the form of furloughs.

Kathie L. Pelletier, California State University, San Bernardino, ***Chair***
Janet L. Kottke, California State University-San Bernardino, Kathie L. Pelletier, California State University, San Bernardino, Ernesto M. Reza, California State University, San Bernardino, ***Justice Through the Lens of Furloughs: Process Matters***
Michael Baird, UCI Office of Research Administration, Kathie L. Pelletier, California State University, San Bernardino, Janet L. Kottke, California State University-San Bernardino, ***Psychological and Occupational Effects of Mandatory Furloughs on Faculty***
Kathie L. Pelletier, California State University, San Bernardino, Janet L. Kottke, California State University-San Bernardino, Ernesto M. Reza, California State University, San Bernardino, ***The Ties That Bind: Organizational Membership During a Financial Crisis***
Eliana Ceja, CODESP, Mark D. Agars, California State University-San Bernardino, ***Employee Resilience Following Reductions in Compensation***
Nancy J. Stone, Missouri University of Science & Technology, ***Discussant***

Submitter: Janet Kottke, jkottke@csusb.edu

167. Symposium/Forum: 1:30 PM–2:50 PM
Edward CD

Helping Healthcare Enter a New Era

This session presents a comprehensive view of recent I-O research dedicated to addressing some of the most pressing challenges facing healthcare today: wide-scale organizational change, integration of new training and education models, implementation and adoption of new technology, and the need to rapidly develop a culture of safety.

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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, Harborview 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, Nathan T. Carter, 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. McEntire, PepsiCo, ***Panelist***
Bernard J. Nickels, U.S. Office of Personnel Mgmt, ***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***
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

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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. Vasilopoulos, 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
Madeline 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. Mastrangelo, CLC Genesee, Corporate Executive Board, ***Presenter***
Sarah R. Johnson, CLC Genesee, ***Presenter***
Brian J. Ruggeberg, Aon Hewitt, ***Presenter***
Tanya Boyd, Collective Brands, Inc., ***Presenter***

Submitter: Lindsay Bousman, lbousman@hotmail.com

175. Panel Discussion: 1:30 PM–2:50 PM
Mohsen 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 R. 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

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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.

Chanyu Hao, Binghamton University
Andra Serban, Binghamton University
Shelley Dionne, Binghamton University
Hiroki Sayama, Binghamton University

Submitter: Shelley Dionne, sdionne@binghamton.edu

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

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176-14 I Hate You Because You're Beautiful: Investigating Workplace Intrasexual Hostility

Research has suggested that intrasexual 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' intrasexual 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. Shirreffs, Binghamton University
Hadassah Head, Binghamton University
Dong Ha Kim, State University of New York at Binghamton
Shelley Dionne, Binghamton University

Submitter: Kristie Shirreffs, kristieshirreffs@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, glerumd@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-

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edge; pleasant reactions predict attitudes towards and intentions to apply training content. Moreover, level of affective activation determines predictive power.

Garett N. Howardson, George Washington University
Tara S. Behrend, George Washington University
Allison Brown, George Washington University

Submitter: Garett Howardson, garett.howardson@gmail.com

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, ahk325@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 Duenas, 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

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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, jcortina@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***

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*

181-1 Job Seekers' Regulatory Focus and Their P–O Fit Perceptions

Traditionally, person–organization (P–O) fit perceptions are assumed to reflect a person's overall value fit with an organization. However, this study shows that in the approach context of job search, personal attractive values have more weight in P–O perceptions than personal aversive values. In addition, a person's regulatory focus affects the weighing of values.

Marije E. E. De Goede, University of Amsterdam
Annelies E. M. Van Vianen, University of Amsterdam
Ute-Christine Klehe, Justus Liebig Universität Gießen

Submitter: Marije de Goede, M.E.E.deGoede@uva.nl

181-2 Effects of Word-of-Mouth Valence, Medium, and Source on Organizational Attraction

This study examined the effects of word-of-mouth valence, medium, and source on company attractiveness and job-pursuit intentions. Results showed that there was a significant interaction between valence and medium, such that the effect of valence was stronger when the message used a text instead of a video format.

Leann E. Caudill, Xavier University
Dalia L. Diab, Xavier University

Submitter: Dalia Diab, diabd@xavier.edu

181-3 Reactions to Using Social Networking Web Sites in Preemployment Screening

This study examines how people react to employers' use of social networking Web sites in preemployment screening implemented both consistently across applicants and inconsistently for some applicants but not others. The influence of personality on reactions to these screening practices was also investigated.

Jack W. Stoughton, North Carolina State University
Lori Foster Thompson, North Carolina State University
Adam W. Meade, North Carolina State University
Mark A. Wilson, NC State University

Submitter: Jack Stoughton, will.stoughton@gmail.com

181-4 Interviewers' Perceptions of Nonverbal, Honest, and Deceptive Impression Management

Research suggests that applicants use impression management (IM) in interviews. Yet little research has examined interviewers' perceptions of applicant IM. Results from a study with 107 mock job interviews conducted by interviewers–practitioners showed that interviewers' perceptions of applicant IM influenced interview ratings but did not converge with applicants' self-reports of IM.

Julia Levashina, Kent State University
Nicolas Roulin, University of Lausanne
Michael A. Campion, Purdue University

Submitter: Julia Levashina, jlevashi@kent.edu

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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***
Chiahuei 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***
John C. Scott, APTMetrics, Inc., ***Presenter***
Rob F. Silzer, HR Assess & Develop/Baruch College, CUNY, ***Presenter***
Douglas H. Reynolds, Development Dimensions International, ***Presenter***
Nancy T. Tippins, Valtera Corporation, ***Presenter***
Janine Waclawski, 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. Quesnell, DePaul University
Brian J. Marentette, DePaul University
David Fisher, DePaul University
Kristin E. Mann, 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

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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

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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. Rohlfs, 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 resumé 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

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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

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SESSION CANCELLED

Submitter: Adam Grant, grantad@wharton.upenn.edu

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***
Robert E. Gibby, Procter & Gamble, A. Silke McCance, Proctor & Gamble, Rodney A. McCloy, HumRRO, D. Matthew Trippe, HumRRO, Alexander R. Schwall, Development Dimensions International, ***Using IRT to Manage Real-World Challenges for Adaptive Tests***
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 Fraccaroli, 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, truxillod@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, Benjamin A. Everly, University of California, Los Angeles, Angélica S. Gutiérrez, University of California, Los Angeles, ***SDO Predicts Differential Reactions to Black and White Discrimination Claimants***
Ines Jurcevic, University of California, Los Angeles, Jenessa R. Shapiro, University of California, Los Angeles, Miguel M.

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Unzueta, University of California, Los Angeles, Sophie Trawalter, University of Virginia, ***Whites Use of Racial Minorities' Negative Evaluations to Justify Bias***

Eden B. King, George Mason University, Jeremy F. Dawson, University of Sheffield, Jaclyn Jenson, George Washington University, Kristen Jones, George Mason University, ***Relational Demography Is Relative: Demographic Representativeness and Job Attitudes***

Amy M. Williams, University of California, Los Angeles, Jenessa R. Shapiro, University of California, Los Angeles, ***Strategies for Reducing Gender Discrimination in Workplace Negotiations***

Submitter: Amy Williams, socalpsyence@gmail.com

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, ***Espoused Versus Enacted Climate: A Behavioral Integrity Lens***

Gregory A. Aarons, 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, SHLPreVisor, ***Panelist***

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

Submitter: Laurie Wasko, lwasko@selectintl.com

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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 Jian-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, ***Trainees' 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 Mohsen 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.

Joseph A. Allen, Creighton University, ***Chair***
Steven G. Rogelberg, University of North Carolina at Charlotte, Cliff Scott, University of North Carolina at Charlotte, Brett Agypt, University of North Carolina at Charlotte, Jason Williams, Central Michigan University, John Kello, Davidson College, Tracy C. McCausland, George Mason University, ***Lateness to Meetings: Examination of an Unexplored Temporal Phenomenon***
Isabelle Odermatt, University of Zurich, Cornelius J. König, Universität des Saarlandes, Institute, Martin Kleinmann, University of Zurich, Romana Nussbaumer, University of Zurich, Amanda Rosenbaum, University of Zurich, ***Meeting Leaders' Impact on Meeting Processes and Satisfaction***
Joseph A. Allen, Creighton University, Steven G. Rogelberg, University of North Carolina at Charlotte, ***Workplace Meetings as a Venue for Promoting Employee Engagement***
Nale K. Lehmann-Willenbrock, TU Braunschweig, Simone Kauffeld, TU Braunschweig, ***Effects of Socioemotional Communication in Team Meetings***
Sabine Sonnentag, University of Mannheim-Germany, ***Discussant***
Rob Schmeider, Microsoft, ***Discussant***

Submitter: Joseph Allen, josephallen1@creighton.edu

201. Interactive Posters: 4:30 PM–5:20 PM America's Cup AB

Not Too Late for Traits: Personality at Work

Robert Tett, University of Tulsa, *Facilitator*

201-1 Perceived Self-Collective Efficacy Gap and Employee Affectivity

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
Jin Nam Choi, Seoul National University

Submitter: Hye Sook Chung, jhsnix@nate.com

201-2 An Agent Based Model of Expectation States Theory, With Personality

Status structures in task-oriented groups do not always place the most competent members as the most powerful. This paper presents an agent-based model of expectation states theory, relating the development of status structures within task-oriented groups to status characteristics unrelated to the task, task competencies, and personality traits.

Kathleen G. Perez-Lopez, American Institutes for Research

Submitter: Kathleen Perez-Lopez, kperez-lopez@air.org

201-3 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.

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Gonzalo J. Muñoz, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Winfred Arthur, Texas A&M University
Ryan M. Glaze, Texas A&M University

Submitter: Gonzalo Muñoz, gmunoz@tamu.edu

201-4 Personality Traits and Change Agent Effectiveness

Most of the literature on organizational change focuses on the macro level of analysis. This research examines individual-level, or microlevel, variables related to organizational change. Specifically, personality characteristics of effective individual organizational change agents are assessed.

Matthew J. Monnot, PLU

Submitter: Matthew Monnot, monnotmj@plu.edu

202. Posters: 4:30 PM–5:20 PM
Douglas Pavilion BCD
Inclusion/Diversity (e.g., sexual orientation, race, gender)

202-1 Examining the Effects of Interpersonal Discrimination on Job Seeking

This study was conducted to better understand the extent to which subtle forms of discrimination influence job seeking among stigmatized ethnic groups. Findings suggest that interpersonal discrimination does affect individuals' job searching behaviors and also the amount of effort exerted to finding a job.

Abdifatah A. Ali, San Diego State University
Ann Marie Ryan, Michigan State University
Jennifer Wessel, Michigan State University

Submitter: Abdifatah Ali, abdiali04@gmail.com

202-2 Gender Microaggressions in the Workplace: Perceptions and Expected Outcomes

This study provides the first empirical investigation of microaggressions against women at work. Findings suggest that women perceive more microaggressions than men, particularly at lower levels of severity, though both genders can detect nuances in microaggression severity and both predict worse outcomes for victims of more egregious discriminatory actions.

Tessa Basford, George Washington University
Lynn R. Offermann, George Washington University

Submitter: Tessa Basford, tbasford@gwmail.gwu.edu

202-3 Aversive Racism and African-American Stereotype Reactivity

This study examined how aversive racism and stereotypes are related to bias in selection decisions. Results found that stereotypes played a role in ratings of African-American applicants, particularly for those who were relatively higher in prejudice. Although limited by power, results extend the role of implicit processes in selection decisions.

Joshua D. Bazzy, University of Tennessee-Knoxville
Jeremy A Shelton, Lamar University

Submitter: Joshua Bazzy, jbazzy@utk.edu

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.decoster@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

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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 works 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.

Mackenzi M. Harmon, Illinois State University
John Pryor, Illinois State University
Patricia A. Jarvis, Illinois State University

Submitter: Mackenzi Harmon, mmharmo@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
Jerel 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

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experienced sexual harassment had lower job satisfaction and organizational commitment and that leader cohesion moderates those relationships.

Melanie R. Law, Penn State Schuylkill
Charlie Law, Penn State Schuylkill

Submitter: Charlie Law, cll25@psu.edu

202-17 Women's Leadership Performance Versus Perception as Leaders: A Multilevel Examination

This stud 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

Submitter: Karen Lyness, Karen.Lyness@verizon.net

202-18 A Mixed Determinants Model of the Consequences of LGBT Supportiveness

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

Submitter: Shaun Pichler, spichler@fullerton.edu

202-19 Understanding Immigrant Employability: The Role of Attitudes and Political Ideology

Using a sample of U.S. human resource professionals, this study demonstrates that indirect attitudes account for bias in employability evaluations of Iraqi immigrants. Furthermore, political ideology can help to explain the relationship between the endorsement of such attitudes and the evaluation of Iraqi immigrants.

Cort W. Rudolph, Florida International University
Todd Lucas, Wayne State University

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

202-20 Engagement Among Employees With Disabilities: Initial Reports

Little research has investigated the differences between employees with disabilities and typical employees since the passing of the ADA (1990). This study compares overall satisfaction, and several other employee survey dimensions, of employees who indicate having a disability to employees with no disability. Future directions will be discussed.

Peter J. Rutigliano, Sirota Consulting
Tiffany Ivory, Sirota Survey Intelligence
David W. Reeves, Sirota Survey Intelligence
Meg O'Connell, National Organization on Disability

Submitter: Peter Rutigliano, pete@pervisum.com

202-21 The Role of Sexual Orientation and Gender on Leadership Perceptions

This study examined the degree to which successful-leader characteristics aligned with stereotypes of gay and lesbian leaders and heterosexual male and female leaders. Results revealed higher correspondence between ratings of heterosexual female, lesbian, and gay leaders and the successful-leader prototype than between the prototype and ratings of heterosexual male leaders.

Nicholas P. Salter, Ramapo College of New Jersey
Benjamin E. Liberman, Columbia University

Submitter: Nicholas Salter, nsalter@ramapo.edu

202-22 The Benefits of Women's Networks Within Organizations

This study investigates the benefits of participating in social activities provided by women's networks within organizations. The results suggest that participating in women's network social activities is associated with higher levels of network supportiveness, which is related to greater well-being and more positive attitudes toward the organization.

Elizabeth Scharlau Roling, University of Georgia
Karl W. Kuhnert, University of Georgia

Submitter: Elizabeth Scharlau Roling, lroling@turknett.com

202-23 Toward Patching the Leaky Pipeline in STEM: Belonging and Engagement

Women are underrepresented in science, technology, engineering, and mathematics (STEM). This study examines how sense of belonging and engagement interact to predict outcomes related to women's career choice and underrepresentation in STEM. Results support belonging and engagement as important predictors of women's academic and career intentions.

Gina A. Seaton, Indiana University-Purdue University Indianapolis
Jane Williams, Indiana University-Purdue University Indianapolis
Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis

Submitter: Gina Seaton, gseaton@iupui.edu

202-24 Gender Effects on Performance and Turnover: A Meta-Analysis

To clarify gender difference in evaluative performance, contextual performance, creative performance, and turnover, a meta-analysis was conducted. Also examined was the moderating effects of job characteristics, that is, job sex typing and job complexity, and individual tenure on gender differences in evaluative performance.

Jooyeon Son, University of Illinois at Urbana-Champaign
Aparna Joshi, University of Illinois at Urbana-Champaign
Hyuntak Roh, Yonsei University School of Business

Submitter: Jooyeon Son, son22@Illinois.edu

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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/Facilitation 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***
Charlotte R. Gerstner, PDI Ninth House, Joy F. Hazucha, PDI Ninth House, Stacy Eitel Davies, PDI Ninth House, ***Motivators: What Is Important to Leaders at Different Levels***
Stacy Eitel Davies, PDI Ninth House, Joy F. Hazucha, PDI Ninth House, ***Competency Importance and Skill by Managerial Level***
Brent Mattson, Invensys plc, Keith M. Halperin, PDI Ninth House, ***Developing Leaders at All Levels to Meet Invensys' Business Demands***
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., ***Panelist***
Mark L. Poteet, Organizational Research & Solutions, Inc., ***Panelist***
Maya Yankelevich, PDRI, ***Panelist***
Leigh Winik, Novo Nordisk Inc., ***Panelist***

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

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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, SHLPreVisor, ***Development and Validation of Organization Wide Remote Work Potential Scale***
Pat M. Caputo, Aon Hewitt, ***Onboarding and Reboarding Remote Workers***
Miriam T. Nelson, Aon Hewitt, ***Case Studies in Managing Performance and Rewarding in Remote Settings***
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, kyusko@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***
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 Samtani, 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

KRONOS
TIME & ATTENDANCE SCHEDULING ABSENCE MANAGEMENT HR & PAYROLL HIRING LABOR ANALYTICS

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	America's Cup AB	America's Cup CD	Annie AB	Betsy BC	Delmar AB	Douglas Pavilion BCD	Edward AB	Edward CD	Elizabeth A	Elizabeth B	Elizabeth C
7:30 AM	Coffee Break										
8:00 AM		215 Emotional Labor: Person, Situation, and Cultural Considerations		216 Understanding/ Leveraging Context						217 Implications of Wal-Mart v. Dukes for Research in the Courtroom	
8:30 AM			224 Building a World-Class Career Dev. Program		225 Contemp. Topics in Positive Org. Climate/Culture		226 Being Rude Can Be Expensive: Exploring	227 Calling All Performance Management Researchers	228 Maximizing the Value of Employee Comments		229 Assessing Video Resumés
9:00 AM						234 Work/Non-Work/Org. Justice					
9:30 AM											
10:00 AM	Coffee Break										
10:30 AM	236 Naughty or Nice: Bad Behaviors	237 Careers Across Cultures: International Experiences and Attitudes	238 Self-Regulating Across Goals and Time	239 Good, Bad, or Both: Some New Persp. on Workaholism	240 I-O and the Education of Today's Physicians	241 Staffing	242 The Dark Side of Emotions in the Workplace	243 Moving Beyond "Soft" Outcomes and Single Time Pts	244 Disability in the Workplace: Contemporary Challenges	245 Future of Transformational Leadership Research	246 IGNITE Lightning Round: I-O's Impact on Working Lives
11:00 AM											
11:30 AM	257 Feeling Groovy: Affective Work					258 Testing/ Assessment					
12:00 PM			260 HR and Its Role in Environmental Sustainability	261 Exploring the Affective Underpinnings of Creativity	262 Lessons From the Field: App. of Comp. Modeling		263 Leaders and the Work-Family Interface	264 The Personality of Patient Care	265 Why Mentoring and Sponsorship Matter	266 Measuring and Managing Engagement in Fast-Changing	267 Novel Perspectives on Employment Discrimination
12:30 PM		277 Important Factors in the Initiation and Evaluation of Proactive Behavior				278 Measurement					
1:00 PM											
1:30 PM			281 The Role of Social Networks on Work-Family Interactions	282 Leading in a Connected World: Driving Results	283 Diversity at Work: The Practice of Inclusion	284 OHP	285 Starting Anew: Rsrch on Decisions to Change Careers	286 Identified Surveys: Appropriate Usage	287 Explorations in Leader Criterion Space	288 Positive Occupational Health Psychology	289 Large Scale Impact in Intell., Nat. Security, Defense
2:00 PM											
2:30 PM											
3:00 PM	Coffee Break										
3:30 PM	300 Nepotism: Eradicate or Adapt?	301 Wallace Dissertation Award	302 Art and Science Combined	303 Shared Leadership: A Global Persp.	304 Qualitative Studies Looking Deeper		305 Different Entry-Level Fields	306 Innovations and Optimization of CAT			
4:00 PM											
4:30 PM											316 Closing Plenary
5:00 PM											

