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Some of our recent validation news:

- Graham Ault, Human Resources, at **Harley-Davidson Motor Company**, asked Dr. Robert Lofgren to develop measures to be used corporate-wide for their *Production Technician 1* position. The assessments validated were basic skills measures of reading, arithmetic, inspection & assembly and process monitoring & problem solving. The final components include Ramsay Corporation's *Speed of Marking Test*, *ESI-Q* and hands-on performance assignments.
- For **Olin Chlor Alkali**, we worked with Ashley Kidd to create and evaluate knowledge and skill measures for the job of *Driver (Tractor Trailer) Delivery Specialist* at terminals for multiple locations at Olin Chlor Alkali. Along with basic skills assessments and a Driver knowledge test, we formalized and documented a Structured Interview and a Driver Road Test.
- At **ArcelorMittal**, Burns Harbor, IN, we evaluated the job of *Process Control Technician*. We custom-designed a test to be used at both Entry and Advanced Levels along with a "scrambled" version meant to discourage rote memorization of answers. The study was monitored for ArcelorMittal by Peter L. Martinez, Manager - Electrical Maintenance.
- **Nashville Electric Service** in Nashville, TN requested our help to design assessments to qualify each employee in the company on applicable safety procedures from their safety manual. Paul Kramer, Consulting Associate, worked with Bob Mansolino, Safety & Employee Development Manager, and company job experts from eight job families to develop questions and build mastery tests for each job family.
- We worked with Moira Klos, Director of Talent Management, to develop and validate a test for *Maintenance Mechanic* at **Simmons Bedding Company** for use in all locations of the corporation. Company job experts were able to select items from the Ramsay Corporation database of over 20,000 questions to help identify skills gaps in their current maintenance workforce. The tests are administered online with immediate scoring and diagnostic reports available.
- At **Kellogg Company**, Blue Anchor, NJ, Chris Ferrigno, Human Resources Manager, asked us to validate a hands-on measure for their *Maintenance Mechanic* position as a complement to the multiple-choice assessment validation that we updated in 2011.

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

SIOP 2013 Conference Program

April 11-13, 2013

Houston, TX



**Society for Industrial and
Organizational Psychology**

28th Annual Conference Program



**Hilton Americas- Houston
Houston, Texas
April 11-13, 2013
Workshops: April 10**

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Dear Colleagues,

A big welcome to the 28th Annual SIOP Conference in Houston—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 Houston 2013 will kick off on Thursday morning with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will feature Doug Reynolds' Presidential Address, introduced by our incoming president, Tammy Allen. 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

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.

The Thursday Theme Track topic is "Bringing I-O Innovations to Life: Making our Work Stick" and will open with a special keynote address by Abbie Griffin, author of *Serial Innovators: How Individuals Create and Deliver Breakthrough Innovations in Mature Firms*.

Invited Speakers

We have an amazing line-up of invited speakers. A panel of chief human resource officers who have been trained in I-O psychology will discuss challenges and opportunities for our field. In our IGNITE session, Autumn Krauss will take us on another journey where key leaders of our field will discuss their experiences influencing society, government, industries, organizations, and individuals, each in 5 minutes with 20 slides advancing every 15 seconds. In a separate invited panel, a group of independent I-O consultants will discuss their experiences, advice, and lessons learned.

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 include three scientist-practitioner pairs who will describe the nature of their partnerships and how such collaborations can be encouraged. Discussants Donald Truxillo and Rich Cober will offer their unique perspectives on these master collaborations.

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. SIOP also holds 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 an Interactive Poster session, we encourage you to do so this year. Both of these session types are engaging and highly interactive. We will have 12 Communities of Interest (COI) sessions, which are designed to create new communities around common themes or interests. These sessions have no chair, presenters, or discussant. Instead, 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. You can attend a conversation with SIOP leaders Doug Reynolds, Tammy Allen, and Adrienne Colella or learn about trends in the licensing of I-O psychologists with Mark Nagy and Greg Gormanous. You could attend a session on the Psychologically Healthy Workplace Program of the APA or a session in which the relationship between SIOP and the EEOC will be discussed. Each of these sessions has been carefully designed to address the needs of SIOP members.

Closing Address

SIOP is honored to announce that this year's keynote speaker will be Father TJ Martinez, Founding President, Cristo Rey Jesuit College Prep of Houston. You may be saying to yourself "I have never heard of Father TJ Martinez." Well, we hadn't either but we can assure you that his keynote will be motivating and inspiring and will reinforce how important it is to extend our influence. Father Martinez leads the school's mission to help educate economically disadvantaged children from Houston's Southside. The high school, which opened its doors to students in the fall of 2009, combines a rigorous academic curriculum with an innovative corporate work-study program. Trust us—you are not going to want to miss this closing plenary.

Closing Reception

The closing reception following the closing address will be a celebration of the four corners of Texas—perfect for Houston. 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 for a SIOP committee, 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), and Evan Sinar (incoming Program Chair) any feedback you have about the positive aspects of the conference or your suggestions for improvements.

Enjoy the conference!

Sincerely,

Robin Cohen

2013 SIOP Conference Chair
Bank of America

Eden King

2013 SIOP Program Chair
George Mason University

28th ANNUAL CONFERENCE PROGRAM

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Houston, TX 77010
Tel: 1-713-739-8000

George Bush Intercontinental Airport

Take I-45 South to McKinney St., merging onto McKinney St. Turn right on to LaBranch. Go 2 blocks to Dallas and turn left on Dallas. Go 3 blocks and the hotel will be on the right.

Distance from Hotel: 25 mi.

Drive Time: 30 min.

William P. Hobby Airport

Take I-45 North to downtown/Scott Street split, exit onto Pease Street. Turn right onto Austin Street, continue to Dallas Street. Turn right onto Dallas Street and go 3 blocks. The hotel is on the right.

Distance from Hotel: 12 mi.

Drive Time: 15 min.

**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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pan - Performance Assessment Network

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Project Management Institute

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<p>SIOP REGISTRATION HOURS Foyer (4th Level)</p> <p>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</p>	<p>EXHIBIT HALL HOURS Ballroom of the Americas (2nd Level)</p> <p>THURSDAY: 10:00 am–5:30 pm FRIDAY: 8:30 am–5:30 pm SATURDAY: 8:30 am–3:00 pm</p>																		
<p>EXHIBITOR SHOWCASE HOURS Ballroom of the Americas (2nd Level)</p> <p>THURSDAY: 10:00 am–5:00 pm FRIDAY: 9:00 am–5:00 pm SATURDAY: 9:00 am–1:00 pm</p>	<p>COMMITTEE MEETINGS</p> <p>Committee on Ethnic Minority Affairs Thursday, April 11, 4:00–5:00 pm Room 338 (3rd Level)</p> <p>Lesbian, Gay, Bisexual, and Transgender Committee and Allies Friday, April 12, 2:30–3:30 pm Room 338 (3rd Level)</p> <p><i>Committee Receptions listed below.</i></p>																		
<p>PLACEMENT CENTER HOURS Grand Ballroom K-L (4th Level)</p> <p>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</p>	<p>COFFEE BREAKS</p> <table> <tr> <td>Thursday: 8:00–8:30 am</td><td>Foyer (4th Level)</td></tr> <tr> <td>10:00–10:30 am</td><td>Ballroom of the Americas</td></tr> <tr> <td>3:00–3:30 pm</td><td>Various Locations</td></tr> <tr> <td>Friday: 7:30–8:00 am</td><td>Various Locations</td></tr> <tr> <td>10:00–10:30 am</td><td>Various Locations</td></tr> <tr> <td>3:00–3:30 pm</td><td>Various Locations</td></tr> <tr> <td>Saturday: 7:30–8:00 am</td><td>Various Locations</td></tr> <tr> <td>10:00–10:30 am</td><td>Various Locations</td></tr> <tr> <td>3:00–3:30 pm</td><td>Various Locations</td></tr> </table>	Thursday: 8:00–8:30 am	Foyer (4th Level)	10:00–10:30 am	Ballroom of the Americas	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
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3:00–3:30 pm	Various Locations																		
<p><u>Memorial</u></p> <p>Dr. Robert Guion</p> <p>Thursday, April 11, 6:00–7:00 pm</p> <p>Grand J (4th Level)</p>	<p>SIOP SPECIAL EVENTS</p> <p>HOW TO GET THE MOST FROM THE SIOP CONFERENCE Wednesday, April 10, from 5:30–6:30 pm; Grand Ballroom J (4th Level)</p> <p>SIOP WELCOME RECEPTION Wednesday, April 10, from 6:00–8:00 pm; Grand Ballroom A-F (4th Level)</p> <p>PLENARY SESSION: PRESIDENTIAL ADDRESS, AND PRESENTATION OF SIOP AWARD WINNERS, FELLOWS, AND ELECTION RESULTS Thursday, April 11, from 8:30–10:00 am Grand Ballroom A-F (4th Level)</p> <p>COMMITTEE ON ETHNIC MINORITY AFFAIRS SOCIAL HOUR Thursday, April 11, from 6:00–7:00 pm; Café Bar (1st Level)</p> <p>INTERNATIONAL MEMBERS' RECEPTION Thursday, April 11, from 6:00–7:00 pm; Grand Ballroom H (4th Level)</p> <p>EVENING RECEPTION Thursday, April 11, from 6:00–8:00 pm; Grand Ballroom A-F (4th Level) Top Posters on display from 6:00–6:50 PM</p> <p>LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION Friday, April 12, from 6:00–7:00 pm; Grand Ballroom J (4th Level)</p> <p>CLOSING CONFERENCE PLENARY Saturday, April 13, from 4:30–5:30 pm; Grand Ballroom A-F (4th Level)</p> <p>SIOP CLOSING RECEPTION Saturday, April 13, from 6:00–8:00 pm; Grand Ballroom G-L (4th Level)</p>																		

28th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

Complete information can be found at www.siop.org/Conferences/13Con/Regbk/ce_credit_opportunities.aspx.

Preconference Workshops

(Wednesday, April 10, 2013; 8:30 am–12:00 pm and 1:30 pm–5:00 pm)

Something NEW for 2013! We are now offering an opportunity to register for one workshop (either morning or afternoon) at a reduced rate. Preregistration is required. 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 (4th Level). Details at www.siop.org/Conferences/13Con/Regbk/workshop_intro.aspx

1. Broadening the Basis for Validation Evidence: Alternative Strategies and Their Implications.	3.5 CE credits for psychology purposes available per workshop attended
2. Assessing the Legal Risks of Your Assessments.	
3. Retooling Performance Management: Science, Practice, and Art.	
4. Integrated Talent Management: Methods for Integrating Talent Management Initiatives to Drive Organizational Performance.	
5. Building a Coaching Culture Through Strategic Choices.	
6. Organizational Climate and Culture: Manifestations, Measurement, and Management.	
7. Viewing Linkage Research Through the Lenses of Current Practice and Cutting-Edge Advances.	
8. I-O and IT Together in Perfect Harmony: Best Practices When Collaborating with IT Teams.	
9. Building a Compelling Brand: Guidebook for I-Os.	
10. The I-O Leap: Transitioning Into—and Succeeding in—Business.	
11. What's All the Buzz About? The Most Impactful I-O Research Developments of the Last Five Years.	
12. Psychometrics for the Rest of Us, Practical Answers to Common Measurement Questions.	