Saturday Special Events:

INVITED SPEAKERS

Session 246: IGNITE Lightning Round: I-O Psychology's Impact on People's Working Lives
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)

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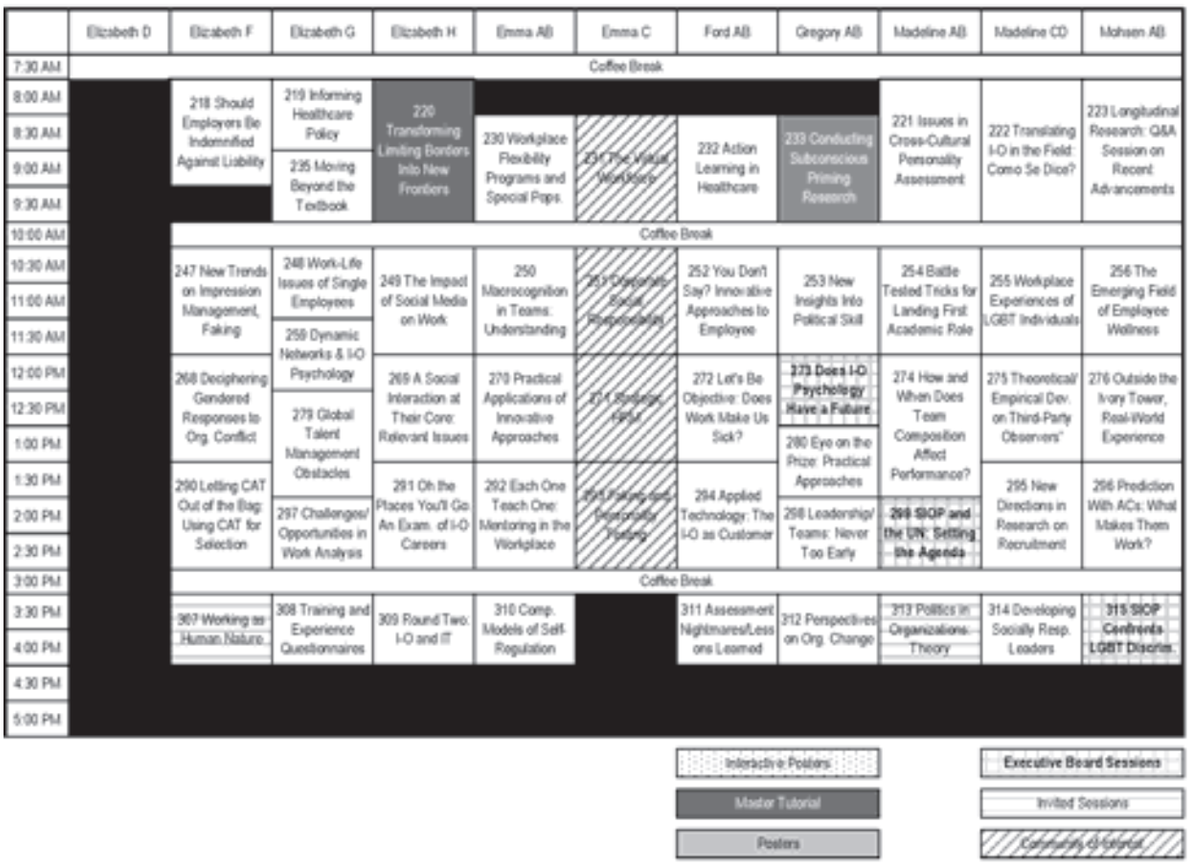

	Elizabeth D	Elizabeth F	Elizabeth G	Elizabeth H	Emma AB	Emma C	Ford AB	Gregory AB	Madeline AB	Madeline CD	Mahsen AB
7:30 AM	Coffee Break										
8:00 AM		218 Should Employers Be Indemnified Against Liability	219 Informing Healthcare Policy	220 Transforming Limiting Borders Into New Frontiers	230 Workplace Flexibility Programs and Special Progs.	231 The Virtual Workforce	232 Action Learning in Healthcare	233 Conducting Subconscious Priming Research	221 Issues in Cross-Cultural Personality Assessment	222 Translating I-O in the Field: Como Se Dice?	223 Longitudinal Research: Q&A Session on Recent Advancements
8:30 AM											
9:00 AM			235 Moving Beyond the Textbook								
9:30 AM											
10:00 AM		Coffee Break									
10:30 AM		247 New Trends on Impression Management, Faking	248 Work-Life Issues of Single Employees	249 The Impact of Social Media on Work	250 Macrocognition in Teams: Understanding	251 Corporate Social Responsibility	252 You Don't Say? Innovative Approaches to Employee	253 New Insights Into Political Skill	254 Battle Tested Tricks for Landing First Academic Role	255 Workplace Experiences of LGBT Individuals	256 The Emerging Field of Employee Wellness
11:00 AM			259 Dynamic Networks & I-O Psychology								
11:30 AM											
12:00 PM		268 Deciphering Gendered Responses to Org. Conflict		269 A Social Interaction at Their Core: Relevant Issues	270 Practical Applications of Innovative Approaches	271 Bridging Gaps	272 Let's Be Objective: Does Work Make Us Sick?	273 Does I-O Psychology Have a Future	274 How and When Does Team Composition Affect Performance?	275 Theoretical/ Empirical Dev. on Third-Party Observers'	276 Outside the Ivory Tower, Real-World Experience
12:30 PM			279 Global Talent Management Obstacles								
1:00 PM								280 Eye on the Prize: Practical Approaches			
1:30 PM		290 Letting CAT Out of the Bag: Using CAT for Selection		291 Oh the Places You'll Go: An Exam. of I-O Careers	292 Each One Teach One: Mentoring in the Workplace	293 Faking and Deception Training	294 Applied Technology: The I-O as Customer	295 Leadership/ Teams: Never Too Early	296 SIOP and the UN: Setting the Agenda	295 New Directions in Research on Recruitment	296 Prediction With ACs: What Makes Them Work?
2:00 PM			297 Challenges/ Opportunities in Work Analysis								
2:30 PM											
3:00 PM		Coffee Break									
3:30 PM		307 Working as Human Nature	308 Training and Experience Questionnaires	309 Round Two: I-O and IT	310 Comp. Models of Self-Regulation		311 Assessment Nightmares/Lessons Learned	312 Perspectives on Org. Change	313 Politics in Organizations Theory	314 Developing Socially Resp. Leaders	315 SIOP Confronts LGBT Discrim.
4:00 PM											
4:30 PM											
5:00 PM											

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SATURDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement
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 Poster 1, America's Cup AB, 11:30 AM
265 Why Mentoring and Sponsorship Matter, Especially for Women, Elizabeth A, 12:00 PM
285 Starting Anew: Research on Decisions to Change Careers, Edward AB, 1:30 PM
292 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
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
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
226 Being Rude Can Be Expensive: Exploring the Incivility–Performance Relationship, Edward AB, 8:30 AM
236 Posters 1 to 3, 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
215 Emotional Labor: Person, Situation, and Cultural Considerations, America's Cup CD, 8:00 AM
242 The Dark Side of Emotions in the Workplace, Edward AB, 10:30 AM

Employee Withdrawal (e.g., absence, turnover)/Retention
257 Poster 2, America's Cup AB, 11:30 AM

Global/International/Cross-Cultural Issues
237 Careers Across Cultures: International Experiences and Attitudes, America's Cup CD, 10:30 AM
279 Global Talent Management Obstacles: What Do I Do Now?, Elizabeth G, 12:30 PM

Groups/Teams
219 Informing Healthcare Policy: Is There a Role for I-O?, Elizabeth G, 8:00 AM
250 Macrocognition in Teams: Understanding Knowledge Building for Team Problem Solving, Emma AB, 10:30 AM
274 How and When Does Team Composition Affect Performance?, Madeline AB, 12:00 PM

Human Factors/Ergonomics
284 Poster 1, Douglas Pavilion BCD, 1:30 PM

Inclusion/Diversity (e.g., sexual orientation, race, gender)
241 Posters 1 and 2, Douglas Pavilion BCD, 10:30 AM
244 Disability in the Workplace: Contemporary Challenges Beyond ADA Compliance, Elizabeth A, 10:30 AM
255 Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals, Madeline CD, 10:30 AM
267 Novel Perspectives on Employment Discrimination, Elizabeth C, 12:00 PM
268 Deciphering Gendered Responses to Organizational Conflict, Elizabeth F, 12:00 PM
283 Diversity at Work: The Practice of Inclusion, Delmar AB, 1:30 PM
315 SIOP Confronts LGBT Employment Discrimination, Mohsen AB, 3:30 PM

Innovation/Creativity
261 Exploring the Affective Underpinnings of Creativity, Betsy BC, 12:00 PM
301 S. Rains Wallace Dissertation Award: Measurement and Prediction of Creativity at Work, America's Cup CD, 3:30 PM

Job Analysis/Job Design/Competency Modeling
262 Lessons From the Field: Applications of Competency Modeling Best Practices, Delmar AB, 12:00 PM
297 Contemporary and Emerging Challenges and Opportunities in Work Analysis, Elizabeth G, 2:00 PM

Job Attitudes/Engagement
228 Maximizing the Value of Employee Comments, Elizabeth A, 8:30 AM
239 Good, Bad, or Both: Some New Perspectives on Workaholism, Betsy BC, 10:30 AM
249 The Impact of Social Media on Work, Elizabeth H, 10:30 AM
266 Measuring and Managing Engagement in Fast-Changing Organizations, Elizabeth B, 12:00 PM
284 Posters 2 and 3, Douglas Pavilion BCD, 1:30 PM
286 Identified Surveys: Appropriate Usage and Practical Professional Guidelines, Edward CD, 1:30 PM
288 Positive Occupational Health Psychology, Elizabeth B, 1:30 PM

Job Performance/Citizenship Behavior
259 Dynamic Networks and I-O Psychology, Elizabeth G, 11:30 AM
277 Important Factors in the Initiation and Evaluation of Proactive Behavior, America's Cup CD, 12:30 PM

Leadership
220 Transforming Limiting Borders Into New Frontiers Through Boundary-Spanning Leadership, Elizabeth H, 8:00 AM
245 The Future of Transformational Leadership Research: Conceptual and Methodological Developments, Elizabeth B, 10:30 AM
257 Posters 3 and 4, America's Cup AB, 11:30 AM
282 Leading in a Connected World: Driving Results Through Networking, Betsy BC, 1:30 PM
287 Explorations in Leader Criterion Space: Behavior, Performance, Outcomes, Elizabeth A, 1:30 PM
299 SIOP and the United Nations: Setting the Agenda, Madeline AB, 2:00 PM
303 Shared Leadership: A Global Perspective, Betsy BC, 3:30 PM
314 Developing Socially Responsible Leaders, Madeline CD, 3:30 PM
316 Closing Plenary Session, Elizabeth C, 4:30 PM

Legal Issues/Employment Law
217 Implications of *Wal-Mart v. Dukes* for Research in the Courtroom, Elizabeth B, 8:00 AM
218 Should Employers Be Indemnified Against Liability for Our Work, Elizabeth F, 8:00 AM

Measurement/Statistical Techniques
223 Longitudinal Research: A Question and Answer Session on Recent Advancements, Mohsen AB, 8:00 AM
270 Practical Applications of Innovative Approaches to Setting Cutoff Scores, Emma AB, 12:00 PM
2781 Posters 1-13, Douglas Pavilion BCD, 12:30 PM

Motivation/Rewards/Compensation
238 Self-Regulating Across Goals and Time, Annie AB, 10:30 AM
310 Computational Models of Self-Regulation: Innovations in Theory Development and Testing, Emma AB, 3:30 PM

Occupational Health/Safety/Stress & Strain/Aging
236 Poster 4, 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 Posters 4-17, and 19-27, Douglas Pavilion BCD, 1:30 PM

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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 Postes 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

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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 Peform 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***
Chitra Sarmma, Infosys Leadership Institute, ***Serious Game, Real Contexts: The ILI Experience***
Richard J. Klimoski, George Mason University, ***Discussant***

Submitter: Levi Nieminen, levi.nieminen@gmail.com

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, jlouttz@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

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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***
Ronald C. Page, Assessment Associates International, Nathan D. Page, Capella University, ***Issues and Approaches for Cross-Cultural Validation of Personality Assessment***
Ilke Inceoglu, SHL Group Ltd, Dave Bartram, SHL Group Ltd, Helen Fung, SHL Group Ltd, Moyang Yang, SHL Group Ltd, ***Equivalence of OPQ32 Constructs Across China, South Africa, and UK***
Ying Liu, Renmin University of China, Jinyan Fan, Auburn University, Hui Meng, East China Normal University, ***Examining Construct Validity of a Workplace Personality Measure Across Cultures***
Richard D. Arvey, National University of Singapore, Yew Kwan Tong, National University of Singapore, ***Cross-Cultural Comparison of the Personnel Reaction Blank (PRB)***
Thomas L. Payne, Hanesbrands ROH Asia Ltd., ***Discussant***

Submitter: Ronald Page, ronald.page@aai-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***
Cary M. Lichtman, Wayne State University, ***Panelist***
Cynthia J. Morath, Booz Allen Hamilton, ***Panelist***
Nate T. Dvorak, Gallup, Inc, ***Panelist***

Submitter: Nikki Blacksmith, nikki_blacksmith@gallup.com

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***
Mo Wang, University of Florida, ***Co-Chair***
Robert J. Vandenberg, University of Georgia, ***Panelist***
Jeffrey B. Vancouver, Ohio University, ***Panelist***
Daniel J. Beal, Rice University, ***Panelist***
David Chan, Singapore Management University, ***Panelist***

Submitter: Daniel Newman, d5n@uiuc.edu

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.

Brian K. Griepentrog, Fors Marsh Group, LLC, ***Chair***
Timothy P. McGonigle, SRA International, ***Chair***
Shelly D. Butler, SRA International, William Walton, Fors Marsh Group, LLC, Whitney Gaber, SRA International, Carolyn M. Parish, SRA International, Tina Thomas, Fors Marsh Group, LLC, ***Data Foundation—Developing Job Profiles for the MyCareer@VA Portal***
Ben Porr, Federal Management Partners, Inc., Joseph Hillery, Federal Management Partners, Inc., Carolyn Kurowski, Federal Management Partners, Inc., William Walton, Fors Marsh Group, LLC, Timothy P. McGonigle, SRA International, ***Web-Based Career Mapping for Recruitment and Retention***
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***
Brian K. Griepentrog, Fors Marsh Group, LLC, Kinsey Gimbel, Fors Marsh Group, LLC, Sarah Evans, Fors Marsh Group, LLC, Jessica L. Dzieweczynski, Federal Management Partners, ***Data Driven Organizational Decisions: The Role of Program Evaluation***
Phil M. Lewis, National Center for O*Net Development, ***Discussant***

Submitter: Brian Griepentrog, bg@forsmarshgroup.com

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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, Charmine 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, Purnima Gopalkrishnan, Bowling Green State University, Steve M. Jex, Bowling Green State University, ***Hospital Incivility and Safety Performance Behaviors Among Nurses***
Shuang Yueh Pui, Univeristy 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***
Ranae 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

228. Symposium/Forum: 8:30 AM–9:50 AM Elizabeth A

Maximizing the Value of Employee Comments

Too often, when companies conduct employee surveys they ask open-ended questions but do little other than report this data to local managers. However, comments can be a powerful source of additional information with value to the organization. Presenters discuss ways to make the most of comments.

Catherine C. Maraist, Valtera, ***Chair***
Mark LoVerde, Valtera, Kingsley C. Ejiogu, ConocoPhillips, ***Use of Survey Comment Data to Predict Turnover***
Robert K. Beres, Valtera, Wayne C. Lee, Valtera, ***New Insights From Comments using the Text Analytics Framework***
Kris Holcomb, Gap Inc., Diane L. Daum, Valtera, ***Unleashing the Power of Text Analysis to Understand Employee Values***
Jeremy Welland, University of Michigan, ***Generating Suggestions for Targeted Action Using Employee Comments***
Robert E. Gibby, Procter & Gamble, ***Discussant***

Submitter: Diane Daum, ddaum@valtera.com

229. Symposium/Forum: 8:30 AM–9:50 AM Elizabeth C

Assessing Video Resumés: Valuable and/or Vulnerable to Biased Decision Making?

Video resumés are being implemented at a fast rate, offering an alternative to traditional selection methods. However, concerns have been raised about equivalence with paper resumés and potentially discriminatory effects. Four empirical papers from the United States and Europe investigate validity, equivalence, adverse impact, and perceptions of video resumés.

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Eva Derous, Ghent University, ***Chair***
Alexander Buijsrogge, Ghent University, ***Co-Chair***
Amanda L. Gissel, North Carolina State University, Lori Foster Thompson, North Carolina State University, ***Who Is Inclined to Make Video Resumés?***
Annemarie Hiemstra, GITP/Erasmus University Rotterdam, Eva Derous, Ghent University, Alec W. Serlie, Erasmus University Rotterdam/GITP, Marise Ph. Born, Erasmus University-Rotterdam, ***Perceived and Actual Discriminatory Effects in Video Resumé Screening***
Marie Waung, University of Michigan-Dearborn, Robert Hymes, University of Michigan-Dearborn, Joy Beatty, University of Michigan-Dearborn, Pamela A. McAuslan, University of Michigan-Dearborn, ***Video Resumé Self-Promotion Tactics and Gender***
Eva Derous, Ghent University, Annelies Taveirne, Westvlees, Annemarie Hiemstra, GITP/Erasmus University Rotterdam, ***Differential Effects of Video Versus Paper Resumés on Personality Ratings***
Neal W. Schmitt, Michigan State University, ***Discussant***

Submitter: Eva Derous, eva.derous@ugent.be

230. Panel Discussion: 8:30 AM–9:50 AM
Emma AB

Workplace Flexibility Programs and Special Populations

The panel will present survey data from HR professionals on prevalence of practices and barriers to implementation of workplace flexibility programs for special populations, including employees with dependent care responsibilities; low-income, hourly workers; employees with disabilities; and former military employees. The panel will discuss current research and future needs.