Theme Track: Bringing I-O Innovations to Life: Making Our Work Stick

Session 12: Keynote: An External Perspective on the Foundations of Innovation Execution	5.5 CE credits for psychology purposes available for attending all Theme Track sessions (no partial credit awarded)
Session 42: The Intersection of Research/Practice: Effectively Using Partnerships So Research Sticks	
Session 57: IGNITE: Promoting Innovation: Interventions With High-Impact Branding	
Session 77: Storytelling: I-O as Comedy, Tragedy and Theater of the Absurd	
Session 87: The Sweet Spot for Organizational Interventions: Superglue or Teflon	

Friday Seminars

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

(Note: Session 102 is a Friday Seminar but CE credit is **not** available)

Session 101: Qualitative Methods 101: When, Why, and How to Use Them (8:30 am to 11:30 am)	3 CE credits for psychology purposes available per seminar attended
Session 144: Multilevel Models: Theory, Methods, and Analyses (noon to 3:00 pm)	
Session 145: Bullying at Work: Perspectives From Europe and North America (noon to 3:00 pm)	

Master Tutorials

Session 75	The Science and Practice of Social Media Use in Organizations	1.5 CE credits for psychology purposes available per tutorial attended
Session 119	Ethical and Legal Issues in Individual Assessment and Intervention	
Session 120	Replacing Culture Change With Culture Alignment for a Corporate Win	
Session 153	MQ/PQ Best Practices: Valid Selection at the First Hurdle	
Session 177	In the Line of Accommodation Duty: Legal and Practical Implications	
Session 194	The Art of Experimentation in Organizations: Practical and Ethical Considerations	
Session 200	New Procedures for Measuring Correlation: Introducing MIC and MINE	
Session 222	The WOW! Factor: Design 101 for Technology-Delivered Tests	
Session 252	Applications of Bifactor Models to Big Five Data	
Session 255	Data Analysis and Visualization With R	
Session 291	Introduction to Bayesian Statistics	
Session 293	Qualitative Investigation of Context: Staff Rides for Research and Practice	

Master Collaboration

Session 281: Master Collaboration: Three Successful Academic–Practitioner Collaborations
(This is one session showcasing three different collaborative efforts.)

I-O Research and Practice: Why Can't We Be Friends?	1.5 CE credits for psychology purposes available for attending
The Role of University Affiliated Research Centers in Government Research.	
A (Somewhat) Serendipitous Approach to Developing and Maintaining Scholar–Practitioner Collaborations.	

HRCI CREDITS

CE Credit for Human Resource Professionals (PHR/SPHR/GPHR)

SIOP has submitted multiple conference sessions to the HR Certification Institute for review. Approvals will be posted as they become available at www.siop.org/Conferences/13Con/Regbk/ce_credit_opportunities.aspx.

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	335 A	335 BC	336 AB	337 AB	339 AB	340 AB	342	343 AB	344 AB	346 AB	Ballroom of the Americas
8:00 AM	COFFEE BREAK										
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM	COFFEE BREAK										
10:30 AM	2 Next Steps: How and When Workplace Incivility	3 I-O in Educational Contexts: Selection	4 Of Course It Was! Emphasizing Intuition	5 Who's Bad?! Predictors of CWB	6 Driving Competitive Advantage: I-O Perspective	7 Combatting Turnover Through Giving	8 The Virtual Workforce	9 I-O Entrepreneurs: Lessons & Success	10 Drive Succession Planning to the Next Level	11 Advances in Workplace Positive Psychology	
11:00 AM											16 Careers/ Mentoring/ Recruitment
11:30 AM											
12:00 PM	23 Research Careers Outside of Academia	24 Dark Organizational Climates and Cultures	25 I've Got Tenure Now What? Adv. Women	26 Fired Up, Ready to Go! Issues/Trends	27 Safety Culture, Climate, and Norms	28 Taming the Wild West of Executive Coaching	29 Cross-Cultural Competencies	30 New Perspectives in Green Organizations	31 A Look Inside Workplace Meetings	32 Examining Shared Leadership in Virtual Teams	33 Emotions/ Emotional Labor
12:30 PM											
1:00 PM				43 If You Could Only See							44 Justice/ Ethics/Wrkplce Deviance
1:30 PM		46 I-O's Role in Integrated Talent Management	47 Time to Focus on Context: Work-Life	60 Not Just Another Brick in the Wall	48 Looking Forward to Mars: Teams	49 Employee Lifecycle Research	50 Learning Agility and Leader Development	51 Org. Capability: Role of I-O Practitioners	52 Novel Approaches to Conducting Research	53 Marketing YOU: Personal Branding at Work	61 Inclusion/ Diversity
2:00 PM											
2:30 PM											
3:00 PM	COFFEE BREAK										
3:30 PM	66 Family Interferes With Safety at Work	67 The Role of Theory in Advancing Personality	68 Innovations in I-O Psychology Sci/Pract	69 Here Comes the Sun	70 Organizational Neuroscience	71 Innovations in SJTs: Theory, Formats	72 Resilience in Organizations	73 Dist. Sci-Contrib. Award	74 Action-Oriented Surveys	75 The Science and Practice of Social Media	76 Legal Issues & Discrimination
4:00 PM											
4:30 PM	81 Implicit Leadership Theories (2): Meas./Method	89 Back to the Future	90 Connecting Employee Workplace	82 Put a Ring on It! Wrkplce Engagement	83 Exploring the Science of Team Training in Healthcare	91 Using Social Media in Organizations		84 Moving the State of Adverse Impact	85 The Digital Frontier: Virtuality Research	92 Where is 'I-O' in Corp. Well-Being?	86 Leadership, Coaching, & Development
5:00 PM											
5:30 PM											
6:00 PM											
6:30 PM											

Thursday Special Events:

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

8:30–10:00 AM Grand Ballroom A-F (4th Level)

COFFEE BREAK

10:00–10:30 AM Ballroom of the Americas (2nd Level)

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

THURSDAY THEME TRACK: Bringing I-O Innovations to Life: Making Our Work Stick (Grand J, 2nd Level)

5.5 CE credits for psychology purposes available for attending all Theme Track sessions (no partial credit awarded)

Session 12: Keynote: An External Perspective on the Foundations of Innovation Execution

Session 42: The Intersection of Research/Practice: Effectively Using Partnerships So Research Sticks

Session 57: IGNITE: Promoting Innovation: Interventions With High-Impact Branding

Session 77: Storytelling: I-O as Comedy, Tragedy and Theater of the Absurd

Session 87: The Sweet Spot for Organizational Interventions: Superglue or Teflon

INVITED SESSIONS

Session 37: Distinguished Teaching Contributions Award: Teaching Like it Matters: Applying Newcomer Socialization and Justice Research (12:30 PM, Grand A)

Session 73: Distinguished Scientific Contributions Award: Four Leadership Principles That Are Worth Remembering (3 3:30 PM, 343 AB)

	Grand A	Grand B	Grand C	Grand D	Grand E	Grand F	Grand G	Grand H	Grand I	Grand J					
8:00 AM	COFFEE BREAK														
8:30 AM	1 Opening Plenary Session: Presidential Address, Presentation of SIOP Awards, Fellows, & Election Results														
9:00 AM															
9:30 AM															
10:00 AM	COFFEE BREAK														
10:30 AM							12 TT: Keynote: An External Perspective	13 Perf. Management Researchers/ Practitioners	14 What New Practitioners Wish They'd Learned	15 Mobile Devices in Talent Assessment					
11:00 AM							17 The Impact of Culture on Teams	18 I-O in the Legal Context: Inconsistencies	19 International Perspectives on Combining Personality	20 Comparability of Scores: Equivalence	21 Causal Inferences in Our Science: Perspectives	22 Leadership Over Time: Constants and Variables	34 IGNITE Lightning Round: Simulations	35 I-O and Introversion	36 Statistical and Method. Myth/Urban Legends
11:30 AM															
12:00 PM														37 Dist. Teaching Contrib. Award	
12:30 PM	54 Sci-Pract Divide: Eliminate or Accept	62 HWP's Role in the Future of I-O	55 A Sticky Topic: Using Personality Tests	56 Developing Employment Value Proposition	63 Formal Mentoring Program	64 Newcomer Health and Well-Being	57 TT/IGNITE: Promoting Innovation: Interventions	58 Leading in Asia: Diffrs Across Cultures	59 Hard Problems: Known Unknowns						
1:00 PM															
1:30 PM															
2:00 PM															
2:30 PM															
3:00 PM															
3:30 PM							77 TT: Storytelling: I-O Comedy	78 Issues Individual Executive Assessment	79 Nurturing Local Communities of Applied	80 Testing the Boundaries					
4:00 PM							87 TT: The Sweet Spot for Org. Interventions			93 I-O Goes to the Olympics and Wins Gold!	88 How to Probe Successfully to Reduce Faking				
4:30 PM															
5:00 PM															
5:30 PM															
6:00 PM	94 Top Posters														
6:30 PM															

Interactive Posters
Posters
Master Tutorial

Theme Track
Communities of Interest
Invited Sessions

MEETING OF THE COMMITTEE ON ETHNIC MINORITY AFFAIRS

4:00–5:00 PM 338 (3rd Level)

SPEED MENTORING EVENT

5:00–7:00 PM Skyline Room, 24th Level

RECEPTION FOR COMMITTEE ON ETHNIC MINORITY AFFAIRS

6:00–7:00 PM Café Bar (1st Level)

INTERNATIONAL MEMBERS' RECEPTION

6:00–7:00 PM Grand Ballroom H (4th Level)

EVENING RECEPTION

6:00–8:00 PM Grand Ballroom A-F (4th Level)

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

THURSDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement

- 9 I-O Entrepreneurs: Important Lessons and Five Success Stories, 343 AB, 10:30 AM
- 16 Posters 1–22, Ballroom of the Americas, 11:00 AM
- 25 I've Got Tenure, Now What? Advancing Women Past the Midpoint, 336 AB, 12:00 PM
- 53 Marketing YOU: Personal Branding at Work, 346 AB, 1:30 PM
- 63 Formal Mentoring Program Design: Lessons Learned From Diverse Organizations, Grand E, 2:00 PM
- 64 Newcomer Health and Well-Being, Grand F, 2:00 PM
- 80 Testing the Boundaries: Early-Career Transitions as an Applied Industrial-Organizational Psychologist, Grand J, 3:30 PM
- 94 Poster 1, Grand A, 6:00 PM