Mark J. Schmit, Society for Human Resource Management, ***Panelist***
Ellen Galinsky, Families and Work Institute, ***Panelist***
Leslie B. Hammer, Portland State University, ***Panelist***
Robert R. Sinclair, Clemson University, ***Panelist***

Submitter: Mark Schmit, mark.schmit@shrm.org

231. Community of Interest: 8:30 AM–9:50 AM
Emma C

The Virtual Workforce

Andrea S. Goldberg, Digital Culture Consulting, LLC, ***Host***
Timothy Golden, Rensselaer Polytechnic Institute, ***Host***
Trevor G. Byrd, Morehead Associates, ***Coordinator***

232. Panel Discussion: 8:30 AM–9:50 AM
Ford AB

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 within 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***
Alberto J. Galue, Baylor Health Care Systems, ***Panelist***
Gwen Riedl, Children's Hospitals and Clinics of Minnesota, ***Panelist***
Pat H. Spratte, Mayo Clinic of Minnesota, ***Panelist***
Claudia (Cori) Hill, PDI Ninth House, ***Panelist***

Submitter: Alberto Galue, al.galue@gmail.com

233. Master Tutorial: 8:30 AM–9:50 AM
Gregory AB

Conducting Subconscious Priming Research: Developing Design, Measures, and Procedures

Receive 1.5 CE credits for attending.

Subconscious priming research has recently proliferated in social psychology and is emerging in I-O psychology. An open question is, what are the best ways to conduct this new research? This symposium brings together the latest research on developing design, measures, and procedures to most accurately examine subconscious constructs and processes.

Alex Stajkovic, University of Wisconsin-Madison, ***Presenter***
Jessica M. Greenwald, University of Wisconsin-Madison, ***Presenter***
Maria C. Triana, University of Wisconsin-Madison, ***Presenter***

Submitter: Alex Stajkovic, astajkovic@bus.wisc.edu

234. Posters: 9:00 AM–9:50 AM
Douglas Pavilion BCD

Work/Non-Work and Organizational Justice

234-1 A Reexamination of Four-Factor Justice Research Using Expanded Analyses

Organizational justice is a research domain where multicolinearity among conceptual distinct dimensions creates challenges for conducting and interpreting analyses. Two studies of the 4-dimension model of organizational justice are reanalyzed using a variation of Expanded OLS Analysis to better understand the unique and relative contributions of the 4 justice variables.

Kevin D. Carlson, Virginia Tech
Danylle R. Kunkel, Radford University
Ross L. Mecham, III, Virginia Tech

Submitter: Kevin Carlson, KevinC@Vt.edu

234-2 Remind Me I Am Treated Fairly Here, I Keep Forgetting

This study shows that the (un)fairness of workplace events affects how many and what facets of organizational justice are spontaneously recalled and communicated. Descriptions of fair versus unfair events are less multifaceted, more likely to emphasize distributive justice, and less likely to include interactional justice.

Irina Cojuharenco, Catholic University of Portugal-FCEE
David L. Patient, Catholic University of Portugal-FCEE
Michael R. Bashshur, Singapore Management University

Submitter: Irina Cojuharenco, icojuharenco@clsbe.lisboa.ucp.pt

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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 budgets 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, jn0702@gmail.com

234-6 An Examination of Employee Layoffs and Organizational Justice Perceptions

Employee layoffs are both prevalent and underresearched. 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.

Jayme Todd, Southern Illinois University-Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville

Submitter: Cynthia Nordstrom, cnordst@siue.edu

234-7 Interactional Justice, Message Severity, and Physician Communication of Negative News

We use an organizational justice framework to examine physician communication of negative news. In 2 studies, interactional justice by the physician related positively to patient satisfaction, decision acceptance, and overall justice perceptions. Contrary to expectations, the effect of interactional justice was stronger when negative news was less versus more severe.

David L. Patient, Catholic University of Portugal-FCEE
Carol T. Kulik, University of South Australia
Maria F. Saldanha, Catholic University of Portugal-FCEE

Submitter: David Patient, dapati@ucp.pt

234-8 A Longitudinal Study of Identity, Attributions, and Psychological Contract Breach

Typically psychological contract breach has been conceptualized as breaches committed by the organization. This paper examines the association between breaches committed by the organization and employee, their impact on organizational identification, and the role of attributions of intentionality.

Jordan M. Robbins, Transportation Security Administration
Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences

Submitter: Jordan Robbins, jordan.robbins@tsa.dhs.gov

234-9 Can't We All Get Along? Students' Perceptions of Human Resources

This study found significant differences between HR and business students regarding perceptions the role of HR in organizations but not perceptions of the importance of understanding HR topics. Building on prior research about perceptions and attitudes, this study discusses the implications of these findings and provides recommendations.

James N. Kurtessis, George Mason University/American Institutes for Research
Timothy P. Clayton, American Institutes for Research
Alok Bhupatkar, American Institutes for Research
Lorin M. Mueller, Federation of State Boards of Physical Therapy
Bill Schaefer, Society for Human Resource Management
Alexander Alonso, Society for Human Resource Management
Nancy A. Woolever, Society for Human Resource Management

Submitter: James Kurtessis, jnk7711@gmail.com

234-10 Student Perceptions of Areas of Study in Industrial-Organizational Psychology

This study attempted to identify areas of study in I-O psychology of interest to students and perceived to provide valuable information to students entering the workforce. Results are of value to I-O psychology instructors committed to attracting new students to the discipline and providing student-focused academic and career advising.

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Christopher W. LeGrow, Marshall University

Submitter: Christopher LeGrow, legrow@marshall.edu

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
Kurt Kraiger, Colorado 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, suzannembooth@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, suzannembooth@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

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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. Steinert, 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

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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***
Satoris 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

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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 Annie AB

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, Parbudyal 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' Attributions 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

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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

Submitter: Chelsea Jenson, jens1177@umn.edu

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 ananlyzed.

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, beatt071@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

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241-8 A Source Trait Conceptualization of Person–Work Environment Fit

An exchange system conceptualization of person–work environment (P–WE) fit model of the causal constructs that underlie P–WE fit, both for individual employees and organizational collectives, is elaborated. Also discussed are 2 approaches for mapping individual and collective constructs necessary to capture the complexity of P–WE 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. Breaugh, University of Missouri-St Louis

Submitter: James Breaugh, jbreaugh@umsl.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, kevinc@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.

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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, Transprotation 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.

David Fisher, DePaul University
Brian J. Marentette, DePaul University
Christopher K. Adair, DePaul University

Submitter: David Fisher, dfisher1@depaul.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 resumés and cover letters. It examined the possibility that recruiters' promotion and prevention foci 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, chaimann@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, gho@anderson.ucla.edu

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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 primacy 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 (SJTs) 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,

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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 Di Cave, 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, Tiffani 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-Madiso, ***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 presentations 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 Reapplication 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. Toumbeva, 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 further development. Topics include cultural differences, individual 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 I. 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, thansbro@bw.edu

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246. Special Events: 10:30 AM–11:50 AM
Elizabeth C

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

247. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth F

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. Weyhrauch, Kansas State University, Satoris S. Culbertson, Kansas State University, Christopher J. Waples, 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 Neuchatel, ***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, Universiteit 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

248. Roundtable Discussion/Conversation Hour: 10:30 AM–11:20 AM
Elizabeth G

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

249. Symposium/Forum: 10:30 AM–11:50 AM
Elizabeth H

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

250. Symposium/Forum: 10:30 AM–11:50 AM
Emma AB

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.

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Chao, Michigan State University, James Grand, Michigan State University, Michael T. Braun, Michigan State University, Goran Kuljanin, Michigan State University, ***Boids, Droids, & Noids: An Integrative Research Paradigm on Macrocognition***

Joan R. Rentsch, University of Tennessee, Lisa Delise, University of Tennessee, Abby L. Mello, University of Tennessee, Knoxville, Melissa Staniewicz, University of Tennessee, Knoxville, Nancy M. Scott, University of Tennessee, ***The Relationships Among Team Cognition and Knowledge Building Variables***

Sara McComb, Purdue University, ***Examining the Mental Model Convergence Process Across Varying Conditions***

Stephen M. Fiore, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Eduardo Salas, University of Central Florida, ***Macrocognition in Teams: Examining Processes in Complex Problem Solving***

Submitter: Georgia Chao, chaog@bus.msu.edu

251. Community of Interest: 10:30 AM–11:50 AM Emma C

Corporate Social Responsibility

Daniel B. Turban, University of Missouri, ***Host***
David A. Jones, University of Vermont, ***Host***
Trevor G. Byrd, Morehead Associates, ***Coordinator***

252. Symposium/Forum: 10:30 AM–11:50 AM Ford AB

You Don't Say? Innovative Approaches to Employee Survey Text Analytics

This symposium brings together 4 presentations that describe how text data were collected and used in innovative ways that go beyond current text analysis practices. The presentations emphasize the importance of capturing employee opinion in more rigorous ways by ensuring that qualitative data are analyzed in congruence with quantitative data.

Madhura Chakrabarti, Dell Inc, ***Chair***

Paul M. Mastrangelo, CLC Genesee, Corporate Executive Board, William A Johnson, CLC Genesee, ***Open-Ended Survey Questions for Word Clouds: "What One Word Describes…"***

Madhura Chakrabarti, Dell Inc., Jolene L. Skinner, Dell Inc., ***Triangulating Comments From Three Sources: Innovative Use of Comment Data***

Neal H. Patel, Google, Tina Malm, Google, ***Employee Text Data: Google's Journey, Two Years Later***

Jeremy Kasle, JetBlue Airways, Stuart Shulman, Texifter, ***Linking Employee Comments to Engagement Initiatives***

William H. Macey, Valtera, ***Discussant***

Submitter: Madhura Chakrabarti, madhura_chakrabarti@dell.com

253. Symposium/Forum: 10:30 AM–11:50 AM Gregory AB

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.

Christopher C. Rosen, University of Arkansas, ***Co-Chair***
Emilija Djurdjevic, University of Arkansas, ***Co-Chair***

Yongmei Liu, Illinois State University, Barton A. Weitz, University of Florida, Jung Xu, DePaul University, ***Joint Effects of Ingratiation and Political Skill on Internship Outcomes***

Tassilo D. Momm, University of Bonn, Yongmei Liu, Illinois State University, Gerhard Blickle, University of Bonn, ***Political Skill and Emotional Cue Learning via Voices: Training Study***

Emilija Djurdjevic, University of Arkansas, Christopher C. Rosen, University of Arkansas, Russell E. Johnson, Michigan State University, ***Use It or Lose It: Political Skill and Social Capital***

Pamela L. Perrewe, Florida State University, ***Discussant***
Gerald R. Ferris, Florida State University, ***Discussant***

Submitter: Emilija Djurdjevic, EDjurdjevic@Walton.uark.edu

254. Symposium/Forum: 10:30 AM–11:50 AM Madeline AB

Battle Tested Tricks for Landing Your First Academic Role

This forum will provide graduate students with perspectives and advice on the hiring process from I-O psychologists recently accepted into academic roles in both psychology departments and business schools. Specifically, presenters will discuss thoughts on vitae writing, interviewing, and catching the eye of hiring committees during an interactive Q&A.

Tamara L. Friedrich, Savannah State University, ***Chair***
Thomas A. Zeni, University of Oklahoma, ***Co-Chair***

Thomas A. Zeni, University of Oklahoma, ***Battle Tested Tricks for Landing Your First Academic Role***

Tamara L. Friedrich, Savannah State University, ***Building Your Capacity for Success in Academia***

Alison L. Antes, Northern Kentucky University, Jay Caughron, Radford University, ***Applying and Interviewing: How to Feel and What to Expect***

Ethan P. Waples, University of Central Oklahoma, ***Perspectives From the Hiring Committee: That's a Fancy Suit...***

Submitter: Tom Zeni, thomas.zeni@ou.edu

255. Symposium/Forum: 10:30 AM–11:50 AM Madeline CD

Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals

This symposium includes 4 unique presentations on the experiences of sexual minorities. Specifically, presenters will discuss transsexuals in the workplace, the perspectives of gay and heterosexual employees in regards to "coming out," the effects of heterosexism on turnover intention, and the manifestation of formal and interpersonal discrimination toward sexual minorities.

Charlie Law, Penn State Schuylkill, ***Chair***

Larry Martinez, Rice University, Enrica N. Ruggs, Rice University, Michelle (Mikki) Hebl, Rice University, ***Transgressing in the Workplace: The Power of Being Informed***

Natasha Buxo, Florida International University, Jacob M. Waldrup, Florida International University, Valentina Bruk Lee, Florida International University, ***Current Perceptions Towards Disclosure: LGBT and Heterosexual Perspectives***

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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

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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 Difficulty

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 measureing 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, celinadruart@gmail.com

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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 approach 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

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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. McLarnon, University of Western Ontario
Mitchell Rothstein, University of Western Ontario

Submitter: Matthew McLarnon, 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
Juliya Golubovich, Michigan State University
Matthew M. Piszczek, 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 Kantrowitz, SHL
Sara Lambert Gutierrez, SHL PreVisor

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.

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Jennifer Sabet, Starwood Hotels & Resorts
Charles A. Scherbaum, Baruch College, CUNY
Harold W. Goldstein, Baruch College, CUNY

Submitter: Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

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 Univiversity, ***Host***
Nathan M. Gerard, Student, ***Host***
Naomi Woods, Columbia University, ***Host***

Submitter: James Westaby, westaby@columbia.edu

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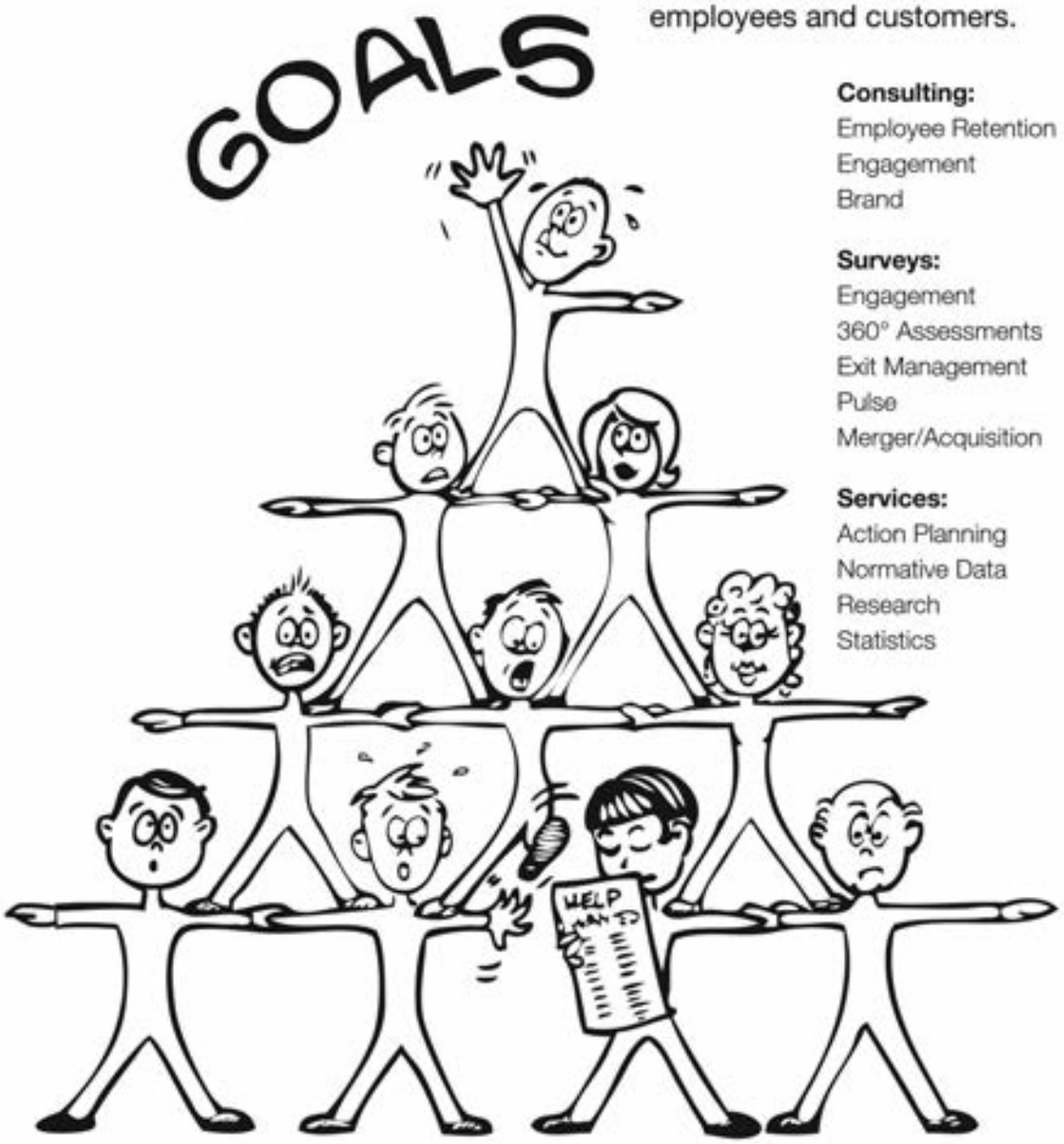

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260. Symposium/Forum: 12:00 PM–1:20 PM
Annie AB

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 Mediational 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. Schaefer, 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, gregoryffernandes@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

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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. Goebl, 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, 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***
Anne M. Hansen, PDRI, Jeff W. Johnson, PDRI, Ryan S. O'Leary, PDRI, Bernard J. Nickels, U.S. Office of Personnel Management, ***Cutoff Score Methods for Computer Adaptive Cognitive and Personality Assessments***
Neta Moye, PDRI, Scott Bedwell, PDRI, Steven E. Lammlein, PDRI, Kevin Smith, PDRI, ***Evaluating Cutoff Score Methods for In-Basket Assessments With Agreement Scores***
Todd Baker, Human Performance Systems, Inc., Deborah L. Gebhardt, Human Performance Systems, Inc., ***Setting Cutoff Scores on Physical Performance Tests Using Job Demands***
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***
Henry H. Busciglio, U.S. Customs and Border Protection, Jeffrey M. Cucina, U.S. Customs and Border Protection, Julia Bayless, Sodexo, Inc., Susan M. Reilly, U.S. Customs and Border Protection, Kathlea Vaughn, U.S. Customs and Border Protection, ***Empirical Approaches to Setting Cutoff Scores***
Lorin M. Mueller, Federation of State Boards of Physical Therapy, ***Discussant***

Submitter: Ryan O'Leary, ryan.oleary@pdri.com

271. Community of Interest: 12:00 PM–1:20 PM Emma C

Strategic HRM

Greg L. Stewart, University of Iowa, ***Host***
John J. Donovan, Rider University, ***Coordinator***

272. Symposium/Forum: 12:00 PM–1:20 PM Ford AB

Let's Be Objective: Does Work Make Us Sick?

Despite the abundance of objective biological indicators of health, relatively few studies in the organizational literature have incorporated this form of measurement. Aiming to address this gap, this symposium combines 4 studies that examine the relationship between an occupational stressor and an objective measure of employee health.