Coaching/Leadership Development

- 28 Taming the Wild West of Executive Coaching, 340 AB, 12:00 PM
- 86 Posters 1–9, Ballroom of the Americas, 4:30 PM

Consulting Practices/Ethical Issues

- 38 Boutiques to Big Boxes: How I-O Consulting Jobs Are Evolving, Grand B, 12:30 PM
- 44 Posters 1–5, Ballroom of the Americas, 1:00 PM
- 89 Back to the Future of Technology-Enhanced I-O Practice, 335 BC, 5:00 PM

Counterproductive Behavior/Workplace Deviance

- 2 Next Steps: How and When Workplace Incivility Undermines Employees, 335 A, 10:30 AM
- 5 Posters 1–4, 337 AB, 10:30 AM
- 33 Poster 1, Ballroom of the Americas, 12:00 PM
- 44 Posters 6–18, Ballroom of the Americas, 1:00 PM
- 76 Poster 1, 3:30 PM

Emotions/Emotional Labor

- 33 Posters 2–18, Ballroom of the Americas, 12:00 PM
- 52 Novel Approaches to Conducting Research on Workplace Affect, 344 AB, 1:30 PM
- 94 Poster 2, Grand A, 6:00 PM

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

- 7 Combatting Turnover Through Giving Employees What They Want, 340 AB, 10:30 AM
- 76 Posters 2–15, Ballroom of the Americas, 3:30 PM

Global/International/Cross-Cultural Issues

- 20 Comparability of Scores: Equivalence Issues in Testing Across Countries, Grand D, 11:00 AM
- 29 Cross-Cultural Competencies, 342, 12:00 PM
- 62 Humanitarian Work Psychology's Role in the Future of I-O Psychology, Grand B, 2:00 PM
- 79 Nurturing Local Communities of Applied Psychologists Outside the U.S., Grand I, 3:30 PM
- 85 The Digital Frontier: The Future of Culture and Virtuality Research, 344 AB, 4:30 PM

Groups/Teams

- 8 The Virtual Workforce, 342, 10:30 AM
- 17 The Impact of Culture on Teams: Combining Complementary Research, Grand A, 11:00 AM
- 31 A Look Inside Workplace Meetings: A Science and Practice Perspective, 344 AB, 12:00 PM
- 48 Looking Forward to Mars: Researching Teams for Future Exploration Missions, 339 AB, 1:30 PM
- 83 Exploring the Science of Team Training in Healthcare, 339 AB, 4:30 PM

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

- 39 I-O's Role in Patching the Leaky Pipeline for S&E Women, Grand D, 12:30 PM
- 44 Poster 19, Ballroom of the Americas, 1:00 PM
- 61 Posters 1–28, Ballroom of the Americas, 2:00 PM
- 76 Posters 16–19, Ballroom of the Americas, 3:30 PM

Innovation/Creativity

- 12 Theme Track: Keynote: An External Perspective on the Foundations of Innovation Execution, Grand G, 10:30 AM
- 42 Theme Track: The Intersection of Research/Practice: Effectively Using Partnerships so Research Sticks, Grand G, 12:30 PM
- 57 Theme Track/IGNITE: Promoting Innovation: Interventions With High-Impact Branding, Grand G, 1:30 PM
- 60 Posters 1–4, 337 AB, 2:00 PM
- 69 Posters 1–4, 337 AB, 3:30 PM
- 77 Theme Track: Storytelling: I-O as Comedy, Tragedy, and Theater of the Absurd, Grand G, 3:30 PM
- 87 Theme Track: The Sweet Spot for Organizational Interventions: Superglue or Teflon, Grand G, 4:30 PM

Job Analysis/Job Design/Competency Modeling

- 43 Posters 1–4, 337 AB, 1:00 PM

Job Attitudes/Engagement

- 49 Employee Lifecycle Research: Understanding and Improving the Journey at Work, 340 AB, 1:30 PM
- 74 Action-Oriented Surveys: Turning Employee Feedback Into Business Solutions, 344 AB, 3:30 PM
- 82 Posters 1–4, 337 AB, 4:30 PM

Job Performance/Citizenship Behavior

- 94 Poster 3, Grand A, 6:00 PM

Judgment/Decision Making

- 4 Of Course It Was! Emphasizing Intuition in Dual-Process Organizational Decision Making, 336 AB, 10:30 AM

Leadership

- 1 Opening Plenary Session, Grand A, 8:30 AM
- 22 Leadership Over Time: Constants and Variables, Grand F, 11:00 AM
- 32 Examining Shared Leadership in Virtual Teams: Theoretical and Empirical Insights, 346 AB, 12:00 PM
- 44 Posters 20–21, Ballroom of the Americas, 1:00 PM
- 50 Learning Agility and Leader Development, 342, 1:30 PM
- 58 Leading in Asia: Differences Across the Diverse Cultures of Asia, Grand H, 1:30 PM
- 68 Innovations in I-O Psychology Science and Practice: Pushing the Envelope, 336 AB, 3:30 PM
- 73 Distinguished Scientific Contributions Award: Four Leadership Principles That Are Worth Remembering, 343 AB, 3:30 PM
- 81 Implicit Leadership Theories (2): Measurement and Methods, 335 A, 4:30 PM
- 86 Posters 10–29, Ballroom of the Americas, 4:30 PM

Legal Issues/Employment Law

- 18 I-O in the Legal Context: Inconsistencies in Understanding and Application, Grand B, 11:00 AM
- 45 LGBT Workplace Legal Environment: Considerations for Employee and Employer, Grand I, 1:00 PM
- 65 Legal Update: Recent Cases, Trends and Implications for I-O Practice, Grand I, 2:00 PM
- 76 Posters 20–21, Ballroom of the Americas, 3:30 PM
- 84 Moving the State of Adverse Impact Measurement Forward, 343 AB, 4:30 PM

Measurement/Statistical Techniques

- 36 Statistical and Methodological Myths and Urban Legends: Part VIII, Grand J, 12:00 PM
- 59 Hard Problems: Known Unknowns and Unknown Unknowns in Behavioral Science, Grand J, 1:30 PM
- 94 Poster 4, Grand A, 6:00 PM
- Introduction to Bayesian Statistics, 339 AB, 1:30 PM

Occupational Health/Safety/Stress & Strain/Aging

- 11 Advances in Workplace Positive Psychology Interventions, 346 AB, 10:30 AM
- 61 Posters 29–31, Ballroom of the Americas, 2:00 PM
- 66 When Family Interferes With Safety at Work: Exploring Cognitive Factors, 335 A, 3:30 PM
- 92 Where Is the I-O Psychology in Corporate Well-Being?, 346 AB, 5:00 PM
- 94 Poster 5, Grand A, 6:00 PM

Organizational Culture/Climate

- 24 Dark Organizational Climates and Cultures, 335 BC, 12:00 PM
- 27 Safety Culture, Climate, and Norms: The Latest Empirical Research, 339 AB, 12:00 PM
- 56 Developing an Employment Value Proposition: Discovering What Matters Most, Grand D, 1:30 PM
- 72 Resilience in Organizations, 342, 3:30 PM
- 90 Connecting Employee Workplace Perceptions to Social-Environmental Workplace Determinants, 336 AB, 5:00 PM
- 94 Poster 6, Grand A, 6:00 PM

Organizational Justice

- 41 Changing the Conversation in the Justice Literature, Grand F, 12:30 PM
- 44 Posters 22–31, Ballroom of the Americas, 1:00 PM

Organizational Performance/Change/Downsizing/OD

- 6 Driving Competitive Advantage: What It Means From an I-O Perspective, 339 AB, 10:30 AM
- 30 New Perspectives in Green Organizations: Driving Change With I-O Psychology, 343 AB, 12:00 PM
- 51 Organizational Capability: The Role of I-O Practitioners in Strategy Implementation, 343 AB, 1:30 PM

Performance Appraisal/Feedback/Performance Management

- 13 Performance Management Researchers and Practitioners...You Need to Hear This, 2.0!, Grand H, 10:30 AM

Personality

- 19 International Perspectives on Combining Personality and Multirater Feedback Data, Grand C, 11:00 AM
- 33 Posters 19–20, Ballroom of the Americas, 12:00 PM
- 35 I-O and Introversion: Match or Mismatch?, Grand I, 12:00 PM
- 44 Poster 32, Ballroom of the Americas, 1:00 PM
- 55 A Sticky Topic: Using Personality Tests in Selection Settings, Grand C, 1:30 PM
- 67 The Role of Theory in Advancing Personality Assessment at Work, 335 BC, 3:30 PM
- 86 Posters 30–31, Ballroom of the Americas, 4:30 PM

Research Methodology (e.g., surveys)

- 21 Causal Inferences in Our Science: Perspectives From Editorial Experts, Grand E, 11:00 AM
- 70 Organizational Neuroscience: Classic I-O Topics, Innovative Approaches, 339 AB, 3:30 PM

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

- 3 I-O in Educational Contexts: Selection of Teachers and Students, 335 BC, 10:30 AM
- 10 Drive Succession Planning to the Next Level Using Talent Strategy, 344 AB, 10:30 AM

- 16 Poster 23, Ballroom of the Americas, 11:00 AM
- 40 Analytics Unchained: *Fortune* 500 Recruiting and Selection Insights and Improvements, Grand E, 12:30 PM
- 61 Poster 32, Ballroom of the Americas, 2:00 PM
- 76 Posters 22–27, Ballroom of the Americas, 3:30 PM
- 91 Empirical Evidence for Successfully Using Social Media in Organizations, 340 AB, 5:00 PM

Strategic HR/Utility/Changing Role of HR

- 46 I-O Psychology's Role in Integrated Talent Management, 335 BC, 1:30 PM
- 75 The Science and Practice of Social Media Use in Organizations, 346 AB, 3:30 PM
- 76 Poster 28, 3:30 PM

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

- 14 What New Practitioners Wish They'd Learned in Graduate School, Grand I, 10:30 AM
- 23 Research Careers Outside of Academia: Adventures Into the Great Unknown, 335 A, 12:00 PM
- 26-1 Posters 1–4, 337 AB, 12:00 PM
- 37 Distinguished Teaching Contributions Award: Teaching Like it Matters: Applying Newcomer Socialization and Justice Research, Grand A, 12:30 PM
- 54 Scientist–Practitioner Divide: Try to Eliminate or Accept as Inevitable?, Grand A, 1:30 PM

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

- 15 Mobile Devices in Talent Assessment: Where Are We Now?, Grand J, 10:30 AM
- 34 IGNITE Lightning Round: Simulations and Personnel Selection, Grand H, 12:00 PM
- 71 Innovations in Situational Judgment Tests: Theory, Formats, Scoring, and Applications, 340 AB, 3:30 PM
- 76 Posters 29–31, Ballroom of the Americas, 3:30 PM
- 78 Issues Surrounding the Effectiveness of Individual Executive Assessment in Organizations, Grand H, 3:30 PM
- 88 How to Probe Successfully to Reduce Faking in Employment Interviews, Grand J, 4:30 PM
- 94 Posters 7–10, Grand A, 6:00 PM

Training

- 93 Industrial-Organizational Psychology Goes to the Olympics—and Wins Gold!, Grand I, 5:00 PM

Work and Family/Non-Work Life/Leisure

- 47 Time to Focus on Context: Work–Life Issues in Educational Settings, 336 AB, 1:30 PM

1. Special Events: 8:30 AM–9:50 AM Grand A

Opening Plenary Session

Tammy D. Allen, University of South Florida, **Chair**
Douglas H. Reynolds, Development Dimensions International (DDI),
Presenter

2. Symposium/Forum: 10:30 AM–11:50 AM 335 A

Next Steps: How and When Workplace Incivility Undermines Employees

This symposium presents a fresh perspective on the current incivility research by bringing together 4 papers that examine the mediators and moderators of the incivility–outcome relationships. Using field surveys, repeated designs, and experiments, the study investigates when and how incivility undermines targets across different settings and from different viewpoints.

Lisa Marchiondo, Wayne State University, **Co-Chair**
Sandy Lim, National University of Singapore, **Co-Chair**
Dana B. Kabat-Farr, University of Michigan, Lilia M. Cortina,
University of Michigan, **The Role of Emotion and Commitment Following Uncivil Work Experiences**

James Burton, Northern Illinois University, Shannon G. Taylor,
University of Central Florida, Larissa Barber, Northern Illinois
University, **Attributions for Abusive Supervision**
Amy Christie, Wilfrid Laurier University, M. Sandy Herscovis, University
of Manitoba, Tara C. Reich, London School of Economics, **Roles of Perpetrator Power on Observer Evaluations of Incivility Targets**
Robert L. Wooderson, Texas A&M University, Kathi N. Miner, Texas
A&M University, M. Sandy Herscovis, University of Manitoba,
Workplace Incivility During Election Season: Do We Target Political Outgroups?

Submitter: Lisa Marchiondo, lisa.marchiondo@wayne.edu

3. Symposium/Forum: 10:30 AM–11:50 AM 335 BC

I-O in Educational Contexts: Selection of Teachers and Students

Four studies highlight the utility of I-O approaches to selection in education. The applications include selection of elementary and secondary school teachers, and the admission of college students, graduate students, and applicants to law school. In all 4 cases, the instruments developed represent important advances in the educational arena.

Neal W. Schmitt, Michigan State University, **Chair**
Sheldon Zedeck, University of California-Berkeley, **Alternative Components in the Law School Admissions Test (LSAT)**
Neal W. Schmitt, Michigan State University, **Development of Rationale and Measures of Noncognitive College Student Potential**

Patrick C. Kyllonen, Educational Testing Service, **Using Ratings to Select Graduate Students: ETS's Personal Potential Index**
Brad A. Chambers, Polaris Assessment Systems, John D. Arnold,
Polaris Assessment Systems, **Development and Validation of Selection Instruments in K-12 Educational Environments**
Wayne J. Camara, College Board, **Discussant**

Submitter: Neal Schmitt, schmitt@msu.edu

Indicates Theme Track Session



4. Symposium/Forum: 10:30 AM–11:50 AM 336 AB

Of Course It Was! Emphasizing Intuition in Dual-Process Organizational Decision Making

This session will focus on decision making within organizations with an emphasis on a dual-process approach. Brief presentations of empirical and theoretical work will highlight the differential mechanisms under which decision making occurs with a focus on the influence of intuition. Recommendations on strategies to enhance decision quality will also be provided.

Shanique G. Brown, DePaul University, **Co-Chair**
Catherine S. Daus, Southern Illinois University-Edwardsville, **Co-Chair**
Susan Mohammed, The Pennsylvania State University, Gul Okudan-Kremer, The Pennsylvania State University, Dinora R. Fitzgerald,
The Pennsylvania State University, **Decision-Making Style Diversity and Decision Rule on Team Process Conflict**

Shanique G. Brown, DePaul University, Catherine S. Daus, Southern
Illinois University-Edwardsville, **Rationality and Intuition Within Decision Making: The Effect of Anger Control**

Catherine S. Daus, Southern Illinois University-Edwardsville, Daniel J.
Detwiler, Southern Illinois University Edwardsville, **The Reported Use of Intuition: Hindsight and Self-Serving Biases**

David M. Fisher, DePaul University, Eileen Linnabery, DePaul
University, Shanique G. Brown, DePaul University,
Understanding Organizational Decision Making Through the Lens of Structured Cognition

Scott Highhouse, Bowling Green State University, **Discussant**

Submitter: Shanique Brown, sbrown82@depaul.edu

5. Interactive Posters: 10:30 AM–11:20 AM 337 AB

Who's Bad?! Predictors of Counterproductive Work Behavior

D. Lance Ferris, The Pennsylvania State University, **Facilitator**

5-1 Moderating Effects of Gender on Predictor–Counterproductive Work Behavior Relationships

A growing literature has linked employee personality, job attitudes, negative emotions, and work stressors with counterproductive work behaviors (CWBs). Using a 2-wave design ($N = 220$), it was found that these predictor variables were more strongly associated with CWBs among men than among women.

Nathan A. Bowling, Wright State University
Gary N. Burns, Wright State University

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

5-2 Counterproductive Work Behaviors: Mediating Effects of Aggression From Target Perspectives

This study investigates CWB and the mediating effects of workplace aggression. Data from 156 employees and their supervisors over 3 time points indicate that victimization by workplace aggression mediates the relationship between the independent variables of negative affectivity, organizational constraints, and workload, with the dependent variable of supervisor-reported CWB.

Melanie E. Boyajian, Central Michigan University
Mihyang An, Central Michigan University
Kimberly E. O'Brien, Central Michigan University

Submitter: Melanie Essayans, essayansmelanie@gmail.com

5-3 Vocational Interests and Counterproductive Work Behaviors

This research investigates the relationship between vocational interests and counterproductive work behaviors (CWB). Based on both self- and supervisor evaluations of CWB, the study finds that vocational profile coefficients are related to CWB and shows incremental validity over and above other established predictors (broad and narrow personality traits and affect).

Dragos Iliescu, Bucharest University
Dan Ispas, Illinois State University
Coralia Sulea, West University of Timisoara
Alexandra Ilie, Illinois State University

Submitter: Dan Ispas, dispas@gmail.com

5-4 Investigating Counterproductive Work Behavior From a Trait Activation Theory Perspective

This study investigates the relationship between social dominance orientation and CWB as moderated by theoretically trait-relevant situational cues, as prescribed by trait activation theory. Organizational constraints and interpersonal conflict were shown to moderate the relationship between social dominance orientation and CWB. The presenters will discuss future research directions and organizational practice implications.

Bernard E. Voss, Central Michigan University
Kimberly E. O'Brien, Central Michigan University

Submitter: Bernard Voss, voss1be@cmich.edu

**6. Symposium/Forum: 10:30 AM–11:50 AM
339 AB****Driving Competitive Advantage: What It Means From an I-O Perspective**

Business leaders challenge practitioners of I-O psychology to support and drive competitive advantage of their companies through their research, processes, and consulting. Practitioners from GE, Kenexa, Google, and Baptist Health South Florida will present case examples of how their work has met this important strategic challenge.

Jeffrey A. Jolton, Kenexa, an IBM Company, *Chair*
Allen M. Kamin, GE, *Evolving Leadership Development at GE*
Stephanie Kendall, Kenexa, an IBM Company, *Creating Good Customer Measurement That Makes an Impact*
Todd Carlisle, Google, *HR Experiments Make an Impact at Google*
Marie W. Barnes, Baptist Health South Florida, *Leadership Development for Success at Baptist Health South Florida*

Submitter: Jeffrey Jolton, jeffrey.jolton@kenexa.com

**7. Panel Discussion: 10:30 AM–11:50 AM
340 AB****Combating Turnover Through Giving Employees What They Want**

The U.S. economy is recovering; higher turnover is sure to follow. In this panel, Jack Wiley will ask acclaimed experts to give research-based advice on avoiding turnover through strengthening the elements of RESPECT: recognition, exciting work, security of employment, pay, education, and truth.

Jack W. Wiley, Kenexa, an IBM Company, *Chair*
Brenda Kowske, Bersin by Deloitte, *Co-Chair*

Elaine D. Pulakos, PDRI, an SHL Company, *Panelist*
Margaret E. Beier, Rice University, *Panelist*
Ellen E. Kossek, Purdue University, *Panelist*
Rena Lenore Rasch, Kenexa, an IBM Company, *Panelist*
Submitter: Brenda Kowske, bkowske@gmail.com

**8. Community of Interest: 10:30 AM–11:50 AM
342****The Virtual Workforce**

Andrea S. Goldberg, Digital Culture Consulting, LLC, *Host*
Timothy Golden, Rensselaer Polytechnic Institute (RPI), *Host*
Kara R. Jeanson, PDRI, *Coordinator*

**9. Panel Discussion: 10:30 AM–11:50 AM
343 AB****I-O Entrepreneurs: Important Lessons and Five Success Stories**

An increasing number of SIOP members are becoming entrepreneurs, and recent acquisitions of I-O consulting firms suggest a growing demand for services. However, data show that more than 90% of entrepreneurial efforts fail. This session brings together 5 successful I-O entrepreneurs to share their experience and key success factors.

Kyle Lundby, Global Aspect Human Capital Advisors, *Chair*
Shreya T. Sarkar-Barney, Human Capital Growth, *Panelist*
Carol Lynn Courtney, Courtney Consulting Group, *Panelist*
Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc., *Panelist*
Sandra O. Davis, MDA Leadership Consulting, *Panelist*
William H. Macey, CEB Valtera, *Panelist*

Submitter: Kyle Lundby, klundby@globalaspect-hca.com

**10. Panel Discussion: 10:30 AM–11:50 AM
344 AB****Drive Succession Planning to the Next Level Using Talent Strategy**

Organizations are challenged to make succession planning strategic and impactful. Transitioning from a focus on putting names in boxes to a strategic focus on identifying and developing talent accomplishes these goals. In this panel, 5 diverse organizations, representing the federal and private sectors, discuss how they successfully made this transition.