Kristen M. Shockley, Baruch College-CUNY, ***Chair***
Nikos Dimotakis, Michigan State University, Remus Ilies, National University of Singapore, Dina Leheta, Georgia State University, ***Emotional Workload and Distributive Justice Effects on Objectively Measured Sleep***
Kristen M. Shockley, Baruch College-CUNY, Tammy D. Allen, University of South Florida, ***Episodic Daily Work–Family Conflict and Blood Pressure***
Zandra Zweber, University of Connecticut, David W. Reeves, Sirota Survey Intelligence, Robert Henning, University of Connecticut, Martin G. Cherniack, University of Connecticut, ***Workplace Characteristics and Employee Physiological Health: Evidence From CPH-NEW***
Adam B. Butler, University of Northern Iowa, Joseph G. Grzywacz, Wake Forest University, ***Within-Person and Between-Person Relationships Between Work–Family Conflict, Diet, and Weight***
Steven A.Y. Poelmans, EADA Business School, ***Discussant***

Submitter: Kristen Shockley, kristen.shockley@baruch.cuny.edu

273. Special Events: 12:00 PM–12:50 PM Gregory AB

Does I-O Psychology Have a Future as an Academic Discipline?

What "actionable" things might SIOP do to maintain the health of I-O psychology as an academic discipline? Members are invited to discuss some big questions about how we can maintain doctoral training of future I-O psychologists in the face of some real threats to the field's future existence.

Scott Highhouse, Bowling Green State University, ***Moderator***
Tammy D. Allen, University of South Florida, ***Panelist***
Jose M. Cortina, George Mason University, ***Panelist***
David A. Harrison, University of Texas, Austin, ***Panelist***
Ann Marie Ryan, Michigan State University, ***Panelist***

Submitter: Scott Highhouse, shighho@bgsu.edu

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274. Symposium/Forum: 12:00 PM–1:50 PM Madeline AB

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***
Suzanne T. Bell, DePaul University, Brian J. Marentette, DePaul University, Christopher K. Adair, DePaul University, David Fisher, DePaul University, Gamze Arman, DePaul University, Kristin E. Mann, DePaul University, ***Keeping Tabs on Teammates: Reliance, Team Processes, and Team Performance***
Kimberly A. Smith-Jentsch, University of Central Florida, Linus Rinke, University of Central Florida, Mary J. Sierra, University of Central Florida, Sharvari Dalal, University of Central Florida, ***Is Shared Cognition Always Beneficial?: Why Team Member Personality Matters***
Susan Mohammed, Pennsylvania State University, Sucheta Nadkarni, Drexel University, ***Polychronicity Diversity and Team Performance***
Deborah DiazGranados, Virginia Commonwealth University, Kimberly A. Smith-Jentsch, University of Central Florida, Eduardo Salas, University of Central Florida, ***Can Leaders Improve the Performance of Multicultural Teams?***
Mirko Antino, Universidad Complutense de Madrid, Ramon Rico, Universidad Autonoma de Madrid, Miriam Sanchez-Manzanares, Universidad Carlos III de Madrid, ***Team Learning in Faultline Teams***

Submitter: Deborah DiazGranados, deborah.diazgranados@gmail.com

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

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***
Peter Totterdell, University of Sheffield, M. Sandy Hershcovis, University of Manitoba, Karen Niven, University of Sheffield, Tara C. Reich, London School of Economics, Chris B. Stride, University of Sheffield, ***Induced Emotion Regulation: How Others' Interactions Can Leave You Drained***
Deborah E. Rupp, Purdue University, Meghan A. Thornton, Purdue University, Robert Bruno, University of Illinois, Monica Bielski Boris, University of Illinois at Urbana-Champaign, ***CSR as Third-Party Justice: The Moderating Role of Moral Traits***
Kristina M. Workman, University of Michigan, David M. Mayer, University of Michigan, ***Effects of Victim Responses to Leader Mistreatment on Third-Party Reactions***
Karl Aquino, University of British Columbia, ***Discussant***

Submitter: Marie Mitchell, msmitche@terry.uga.edu

276. Panel Discussion: 12:00 PM–1:20 PM Mohsen AB

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***

Submitter: Luke Simmering, luke.simmering@gmail.com

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 Stressors 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

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University, ***Busy Managers Discount Subordinate Voice Behavior***

Michael Frese, NUS Business School, ***Discussant***

Submitter: Charlotte Fritz, fritzc@pdx.edu

278. Posters: 12:30 PM–1:20 PM
Douglas Pavilion BCD
Measurement

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 not 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. McLarnon, University of Western Ontario
Thomas A. O'Neill, University of Calgary
Travis J. Schneider, University of Western Ontario

Submitter: Matthew McLarnon, mmclarno@uwo.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.

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Daniel S. Stanhope, North Carolina State University
Adam W. Meade, North Carolina State University

Submitter: Daniel Stanhope, daniel.s.stanhope@gmail.com

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 Drewes (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, watsonrc@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 locus of control are also 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 Gorman, Radford University
Joshua Ray, University of Tennessee
Caitlin S. Nugent, Radford University
Christina Thibodeaux, Radford University
Sheila List, Radford University
Soniya A. Lonkar, Radford University
Stephanie Bradley, Radford University

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Mamie Mason, Radford University
Lindsay Pittington, Radford University
Shristi Pokhrel-Willet, Radford University

Submitter: C. Allen Gorman, cgorman6@radford.edu

278-18 Regultory Fit and the Utilization of Corrective Task Feedback

Regulatory fit theory (Higgins, 2000) is tested as an explanation of variability in the utilization of corrective task feedback. Results indicated support for regulatory fit as a determinant of depth of feedback processing and behavioral utilization of corrective task feedback.

Jaron T. Holmes, Office of Personnel Management
Neil M. A. Hauenstein, Virginia Tech

Submitter: Neil Hauenstein, nhauen@vt.edu

278-19 Feedback Seeking: the Interaction of Self-Evaluation Motives and Feedback Source

This study investigated the role of self-evaluation motivations in feedback seeking and reactions to feedback. Specifically, this was evaluated in light of whether the source was expected to provide motivation-congruent feedback. Results suggest that individuals motivated by self-evaluation were most sensitive to match between motivation and feedback source.

Kelsey C. Herb, University of Akron
Paul E. Levy, University of Akron

Submitter: Kelsey Herb, kelsey.c.herb@gmail.com

278-20 Differential Importance of Performance Dimensions: A Relative Weight Analysis

This study used relative weight analysis and bootstrapping to assess the relative importance and statistical significance of task, teamwork, and customer service performance in predicting overall performance ratings in an organizational sample of customer service representatives. Differences in the relative importance of these dimensions across genders were also examined.

Vanessa M. Lammers, University of Missouri-St. Louis
Deborah Lee, University of Missouri-St. Louis
Jenna C. Cox, University of Missouri-St Louis
Kathleen Frye, Kenexa
Jeffrey R. Labrador, Kenexa
James A. Breaugh, University of Missouri-St Louis

Submitter: Vanessa Lammers, vanessalammers@mail.umsl.edu

278-21 When Employees Use Feedback as a Political Strategy

This study investigated the effect of employees' perception of organizational politics (POP) on 3 different feedback behaviors: feedback seeking behavior, feedback mitigating behavior, and feedback avoiding behavior. The effect was found to be largely driven by employees' attempt to protect their public image especially when seeking or mitigating feedback.

Rana Moukarzel, Florida Institute of Technology
Lisa A. Steelman, Florida Institute of Technology

Submitter: Rana Moukarzel, rana.moukarzel@gmail.com

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 ratee and rater 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. McLarnon, 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, spichler@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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tional and distributive justice combined can increase customer satisfaction and loyalty, but fixing the problem may supersede remuneration.

Terri Shapiro, Hofstra University
Michael H. Chetta, Hofstra University
Kevin Nolan, Hofstra University
Bernard Gorman, Hofstra University

Submitter: Michael Chetta, m.h.chetta@gmail.com

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 Sate University
Joseph J. Bochinski, Bowling Green State University
Dev K. Dalal, Bowling Green State University
Katherine Wolford, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitter: Christopher Lake, lakec@bgsu.edu

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 progress 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

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demonstrating value for their training programs. Panelists will discuss real-world examples of how the impacts of training and development programs are measured in organizations. Tips on measurement strategy, execution, and sharing positive and negative results are discussed.

Kristopher Fritsche, Walmart, ***Chair***
Rick Hense, Bank of America, ***Panelist***
Jeff Johnson, Frito Lay/PepsiCo, ***Panelist***
Michael R. Kemp, DDI, ***Panelist***
Amy K. Legge, JetBlue, ***Panelist***

Submitter: Rick Hense, rick.hense@bankofamerica.com

281. Symposium/Forum: 1:30 PM–2:50 PM
Annie AB

The Role of Social Networks on Positive Work–Family Interactions

With the increased interest in positive psychology, this symposium explores the role of positive work–family interactions. The study explores how social networks (i.e., teams, family members, supervisors) influence the work–family interface. Findings highlight the importance of positive work–family interactions and social networks on important work outcomes.

Ann H. Huffman, Northern Arizona University, ***Co-Chair***
Satoris S. Culbertson, Kansas State University, ***Co-Chair***
Russell A. Matthews, Louisiana State University, Gwenith G. Fisher, University of Michigan, Julie Holliday Wayne, Wake Forest University, ***Work–Family Balance and Burnout: A Generative Process Model***
Zehra Jaffri, George Mason University, Eden B. King, George Mason University, ***Improving the Work–Family Interface: Can Teammates Help?***
Tatiana H. Toumbeva, Louisiana State University, Russell A. Matthews, Louisiana State University, ***Development of a Family Embeddedness Measure: Links to Work–Family Enhancement***
Leslie B. Hammer, Portland State University, Ellen E. Kossek, Michigan State University, Todd Bodner, Portland State University, Tori L. Crain, Portland State University, Lisa Stewart, CSU Monterey Bay, ***Development and Validation of the Family-Supportive Supervisor Behaviors Short Form***

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

282. Panel Discussion: 1:30 PM–2:50 PM
Betsy BC

Leading in a Connected World: Driving Results Through Networking

Network analysis has become the hot topic for leaders. Organizations are finding that being smarter about social networks can have a huge impact on engagement, performance, and results. This panel will discuss how network analysis is being leveraged in organizations and how leaders are using it to build smarter networks.

Mindy L. Levy, Booz Allen Hamilton, ***Chair***
David Sylvester, Booz Allen Hamilton, ***Panelist***
Sean Tierney, Activate Networks, Inc., ***Panelist***
Victor Gulas, Knosis Leadership, ***Panelist***
Elizabeth A. Conjar, Booz Allen Hamilton, ***Panelist***
Adrian Dawson, Independent Consultant, ***Panelist***

Submitter: Mindy Levy, levy_mindy@bah.com

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***
Michàlle 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. Coovert, University of South Florida
Sally Coovert, University of South Florida
Robert Nelson, University of South Florida

Submitter: Mark Grichanik, mgrichanik@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 Kleinlogel, 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-

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teers (N = 151), analyses suggest that volunteer burnout mediates the relationship between perception of voice and role ambiguity and intention to quit.

Stephanie L. Coufal, Creighton University
Amanda M. Backer, Creighton University
Joseph A. Allen, Creighton University

Submitter: Stephanie Mueller, stephaniecoufal@creighton.edu

284-4 Odd Jobs and Bad Habits: Smoking-Related Outcomes of Children's Employment

Fifth to 9th-grade children's (N = 19,018) employment intensity is related to both smoking history and smoking intent. These effects are partially mediated by the amount of weekly spending money and self-esteem. The number of one's parents who smoke interacts with self-esteem to negate its positive effects.

Amy L. Bergenwall, Queen's University
Julian Barling, Queen's University
E. Kevin Kelloway, St. Mary's University

Submitter: Amy Bergenwall, ABergenwall@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.

Erin Eatough, University of South Florida
Chu-Hsiang Chang, Michigan State University
Brent Lyons, Michigan State University

Submitter: Erin Eatough, eeatough@mail.usf.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-

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ties engaged in during off-work hours during the weekend. Findings suggest work demands positively relate to workgroup expectations for working during the weekend, and these expectations influence the activities engaged in during the weekend.

Christopher R. Honts, Central Michigan University
Stephen M. Colarelli, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitter: Christopher Honts, honts1cr@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 examines 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 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 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 value held by employees.

Cong Liu, Hofstra University
Liu-Qin Yang, Portland State University
Margaret Nauta, Illinois State University
Saira I. Khan, Hofstra University
Comila Shahani-Denning, Hofstra University

Submitter: Cong Liu, cong.liu@hofstra.edu

284-16 A Macroergonomics Approach Examining Work–Family Conflict and Employee Safety

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.

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

284-21 Individual Difference Relationships With Individual and Work–Environment Risk Perception

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.

Ian Wilson, University of Houston
Lisa M. Penney, University of Houston
L. A. Witt, University of Houston
Raenada A. Wilson, University of Houston

Submitter: Ian Wilson, iwilson09@gmail.com

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, moconnell@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

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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. Rotolo, 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. Wohkittel, University of Minnesota, Bruce Center, University of Minnesota, Chu-Ting Chung, University of Minnesota, ***Relationship of Managerial Development Practices, Work Engagement, and Job Performance***
Joy F. Hazucha, PDI Ninth House, Alan L. Colquitt, Eli Lilly & Company, David Futrell, Eli Lilly & Company, ***High-Potential Leaders: Getting Results, Getting Ahead, Staying Engaged***
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***
John P. Campbell, University of Minnesota, ***Discussant***

Submitter: Joy Hazucha, joy.hazucha@pdininthhouse.com

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, Akihito 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-

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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.

Jerel E. Slaughter, University of Arizona, ***Chair***
Jerel 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 Hoye, 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, Brittany 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: Jerel Slaughter, jslaught@eller.arizona.edu

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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, Andreja 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.

John Kello, Davidson College, ***Chair***
Katherine Elder, George Mason University, ***Panelist***
Whitney Botsford Morgan, University of Houston Downtown, ***Panelist***
Katherine A. Morse, FINRA, ***Panelist***

Submitter: Katherine Elder, kelder@gmu.edu

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. Peiró, University of Valencia, ***Discussant***

Submitter: John Scott, jscott@aptmetrics.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***
Bridgette 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.

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Deniz S. Ones, University of Minnesota, ***Host***
Stephan Dilchert, Baruch College, CUNY, ***Presenter***

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

302. Panel Discussion: 3:30 PM–4:20 PM Annie AB

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***
David Youssefnia, 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 Betsy BC

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, Self-Employed, ***Panelist***

Submitter: Christina Wassenaar, christina.l.wassenaar@gmail.com

304. Symposium/Forum: 3:30 PM–4:20 PM Delmar AB

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, Elizabeth M. Poposki, Indiana University-Purdue University Indianapolis, ***Moving Beyond Work–Family: Establishing Domains Relevant to Work–Life Conflict***
Lauren N. Robertson, University of Tulsa, Katie Oliver, University of Tulsa, Bradley J. Brummel, University of Tulsa, ***Organizations' Perspectives on Work–Life Benefits***
Kristen M. Shockley, Baruch College-CUNY, Jill Douek, Baruch College-CUNY, Sean Stewart, Baruch College CUNY, Tammy D. Allen, University of South Florida, ***A Qualitative Assessment of Work–Family Conflict Experiences***

Submitter: Elizabeth Poposki, epoposki@iupui.edu

305. Panel Discussion: 3:30 PM–4:20 PM Edward AB

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. Wohkittel, University of Minnesota, ***Panelist***

Submitter: Michelle Pikala, mpikala@previsor.com

306. Symposium/Forum: 3:30 PM–4:20 PM Edward CD

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 Elizabeth F

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

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308. Roundtable Discussion/Conversation Hour: 3:30 PM–4:20 PM
Elizabeth G

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

309. Panel Discussion: 3:30 PM–4:20 PM
Elizabeth H

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 concerning problems/questions to showcase the criticality 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

310. Symposium/Forum: 3:30 PM–4:20 PM
Emma AB

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 learning are described. Discussion focuses on modeling self-regulatory and I-O phenomena broadly.

Jeffrey B. Vancouver, Ohio University, ***Chair***
Justin M. Weinhardt, Ohio University, ***Co-Chair***
Richard P. DeShon, Michigan State University, ***An Evaluation of Existing Computational Models of Self-Regulation***
Sheng Liu, Ohio University, Jeffrey B. Vancouver, Ohio University, J. Jim Zhu, 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

311. Panel Discussion: 3:30 PM–4:20 PM
Ford AB

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***
Bettye Sue G. Thompson, Self-employed, ***Panelist***
Jodi Himelright, Pennsylvania State University, ***Panelist***
Katherine L. Bittner, Valtera, ***Panelist***

Submitter: Susan Coverdale, scoverdale@valtera.com

312. Symposium/Forum: 3:30 PM–4:20 PM
Gregory AB

Perspectives on Organizational Change

This symposium summarizes the current knowledge about conceptualizing and implementing change through organization 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.

Katerine Osatuke, VHA National Ctr for Org Development/Miami University, ***Chair***
Nancy Yanchus, University of Georgia, Katerine Osatuke, VHA National Ctr for Org Development/Miami University, ***Conceptual Perspective on Change: A Review of Transformational Change Theories***
Sarah Judkins, Xavier University, Katerine 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, Heather 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: Katerine Osatuke, Katerine.Osatuke@va.gov

313. Special Events: 3:30 PM–4:20 PM
Madeline AB

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.