Cody Martin, Bristol-Myers Squibb, *Chair*
Rachel D. Barney, ICF International, *Panelist*
Rebecca R. Zusman, SRA International, *Panelist*
Tanya Brubaker Kiefer, Bristol-Myers Squibb, *Panelist*
Maggie Curcio, Starcom Mediavest Group, *Panelist*
Daniel Weinberger, Kraft Foods, *Panelist*

Submitter: Cody Martin, Cody.Martin@bms.com

**11. Symposium/Forum: 10:30 AM–11:50 AM
346 AB****Advances in Workplace Positive Psychology Interventions**

Research from positive psychology demonstrates that well-being interventions should incorporate positive conditions and constructs, not just negative ones, and should focus on bottom-up strategies through which individuals can influence their own environments. Four presentations will highlight these insights by discussing studies of novel workplace well-being interventions.

Seth A. Kaplan, George Mason University, **Co-Chair**
 Jill C. Bradley-Geist, California State University, Fresno, **Co-Chair**
 Seth A. Kaplan, George Mason University, Jill C. Bradley-Geist, California State University, Fresno, Afra S. Ahmad, George Mason University, Amanda Anderson, George Mason University, Amber K. Hargrove, George Mason University, Alex P. Lindsey, George Mason University, **Test of Two Positive Psychology Interventions to Increase Employee Well-Being**
 Amy Wrzesniewski, University of Pennsylvania, Brian Welle, Google, Adam Grant, University of Pennsylvania, Justin Berg, University of Pennsylvania, **Happiness at Work: Crafting Jobs and Enhancing Skills**
 Robert R. Sinclair, Clemson University, Cynthia D. Mohr, Portland State University, Michael Sliter, Indiana University-Purdue University Indianapolis, Sarah Arpin, Portland State University, **Positive Work Experiences in Nursing: Structure, Outcomes, and Interventions**
 Cynthia Pury, Clemson University, Hannah Murphy, Clemson University, **Courage Interventions in the Workplace**
 Lois E. Tetrick, George Mason University, **Discussant**
 Submitter: Seth Kaplan, skaplan1@gmu.edu

12. Special Events: 10:30 AM–11:50 AM Grand G



Theme Track: Keynote: An External Perspective on the Foundations of Innovation Execution

I-O academics and practitioners frequently seek to create new breakthroughs in interventions that will have a lasting impact on organizations. This session brings research from outside the I-O field to spur our innovative thinking, particularly around focusing on the customer and focusing on execution.

Evan F. Sinar, Development Dimensions International (DDI), **Chair**
 Abbie Griffin, University of Utah, **Presenter**
 Tanya Boyd, Collective Brands, Inc., **Coordinator**

13. Panel Discussion: 10:30 AM–11:50 AM Grand H

Performance Management Researchers and Practitioners...You Need to Hear This, 2.0!

What do researchers know about performance management (PM) that can inform the most pressing issues of modern PM practice? In this follow up to last year's session, PM researchers and practitioners will try to resolve the unanswered questions most relevant to practice while developing future ideas for narrowing the research–practice gap.

Caitlin M. Cavanaugh, University of Akron, **Co-Chair**
 Deidra J. Schleicher, Texas A&M University, **Co-Chair**
 Paul E. Levy, University of Akron, **Panelist**
 Frederik Anseel, Ghent University, **Panelist**
 Alan L. Colquitt, Eli Lilly & Company, **Panelist**
 Steven T. Hunt, SuccessFactors, **Panelist**

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

14. Roundtable/Conversation Hr: 10:30 AM–11:50 AM Grand I

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, Kulis and Associates, **Host**
 Timothy R. Dullaghan, JetBlue, **Host**
 Katey E. Foster, APTMetrics, Inc., **Host**
 Charmane Harrison, The Timken Company, **Host**
 Chloe Lemelle, AT&T, **Host**
 Grace Leung, APTMetrics, Inc., **Host**
 Jordan M. Robbins, Transportation Security Administration, **Host**
 Luke A. Simmering, Walmart, **Host**
 Bryan Wiggins, Fors Marsh Group, **Host**

Submitter: Ivan Kulis, ikulis@hotmail.com

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

Mobile Devices in Talent Assessment: Where Are We Now?

The Internet and wireless technology have facilitated the use of mobile devices to deliver and complete talent assessments. This symposium presents research addressing challenges associated with mobile devices in talent assessment, including equivalence (i.e., SEM, IRT), impact of software (e.g., browsers) on equivalence, usage and demographic trends, and applicant perceptions.

John C. Scott, APTMetrics, Inc., **Chair**
 Neil Morelli, APTMetrics, Inc., **Co-Chair**
 Juliya Golubovich, Michigan State University, Anthony S. Boyce, Aon Hewitt, **Hiring Tests: Trends in Mobile Device Usage**
 Kevin Impelman, Batrus Hollweg International, **Mobile Assessment: Who's Doing It and How It Impacts Selection.**
 Amie D. Lawrence, Select International, Inc., Laurie E. Wasko, Select International, Inc., Kristin M. Delgado, Select International, Inc./Wright State University, Ted B. Kinney, Select International, Inc., Douglas Wolf, Select International, Inc., **Does Mobile Assessment Administration Impact Psychological Measurement?**
 A. James Illingworth, APTMetrics, Inc., Neil Morelli, APTMetrics, Inc., John C. Scott, APTMetrics, Inc., Simon M. Moon, La Salle University, Scott Boyd, Best Buy Co., Inc., **Equivalence of Assessments on Mobile Devices: Impact of Device Software**
 Sara Lambert Gutierrez, SHL, Jolene M. Meyer, SHL, **Assessments on the Go: Applicant Reactions to Mobile Testing**
 Alan D. Mead, IIT, **Discussant**
 Submitter: Neil Morelli, neil.morelli@gmail.com

16. Poster: 11:00 AM–11:50 AM Ballroom of the Americas Careers/Mentoring/Recruitment

16-1 Retirement's Impact on Alcohol Consumption: Drinking Norms and Stress Climate

This study examines how work-unit drinking norms and stress climate moderate the retirement–drinking relationship. Using a prospective study design, a negative effect of retirement on the frequency of alcohol consumption is found, with this effect stronger among those retiring from units characterized by more permissive drinking norms and/or stressful climates.

Inbal Nahum-Shani, University of Michigan
 Peter A. Bamberger, Tel Aviv University

Samuel B. Bacharach, Cornell University
 Etti Doveh, Technion-Israel Institute of Technology
 Submitter: Peter Bamberger, peterb@post.tau.ac.il

16-2 Senior Women's Roles in Junior Women's Career Advancement

This study examined women in junior and senior positions in a law firm; specifically, junior and senior women's perceptions of how senior women supported junior women by mentoring them. The researchers found that women have high (and often unmet) expectations in the area of women's career advancement.

Deborah A. O'Neil, Bowling Green State University
 Margaret E. Brooks, Bowling Green State University
 Margaret Hopkins, University of Toledo

Submitter: Margaret Brooks, mbrooks@bgsu.edu

16-3 Job Mobility: Spice of Work Life or a Career Fallacy?

To address the ambiguity regarding the relationship between job mobility and job performance, this study introduces the concept of career density, defined as the interaction between career challenge and number of executed jobs. Results demonstrate that the effect of job mobility is contingent upon the degree of career challenge.

Bernd Carette, Ghent University
 Frederik Anseel, Ghent University
 Filip Lievens, Ghent University

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

16-4 Self-Efficacy, Progress, and Intensity: Examining Competing Predictions in Job Search

This study uses competing theoretical perspectives to examine the influence of between- and within-subjects job search self-efficacy, and within-subjects changes in perceived progress, on job search intensity. Results suggest more complex relationships among job search self-efficacy, perceived progress, and job search intensity than found in prior studies.

Serge Pires da Motta Veiga, University of Missouri-Columbia
 Daniel B. Turban, University of Missouri

Submitter: Serge da Motta Veiga, spfkf@mail.missouri.edu

16-5 Working Until 65? Task Characteristics and Health Make the Difference

Predictors of preferred retirement age of employees (aged 50 and older) were studied in a Western-European sample ($N = 1130$). Retirement at older age was positively related to importance/fulfillment of certain task-related characteristics (like autonomy), whereas a negative relation was found for illness-related reintegration programs. Explanations and implications are discussed.

Jeroen Decoster, Ghent University
 Eva Derous, Ghent University

Submitter: Jeroen Decoster, jeroen.decoester@ugent.be

16-6 The Relationship Between Personality and Mentoring: Does Protégée Gender Matter?

This paper examines the moderating role of protégée gender in the relationship between personality and career and psychosocial mentoring. Gender moderated the personality-mentoring relationships for Agreeableness, Conscientiousness,

Emotional Stability, and Openness, such that showing masculine or less stereotypically feminine traits generally hurt women's mentoring relationships.

Susan D'Mello, University of Minnesota
 Ines C. Wichert, Kenexa, an IBM Company

Submitter: Susan D'Mello, susan.dmello86@gmail.com

16-7 Attributional Traits Affect Negative Mentoring Experience and Counterproductive Work Behaviors

Longitudinal data from 212 employees and their supervisors show that attributional traits (locus of control, equity sensitivity, and hostile attributional style) moderate the indirect effects of negative mentoring experience to counterproductive work behavior mediated by interpersonal conflict, using the Edward and Lambert (2007) moderated mediated path analysis technique.

Subhadra Dutta, PepsiCo
 Kimberly E. O'Brien, Central Michigan University

Submitter: Subhadra Dutta, subhadra.dutta@pepsico.com

16-8 Stability of Personality and Occupational Interests in Prework Samples

The purpose of this study was to compare the stability of personality, social perception, and occupational interest constructs among preworking and working samples. Multiple administrations of a personality and interest measure indicate that, although interests stabilize prior to work experience, personality is unstable. Implications for vocational guidance are discussed.

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

Submitter: Fabian Elizondo, elizondofabian@hotmail.com

16-9 Independent Component of Social Self-Efficacy Predict Chinese College Freshmen's Adjustment

This study examined the role of the independent component of social self-efficacy in affecting Chinese college freshmen's adjustment. Results based on a longitudinal survey supported the facilitating role played by social self-efficacy and established perceived social support as a mediator of the above effects.

Hui Meng, East China Normal University
 Jinyan Fan, Auburn University
 Peijia Huang, East China Normal University
 Yanyang Shi, East China Normal University

Submitter: Jinyan Fan, fanjinyan@yahoo.com

16-10 Gender Differences in Career Success: Distinguishing Moderated Versus Mediated Effects

Men consistently achieve greater objective career success than women. This study examines and contrasts the effects of gender, human capital variables, individual differences, family characteristics, and workplace sex composition on salary and managerial level in a mediation model and a moderation model. The researchers found substantial support for both models.

Katherine Frear, University of North Carolina at Charlotte
 Samantha C. Paustian-Underdahl, University of Alabama
 Eric D. Heggestad, University of North Carolina at Charlotte
 Lisa Walker, University of North Carolina at Charlotte

Submitter: Katherine Frear, kcallas@unc.edu

16-11 Are You My Profession? Mentoring, Organizational Citizenship, and Professional Identity

This study examined mentoring and OCBs in a voluntary professional organization (i.e., SIOP). Results indicated that OCBs of major advisors and informal mentors influenced an individual's identification with SIOP and subsequent OCBs in support of SIOP, especially when there was balanced regarding mentors' professional setting (i.e., academia or practitioner).

Julia M. Fullick, University of Central Florida
 Kimberly A. Smith-Jentsch, University of Central Florida
 Submitter: Julia Fullick, Julia.Fullick@gmail.com

16-12 The Impact of Self-Efficacies and Ability on Job Search

This paper examines how occupational self-efficacy and employment self-efficacy relate to job search efforts over time. Utilizing a longitudinal design, this study found that both these self-efficacies are positively related to the number of applications submitted by a job seeker after failing to initially secure a job.

Katrina A. Graham, Drexel University
 Quinn W. Cunningham, Drexel University
 Jonathan C. Ziegert, Drexel University
 Johnna Capitano, Drexel University
 Submitter: Katrina Graham, katrina.graham@drexel.edu

16-13 Vocational Interests and Income at the Occupation Level of Analysis

This research used O*Net data on U.S. occupations to examine the effects of career interest levels and differentiation on annual income. Results demonstrated that certain interests (e.g., investigative) were key predictors of annual income and that differentiation not only predicted annual income but also moderated each interest's relationship with income.

Jason L. Huang, Wayne State University
 Marina Pearce, Michigan State University
 Submitter: Jason Huang, jasonhuang@wayne.edu

16-14 Characteristics of Formal Mentoring Programs in the Workplace

Conceptual and empirical evidence is used to make the case that researching and consistently reporting the details of both the structural and implementation aspects of organizationally sponsored, formal mentoring programs is a worthy endeavor. Furthermore, this challenge is analyzed through a program evaluation lens. Suggestions for future investigation are offered.

Dana L. Kendall, Seattle Pacific University
 Katie Kirkpatrick-Husk, Seattle Pacific University
 Serena C. Hsia, Seattle Pacific University
 Brooke A. Engelbrecht, Seattle Pacific University
 Deanna M. Haney, Seattle Pacific University
 Submitter: Dana Kendall, kendalld@spu.edu

16-15 Predicting Student Career Choice in STEM Fields

This study proposed an expanded P-E fit model, which integrates ability-demand fit and interest-vocation fit to predict college students' career choice. The model was tested on 207,093 students entering 51 institutions. Findings partially support the hypothesized effects, thereby highlighting the

importance of integrating individual difference constructs in organizational and education research.

Huy Le, University of Nevada, Las Vegas
 Steven B. Robbins, ETS
 Submitter: Huy Le, huyanhle@gmail.com

16-16 Antecedents and Consequences of Voluntary Professional Development Among STEM Majors

A model of the antecedents and consequences of professional development was tested using a 3-wave longitudinal dataset. Contextual supports and barriers predicted intentions, which predicted professional development. Professional development predicted several desirable outcomes, including career identity, involvement, satisfaction, and persistence intentions. The model was equally applicable to men and women.

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

16-17 Promoting Professional Efficacy and Reducing Turnover Intentions Through Internships Characteristics

Despite extensive organizational use of internships, little research has examined how internship characteristics influence internship satisfaction, professional efficacy, and turnover intentions. This study examines autonomy, LMX, and organizational openness to creativity. Results indicated that internship satisfaction and professional efficacy differentially mediated the influence of internship characteristics on turnover intentions.

Andrew M. Naber, Texas A&M University
 Rebecca J. Thompson, Texas A&M University
 Sarah Lipphardt, United States Government
 Submitter: Andrew Naber, andrewmnaber@gmail.com

16-18 Childhood Self-Control, Adolescent Behavior, and Career Success: A Longitudinal Study

Research indicates that personality characteristics are important predictors of career success. This longitudinal study examined dispositional self-control and positive versus negative adolescent behavior in the context of career outcomes. Results demonstrated links among self-control (in childhood), positive/negative behavior (in adolescence), and education, job complexity, income, and job satisfaction (in adulthood).

Patrick D. Converse, Florida Institute of Technology
 Katie Piccone, Florida Institute of Technology
 Michael C. Tocci, Florida Institute of Technology
 Lisa S. Moore, Florida Institute of Technology
 Submitter: Katie Piccone, kpicone2008@my.fit.edu

16-19 Antecedents and Outcomes of Mentor Commitment in Workplace Mentoring Relationships

A model of the antecedents and outcomes of mentor commitment to workplace mentoring relationships was developed and tested. Survey data were collected from mentors and their protégés. Results suggest that commitment plays an

important role in mentoring relationships, and the investment model provides a useful framework for future research.

Laura Poteat, Raymond James
 Tammy D. Allen, University of South Florida
 Submitter: Laura Poteat, lfpoteat@juno.com

16-20 It Takes a Village: Developmental Networks Versus Mentoring Relationships

This research investigated the extent to which developmental networks predicted various career outcomes (learning, employability, career satisfaction, career self-efficacy) and life outcomes (e.g., generalized self-efficacy, psychological well-being) over the beneficial functions mentors provide. Results highlight several implications, including when to obtain a mentor versus when to build a developmental network.

Hilary G. Roche, Seattle Pacific University
 Katie Kirkpatrick-Husk, Seattle Pacific University
 Submitter: Hilary Roche, hgroche@gmail.com

16-21 Attractiveness, Ability, and Control: Implications for Career Success

Physical attractiveness, cognitive ability, and self-control predict many important outcomes but are rarely examined in combination. This study examined the longitudinal pathways leading from these characteristics to career success. Results indicated these variables related to core self-evaluations, adolescent behavior, education, and job complexity, which related to income and job satisfaction.

Patrick D. Converse, Florida Institute of Technology
 Michelle J. Thackray, Florida Institute of Technology
 Katie Piccone, Florida Institute of Technology
 Mary Margaret Sudduth, Florida Institute of Technology
 Stephanie Miloslavac, Florida Institute of Technology
 Michael C. Tocci, Florida Institute of Technology
 Submitter: Michelle Thackray, mthackray2010@my.fit.edu

16-22 Cross-Levels Predictors of Willingness to Mentor

This study examined cross-level effects of demography and diversity climate on 707 faculty members' willingness to mentor by linking survey data to organizational records. Prospective mentor sex, race, department demography, and diversity climate related to willingness to mentor. Diversity climate moderated the effects of racial similarity on willingness to mentor.

Xiaohong Xu, Texas A&M University
 Stephanie C. Payne, Texas A&M University
 Submitter: Xiaohong Xu, redlittle1983@gmail.com

16-23 Evaluating Contingent Workers as a Recruitment Source for Full-Time Positions

This study compared posthire outcomes for new full-time employees recruited from contingent worker pools versus other sources (internal hires, external referrals, and Internet advertisements). Converted contingent workers performed as well as external hires but worse than internal hires. No group differences were observed in start-up time or manager satisfaction.

Leigh Winik, Novo Nordisk Inc.
 Jason Dahling, The College of New Jersey

Rebecca G. Schoepfer, Novo Nordisk Inc.
 Samantha Le Chau, Novo Nordisk Inc.

Submitter: Jason Dahling, dahling@tcnj.edu

17. Symposium/Forum: 11:00 AM-12:20 PM Grand A

The Impact of Culture on Teams: Combining Complementary Research

As many organizations continue to cross geographic boundaries and become more global, there is a pressing need to understand the complex influences of culture on team functioning. In this session, 3 empirical papers examine the impact of culture in teams from differing, but complementary, conceptual and methodological perspectives.

Jessica L. Wildman, Florida Institute of Technology, **Co-Chair**
 Amanda L. Thayer, **Co-Chair**

Jessica L. Wildman, Florida Institute of Technology, Amanda L. Thayer, University of Central Florida, Eduardo Salas, University of Central Florida, Daniel P. McDonald, Defense Equal Opportunity Management Institute, **The Impact of Cultural Values on Team Mediators: A Meta-Analysis**

Marissa L. Shuffler, University of Central Florida, Shawn Burke, University of Central Florida, Ryan J. Fahey, University of Central Florida, Eduardo Salas, University of Central Florida, **Collective Orientation's Influence on Shaping Leadership in Distributed Virtual Teams**

Lisa M. Leslie, University of Minnesota, Jesse R. Harrington, University of Maryland, Michele J. Gelfand, University of Maryland, **Diversity in Context: The Multilevel Consequences of Conflict Cultures**

Submitter: Jessica Wildman, jwildman@fit.edu

18. Symposium/Forum: 11:00 AM-12:20 PM Grand B

I-O in the Legal Context: Inconsistencies in Understanding and Application

Scientific terms and findings are often applied in the legal system. However, common acceptance of the I-O body of knowledge does not ensure common interpretation and application. This study highlights instances of inconsistent interpretation and application of I-O science in the legal system and discusses strategies for overcoming these inconsistencies.

Chester Hanvey, Lamorinda Consulting, LLC, **Co-Chair**

Kayo Sady, DCI Consulting Group, **Co-Chair**
 James L. Outtz, Outtz and Associates, **Assumptions in I-O Psychology That Hinder Scientific Advancement of I-O**

Kayo Sady, DCI Consulting Group, Eric M. Dunleavy, DCI Consulting Group, Amanda R. Shapiro, DCI Consulting Group, **Standard Deviation Versus Standard Error: Proliferation of a Misnomer in EEO Litigation**

Chester Hanvey, Lamorinda Consulting, LLC, Cristina G. Banks, Lamorinda Consulting, LLC, Elizabeth Arnold, Lamorinda Consulting, LLC, **Appropriate Analyses at Different Stages of a Class Action Lawsuit**

Arthur Gutman, Florida Institute of Technology, **Disconnects Between I-O Principles and Judicial Rulings**

Wayne F. Cascio, University of Colorado, **Discussant**

Submitter: Chester Hanvey, hanvey@lamorindaconsultingllc.com

19. Symposium/Forum: 11:00 AM–12:20 PM Grand C

International Perspectives on Combining Personality and Multirater Feedback Data

Many organizations include personality assessments and multirater feedback instruments in selection batteries or development initiatives, but they rarely combine these sources of information to maximize developmental outcomes that mutually benefit individuals and the organization. Participants will share international perspectives on combining these sources of information and the ROI of doing so.