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Gerald R. Ferris, Florida State University, ***Co-Chair***
Darren C. Treadway, State University of New York at Buffalo, ***Co-Chair***
Maureen L. Ambrose, University of Central Florida, ***Presenter***
Pamela L. Perrewe, Florida State University, ***Presenter***
Christopher C. Rosen, University of Arkansas, ***Presenter***
Francis J. Yammarino, State University of New York at Binghamton, ***Presenter***
Michael D. Mumford, University of Oklahoma, ***Presenter***

Submitter: Gerald Ferris, gferris@cob.fsu.edu

314. Panel Discussion: 3:30 PM–4:20 PM Madeline CD

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 Vitaliity, ***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 Elizabeth C

Closing Plenary Session

Douglas H. Reynolds, Development Dimensions International, ***Chair***
Albert Bandura, Stanford University, ***Presenter***

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SATURDAY PM

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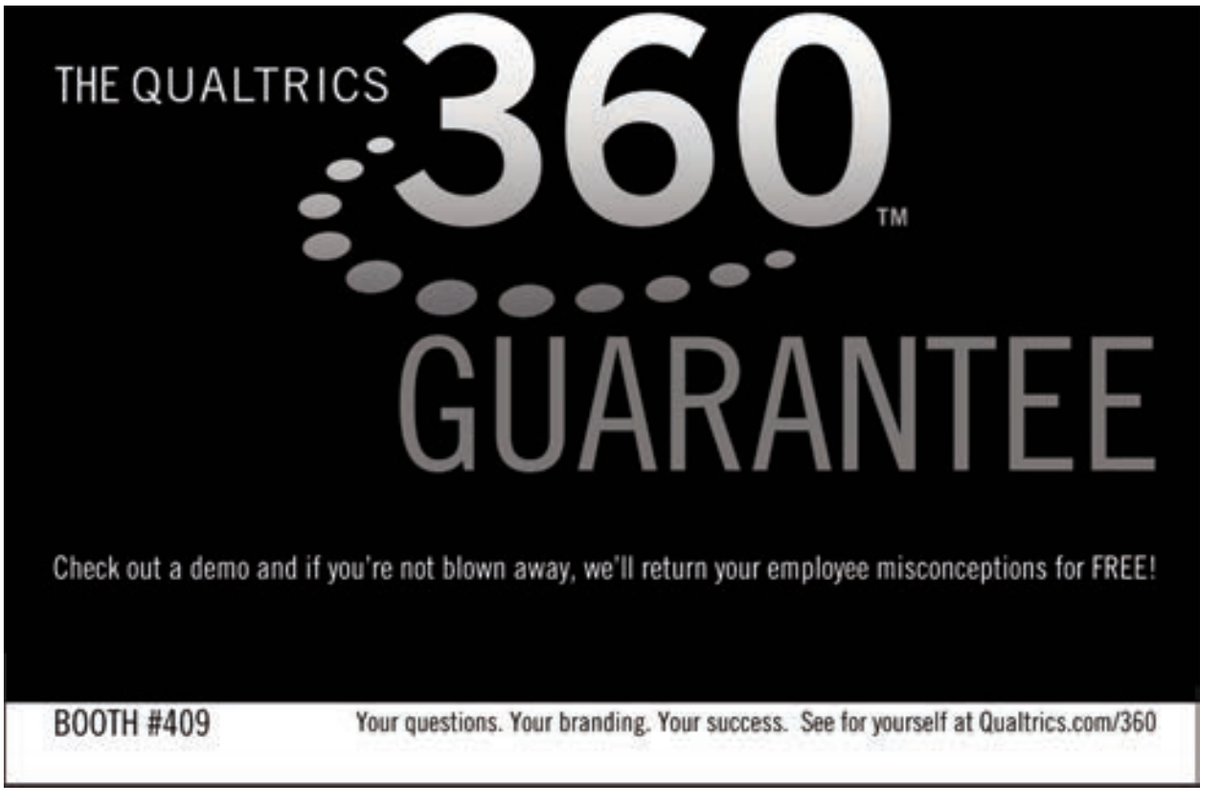

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Primary Content Areas
(listed by session number; numbers following hyphens are posters)

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 Similarity on 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 Athletic 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
173 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
257-1 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
285 Starting Anew: Research on Decisions to Change Careers, Edward AB, 1:30 PM
292 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
89 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 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 Abusive Supervision and Its Negative Consequences: 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 Abusive 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 Abusive Supervision and the High-Impact Employee, Douglas Pavilion BCD, 3:30 PM
72-18 What if They Don't Leave? Prolonged Turnover Intentions and CWB, Douglas Pavilion BCD, 3:30 PM
72-19 Coping With Customer Sexual Harassment: Retaliation 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 Being Rude Can Be Expensive: 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 Emotional 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 Emotional Labor Strategies and Customer Tips: A Diary Study, Douglas Pavilion BCD, 4:30 PM
87-5 Organizational Identification's Mitigation of the Psychological Contract Breach–Violation Relationship, Douglas Pavilion BCD, 4:30 PM
87-6 Forgotten Emotions at Work: Investigating Interpersonal Conflict and Emotional Labor, Douglas Pavilion BCD, 4:30 PM
87-7 Exploring Emotional Labor, Work–Family Interference, and Burnout in Nursing, Douglas Pavilion BCD, 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 Discrete Emotions as Mediators Between Distributive Justice and Theft, Douglas Pavilion BCD, 4:30 PM
109 Individual Differences Predicting Service Effectiveness in a Global Economy, Elizabeth A, 8:30 AM
201-1 Perceived Self-Collective Efficacy Gap and Employee Affectivity, America's Cup AB, 4:30 PM
215 Emotional Labor: Person, Situation, and Cultural Considerations, America's Cup CD, 8:00 AM
242 The Dark Side of Emotions in the Workplace, Edward AB, 10:30 AM

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

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123-1 Rethinking Turnover: From Managing Rates to Employee Flows, Douglas Pavilion BCD, 10:30 AM
123-2 Who Cares About Fitting In? Moderators of P–O Fit Outcomes, Douglas Pavilion BCD, 10:30 AM
123-3 Toward a Theory of Technology Embeddedness, Douglas Pavilion BCD, 10:30 AM
123-4 Alienated Employees and Career Outcomes: Disengagement as A Mediating Process, Douglas Pavilion BCD, 10:30 AM
123-5 Of Job-Embeddedness Practices, Volunteer Commitment, and Volunteer Retention, Douglas Pavilion BCD, 10:30 AM
123-6 When and How Is Job Embeddedness Predictive of Turnover?, Douglas Pavilion BCD, 10:30 AM
123-7 Predicting Turnover: Revisiting the Job Involvement–Organizational Commitment Interaction Hypothesis, Douglas Pavilion BCD, 10:30 AM
123-8 Consequences of Working at a Job You Want to Quit, Douglas Pavilion BCD, 10:30 AM
257-2 Affective Job Satisfaction: Mediating Turnover Among Collectivist Workers, America's Cup AB, 11:30 AM

Global/International/Cross-Cultural Issues

5 How Organizational Psychology Improves the Lives of the Vulnerable, Betsy BC, 10:30 AM
33 Cross-Cultural Issues/Research, Emma C, 12:00 PM
49 Using Biodata for Retention and Productivity in an Emerging Market, America's Cup CD, 1:30 PM
52 Understanding the Role of Affect in Cross-Cultural Competence, Edward AB, 1:30 PM
97 Building International Linkages: Practice and Science and SIOPSA and SIOP, Mohsen AB, 5:00 PM
105 Global I-O: Developing an International Curriculum, Annie AB, 8:30 AM
118-1 The Effect of Self-Construals on the Need for Workplace Autonomy, Douglas Pavilion BCD, 9:00 AM
118-2 Training for Cultural Competence: A Meta-Analysis, Douglas Pavilion BCD, 9:00 AM
118-3 Validating the Cultural Intelligence Scale in an Overseas Population, Douglas Pavilion BCD, 9:00 AM
118-4 Unpacking Four Forms of Third Culture in Multicultural Teams, Douglas Pavilion BCD, 9:00 AM
118-5 Attributions Moderate the Effects of Perceived Underemployment Among Immigrants, Douglas Pavilion BCD, 9:00 AM
118-6 Relating Perceived Person–Culture Fit to Expatriate Adjustment and Outcomes, Douglas Pavilion BCD, 9:00 AM
118-7 Knowledge Transfer Between Expatriates and Host Country Nationals, Douglas Pavilion BCD, 9:00 AM
118-8 Culture and Negotiaton: Who Will Trust and When?, Douglas Pavilion BCD, 9:00 AM
118-9 Social Support, Computer-Mediated Communication, and Language Proficiency in Sojourner Adaptation, Douglas Pavilion BCD, 9:00 AM
118-10 Beyond Conflict: The Role of Work–Private Life Enrichment for Expatriates, Douglas Pavilion BCD, 9:00 AM
118-11 Benevolent Versus Hostile Sexism: Impact on Women in Turkey, Douglas Pavilion BCD, 9:00 AM
118-12 Engagement of Self-Initiated Expatriates: Personality and Information Seeking, Douglas Pavilion BCD, 9:00 AM
118-13 Self-Initiated Expatriates' Decision to Stay: Job Deprivation and Thriving, Douglas Pavilion BCD, 9:00 AM
118-14 East Meets West: Do We Learn Differently?, Douglas Pavilion BCD, 9:00 AM
118-15 Fatalism, Trust Repair, and Revenge in a Collaborative Work Context, Douglas Pavilion BCD, 9:00 AM
118-16 The Role of Cultural Intelligence in Interpersonal Helping, Douglas Pavilion BCD, 9:00 AM
163 A Standard for Assessment in Work and Organizational Settings, America's Cup CD, 1:30 PM
182 Overqualification Across Cultures: Applicability of Established and New Models, America's Cup CD, 3:30 PM
212 Cross-Cultural Testing Considerations for a Variety of Item Types, Madeline AB, 5:00 PM
237 Careers Across Cultures: International Experiences and Attitudes, America's Cup CD, 10:30 AM
279 Global Talent Management Obstacles: What Do I Do Now?, Elizabeth G, 12:30 PM

Groups/Teams

16 The Power of Collaboration: Investigations of Multiteam Systems, Madeline CD, 10:30 AM
22-2 Importance of Team Gender Composition When Using Complex Psychomotor Tasks, America's Cup AB, 11:30 AM
23-1 Cross-Cultural Differences in Perception of Time: Implications for Multinational Teams, Douglas Pavilion BCD, 11:30 AM
23-2 Team Reflexivity and Performance under Routine Versus Novel Mission Demands, Douglas Pavilion BCD, 11:30 AM
23-3 The Dark Side of Teams: Psychopathy, Aversive Climate, and Deviance, Douglas Pavilion BCD, 11:30 AM
23-4 Task Networks: A Unitary Theory for Conceptualizing Interdependence in Teams, Douglas Pavilion BCD, 11:30 AM
23-5 Exploring the Dynamics of Self-Report and Behavioral Cohesion on Performance, Douglas Pavilion BCD, 11:30 AM
23-6 Debriefs Predict Performance: A Qualitative Review and Meta-Analysis, Douglas Pavilion BCD, 11:30 AM
23-7 Effects of a Companion Dog on a Group Task, Douglas Pavilion BCD, 11:30 AM
23-8 How Shared Cognition Can Moderate the Team Process–Outcome Relationship, Douglas Pavilion BCD, 11:30 AM
23-9 Influences of Regulatory Mode on Identity in Multiteam Systems, Douglas Pavilion BCD, 11:30 AM
23-10 Improving Team Decision-Making Effectiveness in a Hidden Profile Scenario, Douglas Pavilion BCD, 11:30 AM
23-11 Project Commitment in Cross-Functional Teams: Antecedents and Relationship With Performance, Douglas Pavilion BCD, 11:30 AM
23-12 Preference for Teamwork, Team Member Performance, and Role Interdependence, Douglas Pavilion BCD, 11:30 AM
23-13 Toward a Temporally Based Framework of Team Development Interventions, Douglas Pavilion BCD, 11:30 AM
23-14 Knowledge Transfer in Organizations: A Social Capital Perspective, Douglas Pavilion BCD, 11:30 AM
23-15 The Influence of Experience on Shared Mental Models Over Time, Douglas Pavilion BCD, 11:30 AM
23-16 CoMeT—Analyzing Communication to Understand How Healthcare Action Teams Coordinate, Douglas Pavilion BCD, 11:30 AM
23-17 A Longitudinal Examination on the Consequences of Team Conflict, Douglas Pavilion BCD, 11:30 AM
23-18 Virtual Reality: Predictors of Virtual Team Productivity and Creativity, Douglas Pavilion BCD, 11:30 AM
23-19 Political Skill in the Team Context, Douglas Pavilion BCD, 11:30 AM
23-20 Team Trust's Role in the Development of Collective Leadership, Douglas Pavilion BCD, 11:30 AM
23-21 Trust Development in Computer-Mediated Teams, Douglas Pavilion BCD, 11:30 AM
23-22 What Does Cohesion Capture? An Empirical and Conceptual Analysis, Douglas Pavilion BCD, 11:30 AM
23-23 Beyond Miles: Configuration, Electronic Communication, and Performance in Virtual Teams, Douglas Pavilion BCD, 11:30 AM
23-24 Exploring Negative Feedback Acceptance in Teams: Personality and Collective Efficacy, Douglas Pavilion BCD, 11:30 AM
23-25 The Effect of Accuracy in Team Efficacy Perceptions, Douglas Pavilion BCD, 11:30 AM
23-26 A Multidimensional Model of Person–Group Fit on Individual Outcomes, Douglas Pavilion BCD, 11:30 AM
23-27 A Role-Based Relational Approach to Examining Injustice in Teams, Douglas Pavilion BCD, 11:30 AM

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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 Reflexivity and Storytelling, Douglas Pavilion BCD, 11:30 AM
23-30 Psychological Collectivism, Team Process, and Viability: A Multilevel Approach, 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
48-1 Emotion Regulation and Intragroup Conflict: When More Distracted Minds Prevail, America's Cup AB, 1:30 PM
48-2 Reactions to a Teammate's Low Effort in Difficult Performance Situations, America's Cup AB, 1:30 PM
48-3 Investigating Conflict Escalation in FTF and Virtual Teamwork Over Time, America's Cup AB, 1:30 PM
48-4 Relationship Between Interaction Anxiety and Team Performance Through Team Processes, America's Cup AB, 1:30 PM
56 The Science of Teams: Learning From the Extremes, Ford AB, 1:30 PM
71 Teams and Networks, Delmar AB, 3:30 PM
98-3 Predicting Teamwork Attitudes Using Optimal Distinctiveness Theory, Elizabeth D, 6:00 PM
115 So You Think You Can Analyze Networks?, Gregory AB, 8:30 AM
134 Virtual Organizational Effectiveness, Gregory AB, 10:30 AM
143 Virtual Teams: Exploring New Directions in Research and Practice, Betsy BC, 12:00 PM
159 Get Out of the Way! Unobtrusive Measures of Team Constructs, Elizabeth H, 12:30 PM
162-1 Status, Psychological Safety, and Leadership Influence Flight Crews Speaking Up, America's Cup AB, 1:30 PM
165 Critical Considerations of Teamwork Research and Practice: The Next Frontier, Delmar AB, 1:30 PM
167 Helping Healthcare Enter a New Era, Edward CD, 1:30 PM
186-1 Team-Level Personality and its Relationship With Team Processes, Douglas Pavilion BCD, 3:30 PM
186-2 Team Goal Orientation: Conceptualization and Operationalization, Douglas Pavilion BCD, 3:30 PM
200 Making Meetings Work: Advancing the Science–Practice of Work Meetings, Mohsen AB, 3:30 PM
201-2 An Agent Based Model of Expectation States Theory, With Personality, America's Cup AB, 4:30 PM
219 Informing Healthcare Policy: Is There a Role for I-O?, Elizabeth G, 8:00 AM
250 Macrocognition in Teams: Understanding Knowledge Building for Team Problem Solving, Emma AB, 10:30 AM
274 How and When Does Team Composition Affect Performance?, Madeline AB, 12:00 PM

Human Factors/Ergonomics
55 I-O and Human-Systems Integration, Emma C, 1:30 PM
284-1 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
77 Theme Track: Narrowing the Science–Practice Gap for Workplace Discrimination, Elizabeth H, 3:30 PM
92 Theme Track: Scholarly Reflections on the Past, Present, and Future of Discrimination, Elizabeth H, 5:00 PM
98-4 Complementing Diversity Climate With Leader Inclusiveness: Effects on Altruism, Elizabeth D, 6:00 PM
98-5 Explaining Male and Female Leadership Potential: New York and London, Elizabeth D, 6:00 PM
119-1 Effects of Managerial Support and Rationale on Diversity Training Effectiveness, America's Cup AB, 10:30 AM
119-2 Effectiveness of a Multimedia Perspective-Taking Training Program on Reducing Discrimination, America's Cup AB, 10:30 AM
119-3 Training Diverse Teams to Manage Conflicts Effectively Using Constructive Controversy, America's Cup AB, 10:30 AM
119-4 Can Everyone Get Along? How Diversity Training Affects Diversity–Incivility Relationships, America's Cup AB, 10:30 AM
124 Setting Standards for Diversity and Inclusion: Working With SHRM, Edward AB, 10:30 AM
161 Creating Effective Global Diversity and Inclusion Programs: Challenges and Solutions, Elizabeth G, 1:00 PM
183 Affirmative Action in the New Millennium: Perspectives, Advancements, and Limitations, Annie AB, 3:30 PM
186-3 Personality and Performance in Demographically Diverse Work Environments, Douglas Pavilion BCD, 3:30 PM
186-4 Predicting Supervisor Ratings: The Effects of Gender, Age, and Personality, Douglas Pavilion BCD, 3:30 PM
192 Roadblocks to Decreasing Discrimination, Elizabeth F, 3:30 PM
202-1 Examining the Effects of Interpersonal Discrimination on Job Seeking, Douglas Pavilion BCD, 4:30 PM
202-2 Gender Microaggressions in the Workplace: Perceptions and Expected Outcomes, Douglas Pavilion BCD, 4:30 PM
202-3 Aversive Racism and African-American Stereotype Reactivity, Douglas Pavilion BCD, 4:30 PM
202-4 Are Temporary Work Agencies More Vulnerable to Ethnic Hiring Discrimination?, Douglas Pavilion BCD, 4:30 PM
202-5 Screening-Out Arab Applicants: Do Client Contact and Diversity Statements Matter?, Douglas Pavilion BCD, 4:30 PM
202-6 Evaluations of Applicants With Disabilities: Which Factors Impact judgments?, Douglas Pavilion BCD, 4:30 PM
202-7 LGBT-Supportive Organizational Policies and Organizational Attractiveness, Douglas Pavilion BCD, 4:30 PM
202-8 "An Old Dog Like Me": Dual-Identity Interventions in Salient Situations, Douglas Pavilion BCD, 4:30 PM
202-9 Mixed Signals and Intersections: The Managerial Suitability of Black Women, Douglas Pavilion BCD, 4:30 PM
202-10 Tools for Breaking the Ceiling: Leadership Competencies for Women, Douglas Pavilion BCD, 4:30 PM
202-11 The Influence of Stigmatized Employees on Organizational Reputation, Douglas Pavilion BCD, 4:30 PM
202-12 Not My Fault: Effects of Disability Responsibility on Interview Ratings, Douglas Pavilion BCD, 4:30 PM
202-13 2008 U.S. Presidential Election: Effects on Minorities' and Women's Performance, Douglas Pavilion BCD, 4:30 PM
202-14 Affirming One's Gender in the Workplace: Wise or Risky?, Douglas Pavilion BCD, 4:30 PM
202-15 Perceived Stigma of Nondrinkers in South Korean Culture, Douglas Pavilion BCD, 4:30 PM
202-16 Sexual Harassment and Job Attitudes: The Role of Leader Cohesion, Douglas Pavilion BCD, 4:30 PM
202-17 Women's Leadership Performance Versus Perception as Leaders: A Multilevel Examination, Douglas Pavilion BCD, 4:30 PM
202-18 A Mixed Determinants Model of the Consequences of LGBT Supportiveness, Douglas Pavilion BCD, 4:30 PM
202-19 Understanding Immigrant Employability: The Role of Attitudes and Political Ideology, Douglas Pavilion BCD, 4:30 PM
202-20 Engagement Among Employees With Disabilities: Initial Reports, Douglas Pavilion BCD, 4:30 PM
202-21 The Role of Sexual Orientation and Gender on Leadership Perceptions, Douglas Pavilion BCD, 4:30 PM
202-22 The Benefits of Women's Networks Within Organizations, Douglas Pavilion BCD, 4:30 PM
202-23 Toward Patching the Leaky Pipeline in STEM: Belonging and Engagement, Douglas Pavilion BCD, 4:30 PM
202-24 Gender Effects on Performance and Turnover: A Meta-Analysis, Douglas Pavilion BCD, 4:30 PM
202-25 Racial Distance, Workload, and Performance Feedback Influence Backing Up Behavior, Douglas Pavilion BCD, 4:30 PM