Blaine H. Gaddis, Hogan Assessment Systems, **Chair**

Julie Anne Caplinger, Aon Hewitt, **Optimizing HR Programs With Multirater and Personality Data**

Nila Sinha, Assess Systems, Renae Slaughter, Assess Systems, **Uniting 360° Feedback and Personality Assessments for Measureable Development Change**

Ginny Gray, Trinity Industries, Inc., **Multiple Assessments Applied to Employee Development**

Ronald P. Myhr, SHL Canada, Ilke Inceoglu, SHL Group Ltd, Stephanie R. Klein, SHL, Sue Bawtree, SHL, **Personality Assessment and 360° Evaluations: Complementary Approaches to Leadership Development**

William Shepherd, Huntington National Bank, **Using 360° Feedback, Personality, and Assessment Centers in Executive Development**

Submitter: Blaine Gaddis, bgaddis@hoganassessments.com

20. Symposium/Forum: 11:00 AM–12:20 PM Grand D

Comparability of Scores: Equivalence Issues in Testing Across Countries

This study considers approaches to a range of issues relating to score comparability in multinational testing. These range from use of DIF and generalizability theory through applications of SEM to more general considerations of the impact of cultural differences on attitudes to testing.

Dave Bartram, SHL Group Ltd, **Chair**

Dave Bartram, SHL Group Ltd, Ilke Inceoglu, SHL Group Ltd, Yin Lin, SHL, **Stability of OPQ32 Across Countries: A Multilevel Analysis**

Irina F. Cozma, Development Dimensions International (DDI), **More Is Better: Techniques for Assessing Tests in Cross-Cultural Research**

Kevin D. Meyer, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, **Translation Development and Evaluation for the Hogan Personality Inventory**

Matthew C. Reeder, Michigan State University, Ilke Inceoglu, SHL Group Ltd, Dave Bartram, SHL Group Ltd, Ann Marie Ryan, Michigan State University, Juliya Golubovich, Michigan State University, James Grand, Michigan State University, **Implementation Equivalence: Do Cultural Values Affect Testing Practice?**

Submitter: Dave Bartram, dave.bartram@shlgroup.com

21. Panel Discussion: 11:00 AM–12:20 PM Grand E

Causal Inferences in Our Science: Perspectives From Editorial Experts

In this panel, editorial experts (i.e., current and past editors/associate editors/guest editors for leading I-O journals) will address issues and answer questions regarding (a) how to deal with issues of causality in our research practice and (b) the expectations that our top journals may hold regarding issues involving causal inferences.

Gilad Chen, University of Maryland, **Chair**

Mo Wang, University of Florida, **Co-Chair**

Jason A. Colquitt, University of Georgia, **Panelist**

Jeffrey R. Edwards, University of North Carolina, **Panelist**

Steve W. J. Kozlowski, Michigan State University, **Panelist**

John E. Mathieu, University of Connecticut, **Panelist**

Frederick P. Morgeson, Michigan State University, **Panelist**

Submitter: Mo Wang, mo.wang@warrington.ufl.edu

22. Symposium/Forum: 11:00 AM–12:20 PM Grand F

Leadership Over Time: Constants and Variables

Popular consensus is that the 21st century requires a new and different kind of leadership to effectively navigate today's volatile, uncertain, complex, and ambiguous world. This session will examine leadership, both conceptually and empirically, and the degree to which it has changed over the past few decades.

Joy F. Hazucha, PDI Ninth House, **Chair**

John P. Campbell, University of Minnesota, **Modeling Leadership Performance: The Dynamic and the Invariant**

Louis N. Quast, University of Minnesota, Joseph M. Wohkittel, University of Minnesota, Chu-Ting Chung, University of Minnesota, Alison Phillips, University of Minnesota, Bruce Center, University of Minnesota, **Importance Ratings of Leadership Competencies Over Time**

Richard C. Thompson, CPP, Inc., John W. Fleenor, Center for Creative Leadership, **Attributes of 20th and 21st Century Leaders: Changes Over Time**

David V. Day, University of Western Australia, **Time and Leadership: Conceptualizations and Considerations**

Submitter: Maynard Goff, mgoffiii@gmail.com



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23. Panel Discussion: 12:00 PM–1:20 PM 335 A

Research Careers Outside of Academia: Adventures Into the Great Unknown

This panel discussion focuses on applied research careers outside of academia, providing the audience with information about the unique characteristics of applied research. The panel includes 7 members and will discuss different types of applied research jobs, how they differ from academic and consulting, and how to prepare for them.

Bethany H. Bynum, Human Resources Research Organization, **Chair**
Dana M. Dunleavy, Association of American Medical Colleges, **Panelist**
William A. Gentry, Center for Creative Leadership, **Panelist**
Gerald F. Goodwin, U.S. Army Research Institute, **Panelist**
Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Panelist**

Dan J. Putka, Human Resources Research Organization, **Panelist**
Mark J. Schmit, SHRM Foundation, **Panelist**
Shonna D. Waters, Department of Defense, **Panelist**

Submitter: Bethany Bynum, bbynum@humro.org

24. Symposium/Forum: 12:00 PM–1:20 PM 335 BC

Dark Organizational Climates and Cultures

One theoretical and 3 empirical papers describe the “dark side” of organizational culture and climate, including a culture of bullying in academia; how climates of assertiveness and fear prevent employees from speaking up about abuse; a culture of envy; and the effect of organizational moral disengagement on accident reporting.

Neal M. Ashkanasy, University of Queensland, **Co-Chair**
Laura Petitta, University of Rome Sapienza, **Co-Chair**
Suzy Fox, Loyola University - Chicago, **The Culture of the University Workplace: Our Bullies, Ourselves**

Christian Kiewitz, University of Dayton, Simon Lloyd D. Restubog, The University of Queensland, Mindy K. Shoss, Saint Louis University, Partick Garcia, Australian National University, Robert L. Tang, De La Salle-College of Saint Benilde, **When Abused Employees Remain Silent: Effect of Assertiveness and Fear**

Paresh Mishra, Indiana University-Purdue University Fort Wayne, **Culture of Envy: Its Antecedents and Consequences**
Laura Petitta, University of Rome Sapienza, Claudio Barbaranelli, University of Rome Sapienza, Tahira M. Probst, Washington State University Vancouver, Valerio Ghezzi, University of Rome Sapienza, **Organizational Culture, Moral Disengagement, and Employees' Silence on Work Accidents**

Rebecca J. Bennett, Louisiana Tech University, **Discussant**

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

25. Panel Discussion: 12:00 PM–1:20 PM 336 AB

I've Got Tenure, Now What? Advancing Women Past the Midpoint

This session will present research-grounded advice to female I-O faculty to support them over the midcareer hurdle into roles of greater leadership, responsibility, and impact in their academic institutions. Topics will include literature on gender and leadership, as well as practical advice from women who have been there and made the leap.

Lisa A. Steelman, Florida Institute of Technology, **Co-Chair**
Jane Williams, Indiana University-Purdue University Indianapolis, **Co-Chair**

Jeanette N. Cleveland, Colorado State University, **Panelist**
Adrienne J. Colella, Tulane University, **Panelist**
Lilia M. Cortina, University of Michigan, **Panelist**
Kecia M. Thomas, University of Georgia, **Panelist**
Margaret S. Stockdale, Indiana University-Purdue University Indianapolis, **Panelist**

Submitter: Jane Williams, jrwillim@iupui.edu

26. Interactive Posters: 12:00 PM–12:50 PM 337 AB

Fired Up, Ready to Go! Current Issues/Trends in I-O

Charles Scherbaum, Baruch College, **Facilitator**

26-1 Evaluation of Research Productivity Among I-O Psychology Doctoral Programs

This study updates and extends Gibby et al.'s (2002) and Oliver et al.'s (2005) evaluations of research productivity in I-O psychology doctoral programs using multiple objective criteria. It assessed research productivity across 2 time periods (2003–2012; entire career) and institutional representation at SIOP and AoM conferences.

Angela A. Beiler, Auburn University
Alexa J. Doerr, Auburn University
Lauren Zimmerman, Auburn University
Malissa A. Clark, Auburn University

Submitter: Angela Beiler, aab0027@tigermail.auburn.edu

26-2 A Model for Teaching Individual Assessment in Doctoral I-O Programs

This paper presents a service learning model for doctoral-level individual assessment courses that integrates didactic training with the direct experience of applying those skills in a closely supervised manager assessment. The paper describes the model and the impact the course has had on both students and managers.

Kortney Peagram, Chicago School of Professional Psychology
Nancy Newton, Chicago School of Professional Psychology
Erica Rumpel, Chicago School of Professional Psychology
Keith Carroll, Chicago School of Professional Psychology

Submitter: Keith Carroll, keithcarrollphd@gmail.com

26-3 Current Trends in I-O Psychology: A Qualitative Analysis of JobNet

I-O psychology serves changing demands across different industries. This cross-sectional qualitative analysis of JobNet job postings identified needs that can be met by academic preparation, internship, and job experience. Descriptive categorical data are also provided to identify additional skills. Understanding industry needs is important for current and future I-O psychologists.

Miguel A. De Hoyos, University of Phoenix
Lourdes Murillo, University of Phoenix
Sean R. Topham, University of Phoenix

Submitter: Miguel De Hoyos, Migueldehoyos@q.com



26-4 Assessing Scientist and Practitioner Orientations in Industrial-Organizational Psychology

This research provides evidence of internal validity for a measure of scientist and practitioner orientations in industrial-organizational psychology (the SPI-IO). Using a sample of graduate students, the study supported the measure's validity and determined that it accounted for more variance in career specialty choice than more general measures of career interests.

Frederick T. Leong, Michigan State University
Marina Pearce, Michigan State University
Jason L. Huang, Wayne State University

Submitter: Marina Pearce, marina@msu.edu

27. Symposium/Forum: 12:00 PM–1:20 PM 339 AB

Safety Culture, Climate, and Norms: The Latest Empirical Research

Although studies suggest safety climate as a key factor in workplace safety, the term is often used to denote other related concepts. This symposium/forum seeks to provide a better understanding of safety by distinguishing safety climate-related constructs and presenting empirical evidence on safety culture, climate, or norms linked to safety.

Ia Ko, Denison Consulting, **Chair**

Niambi M. Childress, Wayne State University, Alyssa McGonagle, Wayne State University, Lisa Kath, San Diego State University, **Safety Norms: Relationships With Safety Climate, Safety Behaviors, and Injuries**

Margherita Brondino, University of Verona, Margherita Pasini, University of Verona, **The Impact of Supervisor's Safety Profile on Worker's Safety Performance**

Keith R. Credo, McNeese State University, Achilles Armenakis, Auburn University, H. S. Feild, Auburn University, Kevin W. Mossholder, Auburn University, **Safety-Based Ethics Culture in the Drilling and Mining Industries**

Ia Ko, Denison Consulting, Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, **Organizational Culture Levers for Safety**

Submitter: Ia Ko, iko@denisonculture.com

28. Panel Discussion: 12:00 PM–1:20 PM 340 AB

Taming the Wild West of Executive Coaching

Organizations providing executive coaching are in need of a systematic, evaluative framework for the coaching engagement. The purpose of the panel is to discuss best practices in executive coaching among 3 multinational companies. Topics will include the varied approaches to a coaching system and metrics for evaluating the coaching engagement.