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202-26 Defining Diversity: How the *Fortune* 500 Companies Do It, Douglas Pavilion BCD, 4:30 PM
202-27 The Right Woman for the Job: Compensatory Strategies in Interviews, Douglas Pavilion BCD, 4:30 PM
202-28 Too Old, Too Young? Age-Related Identity Management Strategies, Douglas Pavilion BCD, 4:30 PM
202-29 Cognitive Predictors and Age-Based Adverse Impact Among Executives, Douglas Pavilion BCD, 4:30 PM
204 Religion in the Workplace: Promoting Diversity and Combating Discrimination, Edward CD, 4:30 PM
241-1 Effects of Subgroups' Variances on Cognitive Ability Test Differential Validity, Douglas Pavilion BCD, 10:30 AM
241-2 Joint Effects of Race and Language in Explaining Differential Prediction, Douglas Pavilion BCD, 10:30 AM
244 Disability in the Workplace: Contemporary Challenges Beyond ADA Compliance, Elizabeth A, 10:30 AM
255 Workplace Experiences of Lesbian, Gay, Bisexual, and Transgender Individuals, Madeline CD, 10:30 AM
267 Novel Perspectives on Employment Discrimination, Elizabeth C, 12:00 PM
268 Deciphering Gendered Responses to Organizational Conflict, Elizabeth F, 12:00 PM
283 Diversity at Work: The Practice of Inclusion, Delmar AB, 1:30 PM
315 SIOP Confronts LGBT Employment Discrimination, Mohsen AB, 3:30 PM

Innovation/Creativity

118-17 Creativity Training: The Impact of Self-Generated Feedback and Exercise Domain, Douglas Pavilion BCD, 9:00 AM
118-18 Direct and Indirect Effects of Routinization on Creativity, Douglas Pavilion BCD, 9:00 AM
118-19 The Interaction of Conflict and Participative Safety on Team Creativity, Douglas Pavilion BCD, 9:00 AM
118-20 Person–Organization Fit as a Barrier to Employee Creativity, Douglas Pavilion BCD, 9:00 AM
118-21 Using Automated Essay Scoring to Predict Personality From Work Narratives, Douglas Pavilion BCD, 9:00 AM
118-22 Clarifying the Relationship Between Intrateam Task Conflict and Team Innovation, Douglas Pavilion BCD, 9:00 AM
118-23 Promotion Focus as a Mediator Between Transformational Leadership and Creativity, Douglas Pavilion BCD, 9:00 AM
118-24 Does Haste Make Waste? Workflow Disruption and Team Creativity, Douglas Pavilion BCD, 9:00 AM
118-25 Teachers' Creativity: The Interplay Between Schools' Climate and Self-Efficacy, Douglas Pavilion BCD, 9:00 AM
118-26 Leaders Influencing Creative Performance Throughout the Creative Process, Douglas Pavilion BCD, 9:00 AM
118-27 Beyond Limitation: Team Exploitation on Team Creativity, Douglas Pavilion BCD, 9:00 AM
118-28 Employees' Self-Enhancement Motives and Creative Behavior, Douglas Pavilion BCD, 9:00 AM
118-29 Promotion Focused Leaders and Problem Construction: Effect on Team Creativity, Douglas Pavilion BCD, 9:00 AM
118-30 Lots of Ideas for Little Love: Creativity and Interpersonal Liking, Douglas Pavilion BCD, 9:00 AM
118-31 The Influence of Perfectionism and Regulatory Focus on Creativity, Douglas Pavilion BCD, 9:00 AM
118-32 Authentic Leadership and Employee Creativity: A Multilevel Investigation, Douglas Pavilion BCD, 9:00 AM
144 International Advances in Innovation and Creativity in the Workplace, Delmar AB, 12:00 PM
186-5 Individuals in Mind, Mates by Heart, Douglas Pavilion BCD, 3:30 PM
261 Exploring the Affective Underpinnings of Creativity, Betsy BC, 12:00 PM
301 S. Rains Wallace Dissertation Award: Measurement and Prediction of Creativity at Work, America's Cup CD, 3:30 PM

Job Analysis/Job Design/Competency Modeling

98-6 Job Characteristics: The Times, They Are A-Changin', Elizabeth D, 6:00 PM
116 You've Got a Problem? We've Got the Solution: Job Analysis!, Madeline AB, 8:30 AM
129 Eyes of the Beholder? Rater Effects in Work Analysis, Elizabeth F, 10:30 AM
176-1 Methodological Sources of Inaccuracy in Job Analysis: A Meta-Analytic Investigation, Douglas Pavilion BCD, 2:00 PM
176-3 Think About the Link: Best Practices for Collecting KSAO–Task Linkages, Douglas Pavilion BCD, 2:00 PM
176-4 Is My Authority Coming From My Job or My Boss?, Douglas Pavilion BCD, 2:00 PM
176-5 Revisiting a Questionnaire-Based Approach to Team Task Analysis, Douglas Pavilion BCD, 2:00 PM
176-6 An Empirical Comparison of Three Measures of Supervisor Trust, Douglas Pavilion BCD, 2:00 PM
176-7 Latent Structure of O*NET: Nothing But Data–People–Things?, Douglas Pavilion BCD, 2:00 PM
176-8 The Accuracy of Job Analysis Ratings in Predicting Test Validities, Douglas Pavilion BCD, 2:00 PM
198 The Practice of Competency Modeling in China: Current and Future, Madeline AB, 3:30 PM
213 Enterprise Competency Models: Practices, Pitfalls, and Prospects, Madeline CD, 5:00 PM
262 Lessons From the Field: Applications of Competency Modeling Best Practices, Delmar AB, 12:00 PM
297 Contemporary and Emerging Challenges and Opportunities in Work Analysis, Elizabeth G, 2:00 PM

Job Attitudes/Engagement

19 IGNITE Session: Imparting Survey Wisdom, Five Minutes at a Time, Elizabeth B, 11:00 AM
40 Comments on Comments: Best Practices for Open-Ended Survey Questions, Elizabeth A, 12:30 PM
53 New Directions in the Employee–Organization Relationship for the 21st Century, Edward CD, 1:30 PM
58 Postsurvey Actions: New Directions for Implementing Change Efforts, Madeline AB, 1:30 PM
75 Employee Engagement: Defining New Frontiers, Elizabeth F, 3:30 PM
85-1 The Task Ambiguity Scale: Development and Preliminary Validation, America's Cup AB, 4:30 PM
98-7 Managerial Training to Increase Employee Perceptions of Support, Elizabeth D, 6:00 PM
111 Whistle While You Work: Happiness and the Workplace, Elizabeth H, 8:30 AM
123-9 Employee Engagement as the Overarching Theory of Work Motivation, Douglas Pavilion BCD, 10:30 AM
123-10 Goal Orientation in Context: Considering Individual and Team Orientations, Douglas Pavilion BCD, 10:30 AM
123-11 The Relative Importance of Key Work Constructs on Work Outcomes, Douglas Pavilion BCD, 10:30 AM
148 Implicit Processes in Organizational Behavior: Research and Practice Next Steps, Elizabeth B, 12:00 PM
160-1 Negative Affectivity, Commitment, Pay Satisfaction and Turnover: Moderated Mediation Relationships, Douglas Pavilion BCD, 1:00 PM
160-2 Perceptions of Internet Threats: Behavioral Intent to Click Again, Douglas Pavilion BCD, 1:00 PM
160-3 Commitment and Work Behavior: The Moderating Role of Promotion Focus, Douglas Pavilion BCD, 1:00 PM
160-4 Survey Drivers II: New Questions, New Answers, New Concerns, Douglas Pavilion BCD, 1:00 PM
160-5 Affect and Organizational Citizenship Behavior: The Mediational Role of Engagement, Douglas Pavilion BCD, 1:00 PM
160-6 Dirty Work but Pure Soul: Perceived Occupational Stigma and Commitment, Douglas Pavilion BCD, 1:00 PM
160-7 Exploring Demands, Control, and Support Effects on Disaggregated Satisfaction, Douglas Pavilion BCD, 1:00 PM

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160-8 The Formation and Effects of Support Expectations: A Longitudinal Study, Douglas Pavilion BCD, 1:00 PM
160-9 Customer Advocacy in Service Contexts: Implications for Unit Effectiveness, Douglas Pavilion BCD, 1:00 PM
160-10 The Effect of Accountability, Entitlement, and Tenure on Job Satisfaction, Douglas Pavilion BCD, 1:00 PM
160-11 Multilevel Predictors of Employee Reactions to Psychological Contract Breach, Douglas Pavilion BCD, 1:00 PM
160-12 Effects of Community Involvement on Employee Satisfaction, Trust, and Behavior, Douglas Pavilion BCD, 1:00 PM
160-13 Can Leader–Member Exchange Be Related to Organizational Affective Commitment Negatively?, Douglas Pavilion BCD, 1:00 PM
160-14 Little Examined Predictors of Career Satisfaction Among Executives, Douglas Pavilion BCD, 1:00 PM
160-15 Coaching Behaviors of Managers as a Predictor of Employee Engagement, Douglas Pavilion BCD, 1:00 PM
160-16 Genes, Job Characteristics, and Job Satisfaction: Examining Gene–Environment Interplay, Douglas Pavilion BCD, 1:00 PM
160-17 Organizational Identification and Commitment: The Impact of POS and Prestige, Douglas Pavilion BCD, 1:00 PM
160-18 Job Characteristics and Psychological Ownership Among Nonprofit Workers, Douglas Pavilion BCD, 1:00 PM
160-19 A Meta-Analytic Investigation of Political Skill, Work Attitudes, and Strain, Douglas Pavilion BCD, 1:00 PM
160-20 Person–Environment Fit Meta-Analysis Between South Korea and North America, Douglas Pavilion BCD, 1:00 PM
160-21 Social Factors That Impact Employee Physical Engagement, Douglas Pavilion BCD, 1:00 PM
160-22 Consequences of Managerial Attitudes on Collective Turnover and Unit Performance, Douglas Pavilion BCD, 1:00 PM
160-23 Engaging and Retaining Government Employees: Is Telecommuting the Answer?, Douglas Pavilion BCD, 1:00 PM
160-24 An Examination of Multiple Models of Strike Propensity, Douglas Pavilion BCD, 1:00 PM
160-25 The Perception of Organizational Prestige and Employee Engagement, Douglas Pavilion BCD, 1:00 PM
160-26 Antecedents of Anticipatory Justice in an Environment of Change, Douglas Pavilion BCD, 1:00 PM
160-27 Challenge–Skill Balance and Flow: An Experimental Examination of Imbalance, Douglas Pavilion BCD, 1:00 PM
160-28 The Effects of Organizational Identification and Trust on Facebook Usage, Douglas Pavilion BCD, 1:00 PM
160-29 Management and Supervision's Influence on Job Satisfaction Across Organizational Levels, Douglas Pavilion BCD, 1:00 PM
160-30 Reconceptualizing Employee Engagement: A Multiple Foci Approach, Douglas Pavilion BCD, 1:00 PM
160-31 Nonstandard Work From a Person–Environment Fit Perspective: An Empirical Study, Douglas Pavilion BCD, 1:00 PM
160-32 Demographic Correlates and Workplace Outcomes Associated With Work Ethic Endorsement, Douglas Pavilion BCD, 1:00 PM
166 Economic Challenges in Academia: Employee Reactions to Furloughs, Edward AB, 1:30 PM
169 Staying Ahead of the Curve: Ingredients for Successful Survey Redesign, Elizabeth B, 1:30 PM
187 Distinguished Early Career Contributions Award (Science): Giving I-O Psychology Away: Reclaiming Employees, Not Leaders, as Stakeholders, Edward AB, 3:30 PM
195 Employment Branding, Emma C, 3:30 PM
228 Maximizing the Value of Employee Comments, Elizabeth A, 8:30 AM
239 Good, Bad, or Both: Some New Perspectives on Workaholism, Betsy BC, 10:30 AM
249 The Impact of Social Media on Work, Elizabeth H, 10:30 AM
266 Measuring and Managing Engagement in Fast-Changing Organizations, Elizabeth B, 12:00 PM
284-2 The Effects of Safety Climate and Trust on Job Satisfaction, Douglas Pavilion BCD, 1:30 PM
284-3 Volunteer Burnout: Investigating the Role of Voice and Structure, Douglas Pavilion BCD, 1:30 PM
286 Identified Surveys: Appropriate Usage and Practical Professional Guidelines, Edward CD, 1:30 PM
288 Positive Occupational Health Psychology, Elizabeth B, 1:30 PM

Job Performance/Citizenship Behavior

51-1 A Meta-Analytic Comparison of Self- and Other-Reported Organizational Citizenship Behavior, Douglas Pavilion BCD, 1:30 PM
51-2 Person–Environment Interaction and Citizenship: The Usefulness of Job Characteristics, Douglas Pavilion BCD, 1:30 PM
51-3 A Rude Awakening: The Effects of Incivility and "Thank You", Douglas Pavilion BCD, 1:30 PM
51-4 Is a Competitive Work Environment Good or Bad? It Depends, Douglas Pavilion BCD, 1:30 PM
51-5 Predicting OCB and CWB Behaviors Using Latent Change Methodology, Douglas Pavilion BCD, 1:30 PM
51-6 The Mediating Role of Motivation Between Person–Environment Fit and Citizenship, Douglas Pavilion BCD, 1:30 PM
51-7 Examining the Adaptive Performance Process and Task Change Type Effects, Douglas Pavilion BCD, 1:30 PM
51-8 Antecedents of Voice Behavior: A Meta-Analytic Review, Douglas Pavilion BCD, 1:30 PM
51-9 The Role of Perceived Overqualification and Growth Expectations on OCB, Douglas Pavilion BCD, 1:30 PM
51-10 A Meta-Analytic Investigation of Political Skill, Performance, and Career Outcomes, Douglas Pavilion BCD, 1:30 PM
51-11 Challenge Emotions, Work Engagement, and Job Performance: A Day-Level Study, Douglas Pavilion BCD, 1:30 PM
51-12 Exploring Antecedents of Discretionary Boundary-Spanning Behavior, Douglas Pavilion BCD, 1:30 PM
51-13 To Specialize or Not to Specialize?, Douglas Pavilion BCD, 1:30 PM
51-14 A Meta-Analytic Review of Interventions Aimed at Greening Our Workforce, Douglas Pavilion BCD, 1:30 PM
51-15 The Relationship of Big Five Personality Profiles to Job Performance, Douglas Pavilion BCD, 1:30 PM
51-16 Employee Gratitude and Organizational Citizenship Behavior: A Daily Investigation, Douglas Pavilion BCD, 1:30 PM
51-17 Work Ethic and Performance Outcomes: An Investigation of Motivational Mechanisms, Douglas Pavilion BCD, 1:30 PM
51-18 Adaptation to Work Through Self-Development and Job Crafting, Douglas Pavilion BCD, 1:30 PM
51-19 The Impact of Gender Dissimilarity in the Empowerment–Performance Relationship, Douglas Pavilion BCD, 1:30 PM
51-20 A Comparison of Work-Specific and General Personality Measures in China, Douglas Pavilion BCD, 1:30 PM
51-21 Winning my Boss' Heart: LMX, Issue-Selling Tactics, and Issue-Seller's Credibility, Douglas Pavilion BCD, 1:30 PM
51-22 LGO, EXID, and KS: Moderating Role of Coworker Support, Douglas Pavilion BCD, 1:30 PM
51-23 Measurement-Related Moderators on OCB's Relationships With Organizational Variables: A Meta-Analysis, Douglas Pavilion BCD, 1:30 PM
57 Beyond Task Performance: New Research Directions on OCB and CWB, Gregory AB, 1:30 PM
91 *Errors in Organizations*—Panel on SIOP Organizational Frontiers Series Book, Edward CD, 5:00 PM
98-8 Need for Achievement: Predicting Performance Beyond *g* and Personality, Elizabeth D, 6:00 PM
99 Expanding New Frontiers of OCB Research: Context Matters, America's Cup CD, 8:00 AM
259 Dynamic Networks and I-O Psychology, Elizabeth G, 11:30 AM
277 Important Factors in the Initiation and Evaluation of Proactive Behavior, America's Cup CD, 12:30 PM

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Judgment/Decision Making

29 Negotiating in the 21st Century Workplace: New Challenges, New Solutions?, Delmar AB, 12:00 PM
73 The Judgment and Decision-Making Perspective on Core I-O Psychology Topics, Edward AB, 3:30 PM
98-9 The Interactive Effects of Narcissism and Accountability on Advice Taking, Elizabeth D, 6:00 PM
176-9 Effects of Expertise and Prediscussion Decision on Group Decision Making, Douglas Pavilion BCD, 2:00 PM
176-10 A Warm Place: Physical Warmth Promotes Perceived Organizational Social Warmth, Douglas Pavilion BCD, 2:00 PM
176-11 Category- and Feature-Based Age Stereotyping: Consequences for Hiring Decisions, Douglas Pavilion BCD, 2:00 PM
176-12 Employee Willingness to Strike: Examining Multiple Motives, Douglas Pavilion BCD, 2:00 PM
176-13 Implicit and Explicit Attitudes as Predictors of Sexually Harassing Behavior, Douglas Pavilion BCD, 2:00 PM
176-14 I Hate You Because You're Beautiful: Investigating Workplace Intrasexual Hostility, Douglas Pavilion BCD, 2:00 PM
176-15 Developing a Short Form of the Decision Style Scale, Douglas Pavilion BCD, 2:00 PM
176-16 Multilevel Effects of Cognitive Biases on Crisis Perception and Decision Making, Douglas Pavilion BCD, 2:00 PM
176-17 Personality and Self-Interest Decision Making: The Moderating Role of Culture, Douglas Pavilion BCD, 2:00 PM
188 Challenges in Optimizing Situational Judgment Tests Across Organizational Contexts, Edward CD, 3:30 PM

Leadership

1 Opening Plenary Session, Elizabeth C, 8:30 AM
12 Developing Leadership in Organizations, Emma C, 10:30 AM
36 Leader Developmental Readiness: Toward Evidence-Based Practice, Madeline AB, 12:00 PM
39-8 Being Well, Leading Well: Leaders' Psychological Well-Being Predicts Leadership Behaviors, Douglas Pavilion BCD, 12:30 PM
39-9 Leader–Member Exchange and Leaders' and Subordinates' Conflict Management Strategy Profiles, Douglas Pavilion BCD, 12:30 PM
39-10 Leader Victimization and Employee Paranoia, Douglas Pavilion BCD, 12:30 PM
39-11 Powerful Leaders and Satisfied Followers: Roles of Network and Prototypes, Douglas Pavilion BCD, 12:30 PM
39-12 Implicit Functional Leadership Theories: Leader Legitimacy Given Hierarchy and Context, Douglas Pavilion BCD, 12:30 PM
39-13 Examination of Reciprocity and General Tendencies in Leader–Member Exchange (LMX), Douglas Pavilion BCD, 12:30 PM
39-14 Examining the Leadership Pipeline From a Person-Centered Approach, Douglas Pavilion BCD, 12:30 PM
39-15 Managerial Decisiveness and Effectiveness: Exploring Their Connection Across Cultures, Douglas Pavilion BCD, 12:30 PM
39-16 Labels and Leaders: The Influence of Framing on Leadership Emergence, Douglas Pavilion BCD, 12:30 PM
39-17 Team Diversity and Size as Facilitators/Barriers to Shared Leadership, Douglas Pavilion BCD, 12:30 PM
39-18 The Glass Ceiling Revisited: Gender and Perceptions of Competency, Douglas Pavilion BCD, 12:30 PM
39-19 Leaders' Affect and Cognition on Charismatic Leadership and Follower Outcomes, Douglas Pavilion BCD, 12:30 PM
39-20 Toward Development of a Destructive Leadership Scale, Douglas Pavilion BCD, 12:30 PM
39-21 Leadership Threshold: Participative Leadership, Information-Sharing Behavior, and Performance Outcomes, Douglas Pavilion BCD, 12:30 PM
39-22 The Influence of Transformational Leadership on Commitment: New Underlying Processes, Douglas Pavilion BCD, 12:30 PM
39-23 Moral Reasoning Ability and the Perception of Transformational Leadership, Douglas Pavilion BCD, 12:30 PM
39-24 Testing Their Meddle: How Sports Owners' Meddling Affects Team Performance, Douglas Pavilion BCD, 12:30 PM
39-25 Leading for Creativity: Competing Leader Influence Tactics on Intrinsic Motivation, Douglas Pavilion BCD, 12:30 PM
39-26 Blaming the Organization for Abusive Supervision, Douglas Pavilion BCD, 12:30 PM
39-27 Cognitive and Dispositional Predictors of Leader Adaptability Under Stress, Douglas Pavilion BCD, 12:30 PM
39-28 Examination of Identification With the Leader in Leadership Effectiveness, Douglas Pavilion BCD, 12:30 PM
61 Developing 21st Century Leaders: Current Challenges, Trends, and Techniques, Elizabeth A, 2:00 PM
62 A Conversation With the SIOP Leadership, Elizabeth B, 2:00 PM
66 Abusive, Destructive, and Betraying Leaders: Effects and Organizational Recovery, Mohsen AB, 2:00 PM
81 Theory-Driven, Personality-Based Leadership Development, Gregory AB, 3:30 PM
96 SIOP–SHRM Collaboration: I-O Nuggets for HR Professionals, Madeline CD, 5:00 PM
98-10 How Does Transformational Leadership Enhance Employees' Job Performance, Elizabeth D, 6:00 PM
100 Implicit Leadership Theories: Antecedents and Implications for Leader(ship) Development?, Delmar AB, 8:00 AM
128 Women as Leaders: Negotiating the Labyrinth, Elizabeth C, 10:30 AM
139-1 Exploratory and Confirmatory Factor Analysis of the Leadership Profile Measure, Douglas Pavilion BCD, 11:30 AM
139-2 The Influence of Transformational Leaders' Relationship Orientation on Performance Ratings, Douglas Pavilion BCD, 11:30 AM
139-3 Leader Political Skill, Transformational Leader Behavior, and Leadership Effectiveness, Douglas Pavilion BCD, 11:30 AM
139-4 When Do Social and Economic LMX Relationships Predict Follower Performance?, Douglas Pavilion BCD, 11:30 AM
139-5 Leadership Prototypes Based on the Big Five Dimensions, Douglas Pavilion BCD, 11:30 AM
139-6 Accounting for Context in Implicit Followership Theory Measurement, Douglas Pavilion BCD, 11:30 AM
139-7 A Thirty-Country Multilevel Analysis of Managerial Skillsets Important for Success, Douglas Pavilion BCD, 11:30 AM
139-8 Narrow Personality Traits, Political Skill, and Leadership Evaluations, Douglas Pavilion BCD, 11:30 AM
139-9 Managing Creative and Citizenship Performance: Leadership Interacts With Follower Disposition, Douglas Pavilion BCD, 11:30 AM
139-10 Relations of Leader Identity With Leader Behavior and Effectiveness, Douglas Pavilion BCD, 11:30 AM
139-11 An Examination of Top Leaders' Self-Talk, Effectiveness, and Job Strain, Douglas Pavilion BCD, 11:30 AM
139-12 Playing a New Tune: Examining Charismatic Leadership in Orchestras, Douglas Pavilion BCD, 11:30 AM
139-13 Connecting Authentic Leadership to Follower Authentic Functioning and Work Engagement, Douglas Pavilion BCD, 11:30 AM
139-14 Predisposed to Derail: The Personality Correlates of Leader Derailment, Douglas Pavilion BCD, 11:30 AM
139-15 Abusive Supervision and Subordinates' Work Withdrawal: Exploring Moderator and Mediator, Douglas Pavilion BCD, 11:30 AM
139-16 Team Temporal Leadership: Construct Development and Validation, Douglas Pavilion BCD, 11:30 AM
139-17 Two Pathways to Leadership Status in Self-Managing Teams, Douglas Pavilion BCD, 11:30 AM
139-18 Psychological Contract Breach and Voice Behaviors: A Moderated Mediation Model, Douglas Pavilion BCD, 11:30 AM
139-19 Transformational and Servant Leadership: Comparing Follower Outcome and Leader Motivation, Douglas Pavilion BCD, 11:30 AM
139-20 Perceived Subordinate Support (PSubS): Construct Definition and Scale Development, Douglas Pavilion BCD, 11:30 AM
139-21 LMX Congruence: A Return to Role Theory, Douglas Pavilion BCD, 11:30 AM

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139-22 Real Men Don't Make Mistakes: Gender Stereotypes and Leader Errors, Douglas Pavilion BCD, 11:30 AM
139-23 Instructors' Transformational Leadership and Students' Engagement, Reactions, and Learning, Douglas Pavilion BCD, 11:30 AM
145 Millennials: Ready to Lead or Be Led?, Edward AB, 12:00 PM
151 Followership: The Missing Link in Our Understanding of Leadership, Emma AB, 12:00 PM
155 Leadership and Big Five Personality, Madeline AB, 12:00 PM
157 Leader–Member Exchange: Timeless or Time to Rethink?, Mohsen AB, 12:00 PM
162-2 Extreme Leadership: A Contextual and Temporal Model of Adaptive Readiness, America's Cup AB, 1:30 PM
162-3 The Relationship Between Leader Fit and Transformational Leadership, America's Cup AB, 1:30 PM
162-4 When Organizational Culture Makes Respecful Leadership Crucial: A Multilevel Analysis, America's Cup AB, 1:30 PM
180 Practitioners—We Need Your Ideas! Help Revise Practitioner Award Criteria, Gregory AB, 2:00 PM
184 Science Advocacy: An Update and Training Session, Betsy BC, 3:30 PM
207 Understanding and Supporting Transitions Up the Leadership Ladder, Elizabeth A, 5:00 PM
220 Transforming Limiting Borders Into New Frontiers Through Boundary-Spanning Leadership, Elizabeth H, 8:00 AM
245 The Future of Transformational Leadership Research: Conceptual and Methodological Developments, Elizabeth B, 10:30 AM
257-3 How Leadership Affects Well-Being: Roles of LMX and Social Support, America's Cup AB, 11:30 AM
257-4 Value Congruence in Perception and Support for Organizational Visions, America's Cup AB, 11:30 AM
282 Leading in a Connected World: Driving Results Through Networking, Betsy BC, 1:30 PM
287 Explorations in Leader Criterion Space: Behavior, Performance, Outcomes, Elizabeth A, 1:30 PM
299 SIOP and the United Nations: Setting the Agenda, Madeline AB, 2:00 PM
303 Shared Leadership: A Global Perspective, Betsy BC, 3:30 PM
314 Developing Socially Responsible Leaders, Madeline CD, 3:30 PM
316 Closing Plenary Session, Elizabeth C, 4:30 PM

Legal Issues/Employment Law

21 Test Fairness: Legal and Psychometric Issues and Controversies, Elizabeth G, 11:00 AM
30 Issues and Methodologies in Wage and Hour Cases, Edward AB, 12:00 PM
54 Theme Track: Settling Workplace Discrimination Cases: The Dos, Don'ts, Costs, and Benefits, Elizabeth H, 1:30 PM
78 Job Analysis in a Legal Environment, Emma AB, 3:30 PM
132 Employment Law/EEOC, Emma C, 10:30 AM
154 Antidiscrimination Law: Past Successes, Current Concerns, and Future Directions, Gregory AB, 12:00 PM
206 Distinguished Early Career Contributions Award (Practice): Navigating the Maze of Early Career Practice: Scientist–Practitioner Reflections, Annie AB, 5:00 PM
217 Implications of *Wal-Mart v. Dukes* for Research in the Courtroom, Elizabeth B, 8:00 AM
218 Should Employers Be Indemnified Against Liability for Our Work, Elizabeth F, 8:00 AM

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
139-24 An Examination of Construct Validity Among Leadership Measures, Douglas Pavilion BCD, 11:30 AM
139-25 Implicit Leadership Theories: Explicit and Implicit Measures, 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
201-3 Using Personality-Based Clusters to Predict Turnover, America's Cup AB, 4:30 PM
223 Longitudinal Research: A Question and Answer Session on Recent Advancements, Mohsen AB, 8:00 AM
270 Practical Applications of Innovative Approaches to Setting Cutoff Scores, Emma AB, 12:00 PM
278-1 An Examination of DIF Classification for the Likelihood Ratio Test, Douglas Pavilion BCD, 12:30 PM
278-2 The Effects of Misspecifying the Random Part of Multilevel Models, Douglas Pavilion BCD, 12:30 PM
278-3 Comparison of Odd and Even Response Scales in Ideal-Point Measures, Douglas Pavilion BCD, 12:30 PM
278-4 Race Differences in Within-Persons Grade Variability, Douglas Pavilion BCD, 12:30 PM
278-5 Linking Attitudes and Performance With Simultaneous Multilevel Structural Equation Models, Douglas Pavilion BCD, 12:30 PM
278-6 Current Practices Involving the Use (and Misuse?) of Regression Coefficients, Douglas Pavilion BCD, 12:30 PM
278-7 Using Effect Sizes to Identify Anchor Items in Invariance Analyses, Douglas Pavilion BCD, 12:30 PM
278-8 The Effects of Heteroscedasticity on Tests of Mediation, Douglas Pavilion BCD, 12:30 PM
278-9 Self-Efficacy Scale Functioning From a Goal-Oriented Perspective, Douglas Pavilion BCD, 12:30 PM
278-10 Social Adaptability Scale: A Subject-Centered Scalability Approach to Scale Development, Douglas Pavilion BCD, 12:30 PM
278-11 Bandwidth-Fidelity Dilemma: Personality and Driving Safety, Douglas Pavilion BCD, 12:30 PM
278-12 Dynamics of Multicollinearity in Logistic and Probit Regression, Douglas Pavilion BCD, 12:30 PM
278-13 Initial Development and Validation of a Measure of Adaptive Performance, Douglas Pavilion BCD, 12:30 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
98-11 The Effect of Regulatory Fit During Change Implementation, Elizabeth D, 6:00 PM
123-12 Efficient Resource Allocation Predicts Long-Term Performance: Evidence From the Rink, Douglas Pavilion BCD, 10:30 AM
123-13 Negotiation Contexts Where Women Outperform Men: An Expectancy Theory, Douglas Pavilion BCD, 10:30 AM
123-14 Employee Goal Orientation, Coworker Exchange Ideology, and Knowledge-Sharing Behavior, Douglas Pavilion BCD, 10:30 AM
123-15 Regulatory Processes in Goal Directed Behavior During Approach and Avoidance, Douglas Pavilion BCD, 10:30 AM
123-16 Financial Incentives and Goal Commitment: A Mixed-Methods Study, Douglas Pavilion BCD, 10:30 AM
123-17 Commitment Profiles and Perceived Locus of Causality, Douglas Pavilion BCD, 10:30 AM
123-18 Self-Efficacy and Adaptation in Effort and Performance After Task Change, Douglas Pavilion BCD, 10:30 AM
123-19 Risk Taking and the Compensation Preferences Scale, Douglas Pavilion BCD, 10:30 AM

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123-20 A Profile Approach to Self-Determination Theory Motivations, Douglas Pavilion BCD, 10:30 AM
123-21 The Effect of Mastery GO on Learning Outcomes: A Field-Study, Douglas Pavilion BCD, 10:30 AM
123-22 Implicit Theories of Motivation: A Scale Development Project, Douglas Pavilion BCD, 10:30 AM
123-23 Examining the Decisions When to Work and When to Play, Douglas Pavilion BCD, 10:30 AM
123-24 What About Time? Effects of Age-Related Factors on Work Motivation, Douglas Pavilion BCD, 10:30 AM
123-25 The Effect of Learning Environment on Student Effort and Performance, Douglas Pavilion BCD, 10:30 AM
238 Self-Regulating Across Goals and Time, Annie AB, 10:30 AM
310 Computational Models of Self-Regulation: Innovations in Theory Development and Testing, Emma AB, 3:30 PM

Occupational 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
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
236-4 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
284-10 The Conditional Indirect Effects Model of Women's Union Participation, Douglas Pavilion BCD, 1:30 PM
284-11 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 Person–Job Fit: Scale Development for Supplies–Values Fit and Demands–Abilities Fit, Douglas Pavilion BCD, 1:30 PM
284-19 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
284-21 Individual Difference Relationships With Individual and Work–Environment Risk Perception, 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 Privates 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
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
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 Effects of Change on Innovation 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
234-6 An Examination of Employee Layoffs and Organizational Justice Perceptions, 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

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
51-24 Downsizing 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 TPB 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
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
201-4 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 Addressing 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 Regultory Fit and the Utilization of Corrective Task Feedback, Douglas Pavilion BCD, 12:30 PM
278-19 Feedback Seeking: the Interaction of Self-Evaluation Motives and Feedback Source, 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 FFM 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 Narcissism, Aggression, and Achievement Motivation: How Do They Measure Up?, 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 Telling 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
241-3 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 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, 8:30 AM
252 You Don't Say? Innovative Approaches to Employee Survey Text Analytics, Ford AB, 10:30 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
278-32 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, 1:30 PM
68 Contingent Workers: Adding Value or Just Cheap Labor?, America's Cup CD, 3:30 PM
85-2 Predicting Entry-Level Performance Using Facet-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 Personnel 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 Resumés 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 Emoticons 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
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
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 A Source Trait Conceptualization of Person–Work Environment Fit, Douglas Pavilion BCD, 10:30 AM
241-9 Predicting Employee Turnover From Prehire Information, Douglas Pavilion BCD, 10:30 AM
241-10 The Evolution of Workforce Analytics: Implications for Science and Practice, Douglas Pavilion BCD, 10:30 AM
241-11 Cultural Differences in Applicant Perceptions of Assessments and Organizations, Douglas Pavilion BCD, 10:30 AM
241-12 An Examination of the Influence of DIF on Selection Decisions, Douglas Pavilion BCD, 10:30 AM
241-13 Quasi-Experimental Designs Evaluation of a Preoffer Risk Management Assessment Program, Douglas Pavilion BCD, 10:30 AM
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 Reexamination of the Social Identity Consciousness Scale Using Job Seekers, Douglas Pavilion BCD, 10:30 AM
241-19 Interviewer Training: Its Effects on Interview Approach, Beliefs, and Attitudes, Douglas Pavilion BCD, 10:30 AM
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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241-22 Regulatory Focus in the Selection Context, Douglas Pavilion BCD, 10:30 AM
241-23 Deconstructing Structured Interviews: Content Analysis of Recent Research on Structure, Douglas Pavilion BCD, 10:30 AM
241-24 Psychological Stigma of Unemployment: When Joblessness Leads to Being Jobless, Douglas Pavilion BCD, 10:30 AM
241-25 Reactions to Intelligence Tests: Effects of Performance and Achievement Goals, Douglas Pavilion BCD, 10:30 AM
241-26 Finding Good Help: Using Personality Tests and SJT's, Douglas Pavilion BCD, 10:30 AM
241-27 Deep Thinking: Need for Cognition in the Structured Interview, Douglas Pavilion BCD, 10:30 AM
241-28 Intelligence and Prior Deviance Predicts Off-Duty Deviance, Douglas Pavilion BCD, 10:30 AM
241-29 Situational Judgment Tests as a Form of Realistic Job Preview, Douglas Pavilion BCD, 10:30 AM
241-30 An Examination of Rapport Building in Interviews, Douglas Pavilion BCD, 10:30 AM
241-31 Bringing Along the Family: Nepotism in the Workplace, Douglas Pavilion BCD, 10:30 AM
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295 New Directions in Research on Recruitment in Organizations, Madeline CD, 1:30 PM
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38-2 Meta-Analysis of the Relationship Between Staffing Practices and Unit Performance, America's Cup AB, 12:30 PM
38-3 An Integrative Employer Branding Approach Based on Organizational Values, America's Cup AB, 12:30 PM
38-4 HR Management as a Mediator of the Strategy–Performance Relationship, America's Cup AB, 12:30 PM
45 To Raise or Lower the Bar: Innovations in Standard Setting, Delmar AB, 1:00 PM
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80 e-HRM: New Ideas for the Digital Age, Ford AB, 3:30 PM
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
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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
222 Translating I-O Psychology in the Field: Como Se Dice?, Madeline CD, 8:00 AM
234-9 Can't We All Get Along? Students' Perceptions of Human Resources, Douglas Pavilion BCD, 9:00 AM
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234-11 Effect of Degree Characteristics on Hiring Outcomes for I-O Psychologists, Douglas Pavilion BCD, 9:00 AM
234-12 Master's and Undergraduate Internship Insights: Recommendations for Successful Experiences, 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

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2-1 Faking in High Stakes and Low Stakes Scenarios, America's Cup AB, 10:30 AM
2-2 Faking Good and Faking Bad Among Army Conscripts, America's Cup AB, 10:30 AM
2-3 The Impact of Item Type on Faking Overt Integrity Items, America's Cup AB, 10:30 AM
2-4 Applicant Faking Differences Between White and African-American Subgroups, America's Cup AB, 10:30 AM
6 Practical Challenges to Predicting Physical Ability in Applied Settings, Delmar AB, 10:30 AM
20 Dimension, Task, and Mixed-Model Perspectives on Assessment Centers, Elizabeth F, 11:00 AM
24 Recent Innovations at the Item Level for Better Assessment, Elizabeth C, 11:30 AM
35 Alternative Scoring Approaches for Situational Judgment Tests, Gregory AB, 12:00 PM
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60 Am I Motivated? Implications of Selection Versus Development Score Differences, Betsy BC, 2:00 PM
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85-3 Comparing Internal and Research Performance Ratings Influence on Criterion Validity, America's Cup AB, 4:30 PM
85-4 Criterion-Related Validity of Three Personality Questionnaires, America's Cup AB, 4:30 PM
98-14 Candidates' Integration of Individual Psychological Assessment Feedback, Elizabeth D, 6:00 PM
98-15 Gender Differences in Job Interview Anxiety, Performance, and Coping Styles, Elizabeth D, 6:00 PM
98-16 Unproctored Cognitive Ability Internet Testing: Does Cheating Pay Off?, Elizabeth D, 6:00 PM
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

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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
158-1 Reliability and Situational Judgment Tests: A Review of the Literature, America's Cup AB, 12:30 PM
158-2 Situational Judgment Tests: Relationships With Emotional Intelligence, Interests, and Personality, America's Cup AB, 12:30 PM
158-3 Development of a Situational Judgment Test to Predict Unethical Behavior, America's Cup AB, 12:30 PM
158-4 For Your Eyes Only? Reactions to Internet-Based Multimedia SJTs, America's Cup AB, 12:30 PM
170 Computerized Adaptive Testing: A Primer on Benefits, Design, and Implementation, Elizabeth C, 1:30 PM
181-4 Interviewers' Perceptions of Nonverbal, Honest, and Deceptive Impression Management, America's Cup AB, 3:30 PM
197 Alternate Methodologies for Assessing Culture Fit in the Applied Realm, Gregory AB, 3:30 PM
229 Assessing Video Resumés: Valuable and/or Vulnerable to Biased Decision Making?, Elizabeth C, 8:30 AM
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247 New Trends on Impression Management, Faking, and Deception in Interviews, Elizabeth F, 10:30 AM
258-1 Live Versus Video Assessment, Douglas Pavilion BCD, 11:30 AM
258-2 Comparing Specific and General Ability Tests: Two Theories, One Outcome, Douglas Pavilion BCD, 11:30 AM
258-3 Manipulating Method Variance, Douglas Pavilion BCD, 11:30 AM
258-4 An Item Stimulus Approach to Understanding Sources of Item Difficulty, Douglas Pavilion BCD, 11:30 AM
258-5 Why Your Port-Wine Stain Isn't Hired: Stigmatization During interviews, Douglas Pavilion BCD, 11:30 AM
258-6 Location, Location, Location? Chosen Testing Location and Differential Test Performance, Douglas Pavilion BCD, 11:30 AM
258-7 Thinking Ahead: Assuming Nonlinear Personality–Criterion Relationships in Personnel Selection, Douglas Pavilion BCD, 11:30 AM
258-8 Balancing Security and Efficiency in Limited-Size Computer Adaptive Test Libraries, Douglas Pavilion BCD, 11:30 AM
258-9 Criterion-Related Validity, Reliability, and Utility of a Video-Based Test, Douglas Pavilion BCD, 11:30 AM
258-10 Success Rate and Adverse Impact Ratio of Complex Selection Decisions, Douglas Pavilion BCD, 11:30 AM
258-11 Further Test of a Faking-Mitigation Procedure: Replications and Extensions, Douglas Pavilion BCD, 11:30 AM
258-12 The Effectiveness of Three Techniques for Detecting Faking, Douglas Pavilion BCD, 11:30 AM
258-13 Blatant Extreme Responding and Unlikely Virtue Endorsement in High-Stakes Selection, Douglas Pavilion BCD, 11:30 AM
258-14 Hiring Manager Reactions to Prehire Selection Assessments, Douglas Pavilion BCD, 11:30 AM
258-15 Retesting Personality in Selection: Implications of Context, Sample, and Setting, Douglas Pavilion BCD, 11:30 AM
258-16 Predictor Content Can Indeed Matter: A Response to Murphy (2009), Douglas Pavilion BCD, 11:30 AM
258-17 How Much Do Chinese Applicants Fake?, Douglas Pavilion BCD, 11:30 AM
258-18 Functional Relationship Between IRT and CTT Indices of Item Discrimination, Douglas Pavilion BCD, 11:30 AM
258-19 Going Native? Test Development and Adaptation for Papua New Guinea, Douglas Pavilion BCD, 11:30 AM
258-20 The Development and Validation of a Multimethod Integrity Measure, Douglas Pavilion BCD, 11:30 AM
258-21 Consistency of Knowledge About the Utility of Prosocial Work Behavior, Douglas Pavilion BCD, 11:30 AM
258-22 Development and Initial Validation of the Workplace Resilience Inventory, Douglas Pavilion BCD, 11:30 AM
258-23 New Ways to Conceptualize Testing Effects on Cognitive Ability Tests, Douglas Pavilion BCD, 11:30 AM
258-24 Resistance of Language-Free Cognitive Ability Assessments to Retest Effects, Douglas Pavilion BCD, 11:30 AM
258-25 Malleability Perceptions: Extending Implicit Theory Concepts to Selection Research, Douglas Pavilion BCD, 11:30 AM
258-26 Multitasking and Job Performance: Investigating Incremental Validity Over Traditional Predictors, Douglas Pavilion BCD, 11:30 AM
258-27 Examining Criterion-Related Validity and Score Differences on Neuropsychological Intelligence Tests, Douglas Pavilion BCD, 11:30 AM
258-28 Trait and Performance-Based Social Aptitude Factors and Relationships With Personality, Douglas Pavilion BCD, 11:30 AM
258-29 Influence of Response Mode on Order Effects in the Interview, Douglas Pavilion BCD, 11:30 AM
258-30 Moderators of In-Basket Validity, Douglas Pavilion BCD, 11:30 AM
258-31 Item Insensitivity: The Influence of Item and Person Characteristics, Douglas Pavilion BCD, 11:30 AM
269 A Social Interaction at Their Core: Relevant Issues for Interviews, Elizabeth H, 12:00 PM
284-28 Simulate the Job: Predicting Accidents Using a Work Sample, 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

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
176-2 Meta-Analysis on the Relationships Between Foreign-Language Training Criteria, Douglas Pavilion BCD, 2:00 PM
176-18 Role of Goal Orientation in Skill Maintenance Following Training, Douglas Pavilion BCD, 2:00 PM
176-19 Reactions to Online Versus Traditional Training: Syllabi Matter, Douglas Pavilion BCD, 2:00 PM
176-20 Extending the Science of Team Training to Rapid Response Systems, Douglas Pavilion BCD, 2:00 PM
176-21 Implications of Transportable-Knowledge Content Domains for Leadership Development, Douglas Pavilion BCD, 2:00 PM
176-22 Training Reactions: An Affective Theory Approach for Clarification and Measurement, Douglas Pavilion BCD, 2:00 PM
176-23 Case-Based Ethics Education: Ethicality, Cause Complexity, and Outcome Valence, Douglas Pavilion BCD, 2:00 PM
176-24 Commitment and Regulation in Web-Based Instruction, Douglas Pavilion BCD, 2:00 PM
176-25 No Time for Self-Development: Moderating Effects of Individual Differences, Douglas Pavilion BCD, 2:00 PM
176-26 Predicting Training Transfer Ratings With Trainee Confidence and Work Attitudes, Douglas Pavilion BCD, 2:00 PM
176-27 The Relationship Between Customer-Service Training and Unit Performance, Douglas Pavilion BCD, 2:00 PM
176-28 How Charismatic Trainers Inspire Others to Learn Through Positive Affectivity, Douglas Pavilion BCD, 2:00 PM

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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

Work and Family/Non-Work Life/Leisure

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
234-22 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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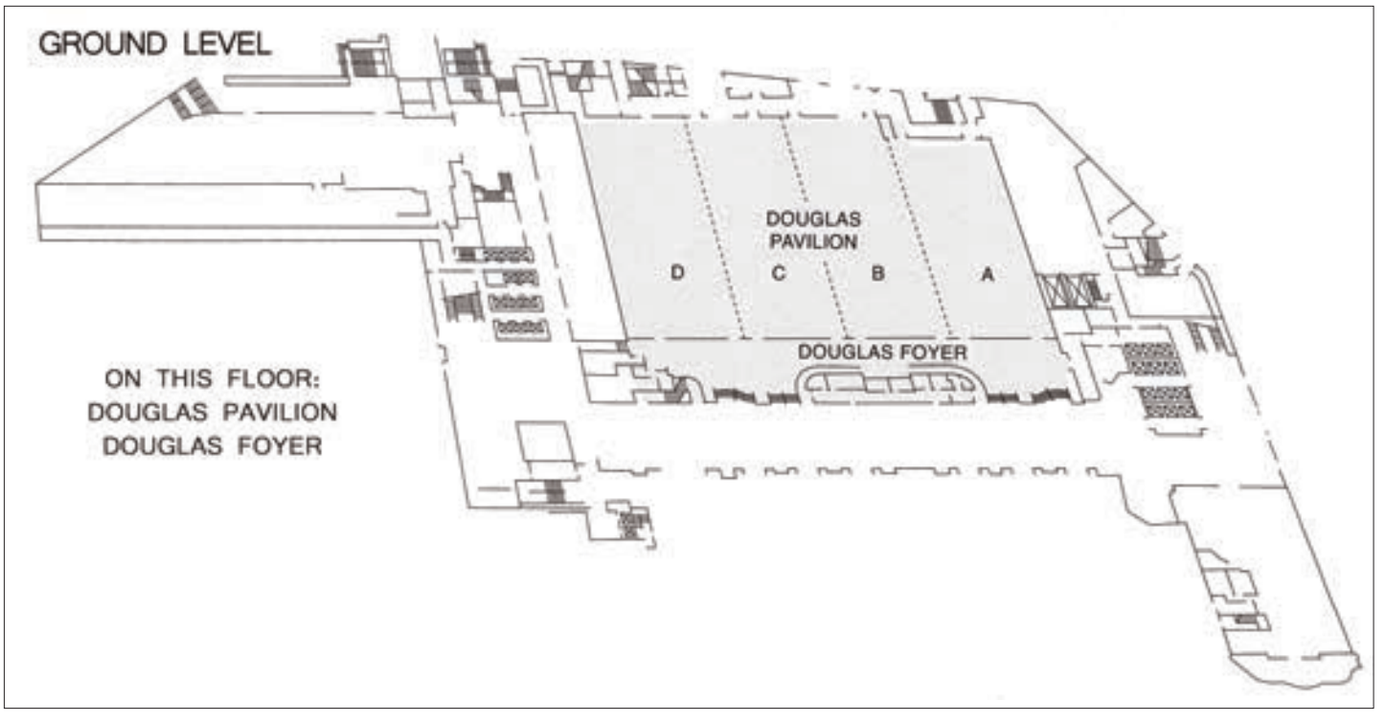
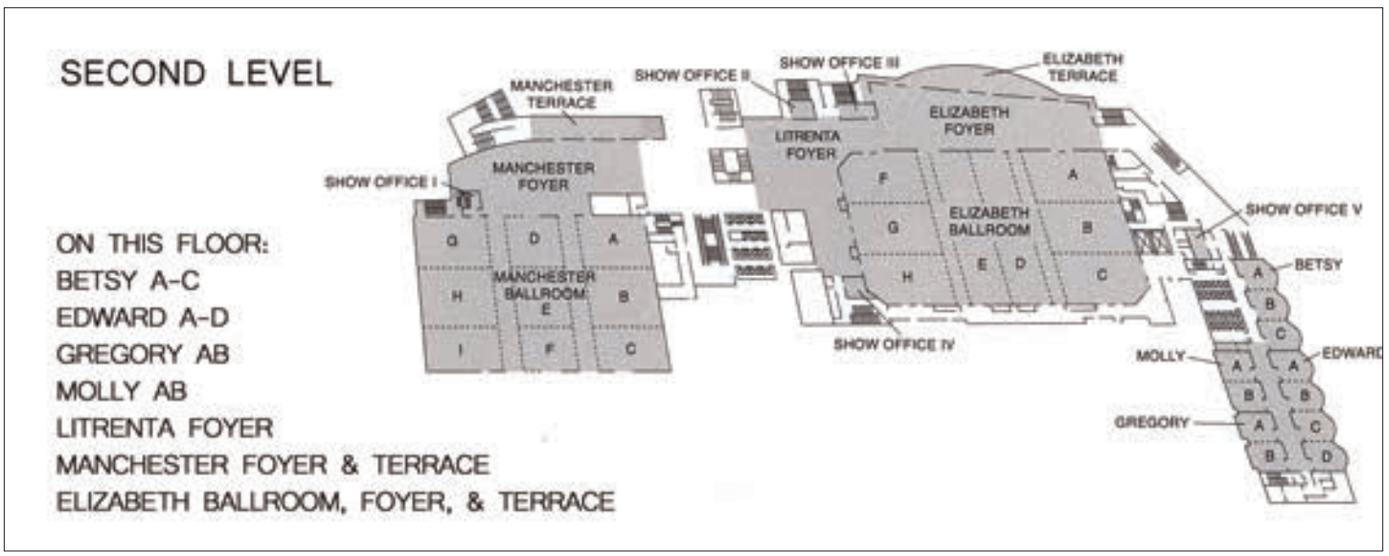
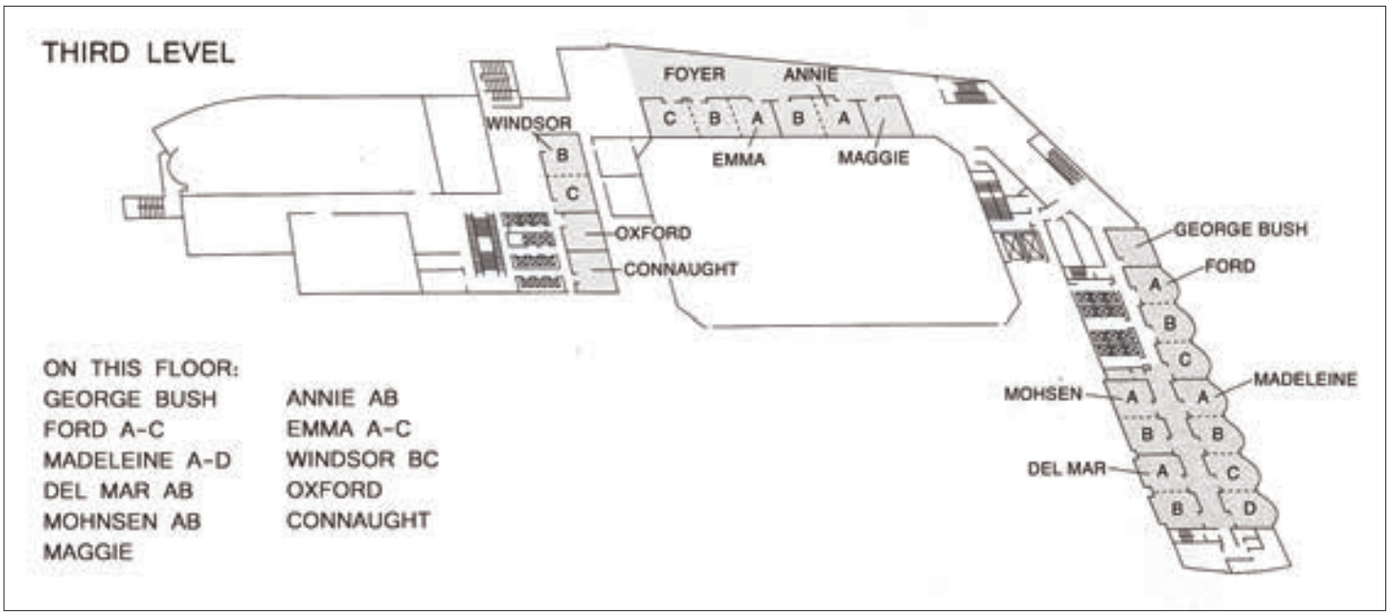


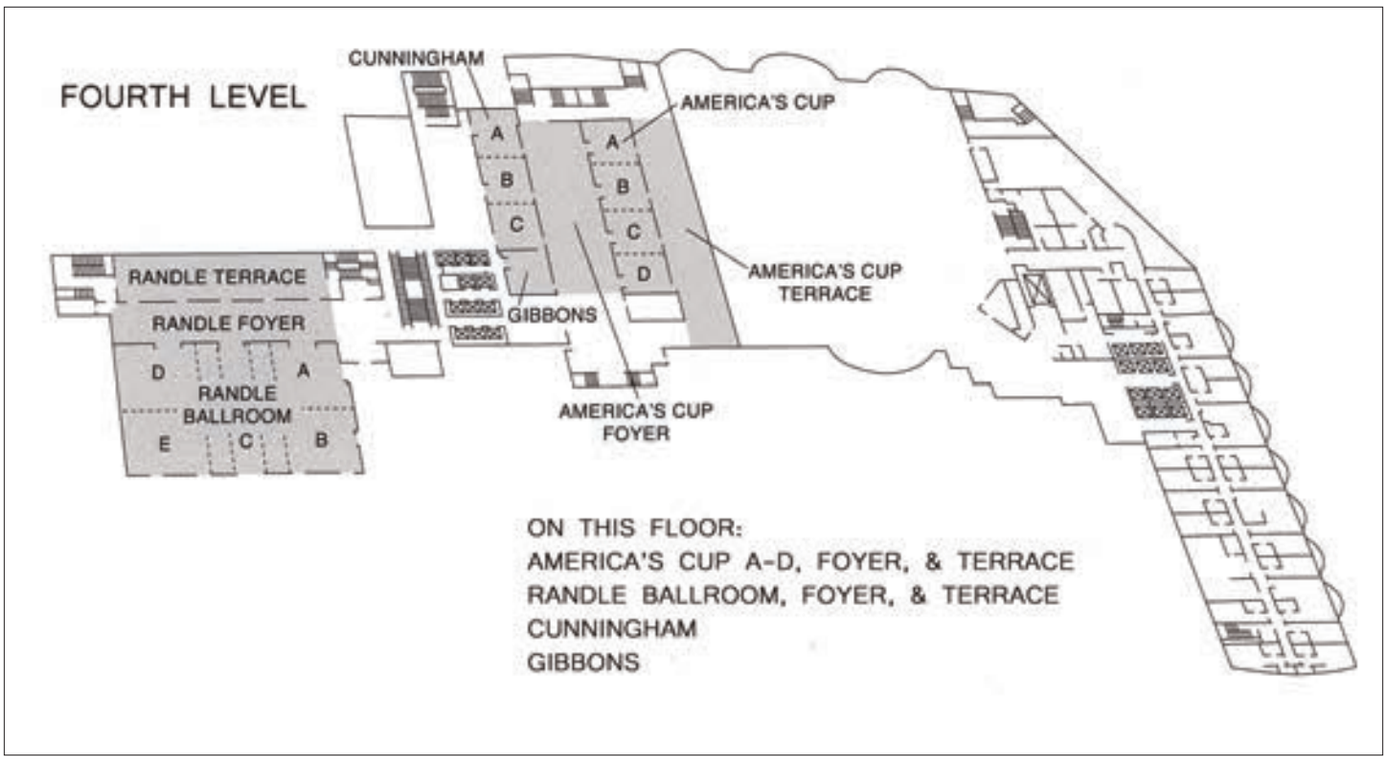
GROUND LEVEL:
Exhibit Hall (Douglas BCD)
Exhibitor Showcase (Douglas BCD)
Placement Center (Douglas A)



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)