Taylor E. Massey, Claremont Graduate University, **Co-Chair**
Sarah A. Brock, Johnson & Johnson, **Co-Chair**
Kshanika Anthony, Medtronic Incorporated, **Panelist**
Christian C. Overton, University of North Texas, **Panelist**
Allen Moore, PDI Ninth House, **Panelist**

Submitter: Taylor Massey, taylor.massey@cgu.edu

29. Community of Interest: 12:00 PM–1:20 PM 342

Cross-Cultural Competencies

Nancy T. Tippins, CEB Valtera, **Host**
Ann Marie Ryan, Michigan State University, **Host**
Jeffrey M. Cucina, U.S. Customs and Border Protection, **Coordinator**

30. Symposium/Forum: 12:00 PM–1:20 PM 343 AB

New Perspectives in Green Organizations: Driving Change With I-O Psychology

I-O is new to the sustainability table, with lots left to learn. In this session academics and practitioners present critical insights regarding how I-O research and best practice can drive sustainability-related change. Topics include ethics, continua of organizational sustainability actions and employee attitudes, organizational design, organizational culture, and community relations.

Stephanie R. Klein, SHL, **Co-Chair**

Ann H. Huffman, Northern Arizona University, **Co-Chair**
Rodney L. Lowman, Alliant International University, **The Ethics of Sustainability: Aspirations or Obligations?**

Niti Pandey, Eastern Connecticut State University, Deborah E. Rupp, Purdue University, Meghan A. Thornton, Purdue University, **The Morality of Environmental Sustainability: A Psychological and Philosophical Perspective**

Wendy S. Becker, Shippensburg University, **Socially Responsible and Sustainable Supply Chains**

Gary Niekerk, Intel, Craig R. Barrett, Intel (Retired), **Sustainable Business: A Fortune 500 Corporate Perspective**
Herman Aguinis, Indiana University, **Discussant**

Submitter: Stephanie Klein, stephanie.klein@shl.com

31. Symposium/Forum: 12:00 PM–1:20 PM 344 AB

A Look Inside Workplace Meetings: A Science and Practice Perspective

Research on work meetings illustrates the importance of meetings in organizations. The papers examine how organizational support and counterproductive behavior impact meeting effectiveness and emotional labor in meetings, and how shared emotion in meetings promotes creative behavior. The papers provide practical advice for managers on ways to improve meeting effectiveness.

Joseph A. Allen, Creighton University, **Chair**

Alexandra M. Dunn, University of North Carolina-Charlotte, Linda R. Shanock, University of North Carolina-Charlotte, Joseph A. Allen, Creighton University, Benjamin E. Baran, Northern Kentucky University, Cliff Scott, University of North Carolina-Charlotte, Steven G. Rogelberg, University of North Carolina-Charlotte, **Less Acting, More Doing: Perceived Organizational Support's Contribution to Meetings**

Jane S. Thomas, University of North Carolina-Charlotte, Joseph A. Allen, Creighton University, Steven G. Rogelberg, University of North Carolina-Charlotte, John Kello, Davidson College, **Organizational Power, Emotional Labor, and Emotional Contagion in Meetings**

Isabelle Odermatt, University of Zurich, Cornelius J. König, University of Zurich, Martin Kleinmann, University of Zurich, Maria Bachmann, University of Zurich, **Counterproductive Behavior in Meetings**

Nale K. Lehmann-Willenbrock, Vrije Universiteit Amsterdam, Zhike

Lei, ESMT European School of Management, *Affective Ingenuity: Emotional Contagion and Creativity in Team Meetings*

Eduardo Salas, University of Central Florida, *Discussant*
Sara P. Weiner, Kenexa, an IBM Company, *Discussant*

Submitter: Joseph Allen, josephallen1@creighton.edu

32. Symposium/Forum: 12:00 PM–1:20 PM 346 AB

Examining Shared Leadership in Virtual Teams: Theoretical and Empirical Insights

Research on virtual teams is increasing, but shared leadership within these contexts remains relatively unexplored. This symposium brings together current research on shared leadership in virtual teams, beginning to address a critical gap in our understanding of how performance in virtual teams can best be facilitated.

Shawn Burke, University of Central Florida, *Chair*

Rebecca Grossman, University of Central Florida, *Co-Chair*

Shawn Burke, University of Central Florida, Marissa L. Shuffler, University of Central Florida, Stephen M. Fiore, University of Central Florida, Eduardo Salas, University of Central Florida, *Shared Leadership Structure and Emergence in Virtually Distributed Teams*

Andrew Cohen, George Washington University, Sharon Hill, George Washington University, Lynn R. Offermann, George Washington University, Kaitlin R. Thomas, George Washington University, Bret Crane, University of Virginia, *Choosing Virtuality: Team Virtuality, Shared Leadership, and Team Performance*

Andra Serban, Binghamton University, Francis J. Yammarino, Binghamton University, Shelley Dionne, Binghamton University, Surinder Kahai, State University of New York, Binghamton, Kristie A. Shirreffs, Binghamton University, *Testing Leadership and Team Performance in Face-to-Face and Virtual Teams*

Rebecca Grossman, University of Central Florida, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, Charissa Ng Mon, University of Central Florida, *Examining Identity, Shared Leadership, and Cohesion in Virtual Teams*

Submitter: Rebecca Grossman, rebeccagrossman@knights.ucf.edu

33. Poster: 12:00 PM–12:50 PM Ballroom of the Americas Emotions/Emotional Labor

33-1 The Role of Emotion Regulation and Expression in Indirect Aggression

This study examined the role of emotion regulation and expression in indirect aggression (undermining others' reputation at work) among 254 workers. The moderating effects of anger impulse control difficulties and ambivalence over the expression of anger on the relationship between suppression of emotional expression and indirect aggression were analyzed.

Paulo Lopes, Catholic University of Portugal

Lisa Roque, Catolica-Lisbon School of Business & Economics

Submitter: Paulo Lopes, paulo.lopes@ucp.pt

33-2 Investigating Group Affect From a Dual-Processing Perspective

Using a dual-processing perspective, this study examined the cross-level influence of group implicit and explicit affect on individuals' motivation, attitudes, and performance. The authors found

support for the role of group explicit affect in predicting such outcomes but only limited support for the role of group implicit affect.

David E. Caughlin, Portland State University

Liu-Qin Yang, Portland State University

Submitter: David Caughlin, caughlin@pdx.edu

33-3 Antecedents of Emotional Labor in Intercultural Service Encounters

This study proposes new antecedents of emotional labor in intercultural service encounters. It hypothesizes that intergroup anxiety and uncertainty will predict surface and deep acting used by service providers. The study also posits that cultural intelligence will have direct and indirect effects on emotional labor through intergroup anxiety and uncertainty.

Pylin Chuapetcharasopon, University of Waterloo

Wendi Adair, University of Waterloo

Submitter: Pylin Chuapetcharasopon, pchuapet@uwaterloo.ca

33-4 Effects of Mood and Job Demands on Counterproductive Work Behavior

This study, using an experience sampling methodology, investigated the dynamic relationships between daily job demands, daily mood conceptualized as hedonic tone and activation, and daily counterproductive work behaviors. Results generally supported the role of mood as a mediator at the within- but not the between-person level. Implications are discussed.

Malissa A. Clark, Auburn University

Gregory W. Stevens, Auburn University

Boris B. Baltes, Wayne State University

Submitter: Malissa Clark, clarkm@auburn.edu

33-5 A Within-Individual Investigation of Emotional Labor: Consequences and Moderators

This study examined the effects of emotional labor using experience sampling data from 68 service employees over a 3-week period. The effects of deep and surface acting on emotional exhaustion, job satisfaction, and service behavior were assessed, together with the moderating roles of felt challenge and leader-member exchange.

Jason L. Huang, Wayne State University

Dan S. Chiaburu, Texas A&M University

Ning Li, The University of Iowa

Xin-an Zhang, Shanghai Jiaotong University

Submitter: Jason Huang, jasonhuang@wayne.edu

33-6 Expanding the Generalizability of Surface and Deep Acting Across Industries

Our examination of emotional labor across industries revealed that service and nonservice workers applied surface and deep acting strategies to a similar degree. Antecedents (e.g., coworker conflict, justice) and outcomes (e.g., stress, turnover intentions) of emotional labor were similar across industries, warranting attention to emotional labor in nonservice jobs.

Emily M. Hunter, Baylor University

Cristina Rubino, California State University, Northridge

Sara J. Perry, University of Houston-Downtown

Lisa M. Penney, University of Houston

Submitter: Emily Hunter, emily_m_hunter@baylor.edu

33-7 Emotional Intelligence and Transformational Leadership: What About the Follower?

Building on prior work linking emotional intelligence (EI) and transformational leadership (TL), it was found that followers' EI played a moderating role in the relationship between leaders' EI and TL. This moderating effect was not found in the relationship between leaders' EI and leadership effectiveness.

Wonho Jeung, University of Nebraska-Lincoln
 Peter D. Hams, University of Nebraska-Lincoln
 Ted A. Paterson, University of Nebraska-Lincoln
 Submitter: Wonho Jeung, kmawine@gmail.com

33-8 Negative Emotions in Failure Feedback: When Feeling Bad Is Good

This study investigates the emotional and behavioral reactions to failure feedback by manipulating 3 negative emotional displays (angry, disappointed, or none) and the power level and relational distance of the feedback source. Emotional reactions, social behaviors, and task performance were all impacted, and a 3-way interaction was also found.

Genevieve Johnson, University of Oklahoma
 Shane Connelly, University of Oklahoma
 Jennifer A. Griffith, University of Oklahoma
 Submitter: Genevieve Johnson, johnson.gen@ou.edu

33-9 The Substantive Validity of Self-Report Emotional Intelligence Measures

As an examination of the construct validity of emotional intelligence, the substantive validity of 13 self-report EI measures was estimated by asking participants to rate the extent to which the items captured the intended construct. Only 3 of the 13 measures demonstrated substantive validity for a majority of items.

Bridget C. McHugh, University of Central Florida
 Dana Joseph, University of Central Florida
 Daniel A. Newman, University of Illinois at Urbana-Champaign
 Submitter: Dana Joseph, dana.joseph@ucf.edu

33-10 Anger and Rival Network Perception

This study explores how anger influences the perceptions of our rivals and their supporters at work. Evidence from a field experiment revealed that people who experienced anger viewed their rival's network as denser and more homogeneous, agentic, and entitative than people who experienced a neutral emotion.

Blaine Landis, University of Cambridge
 Martin Kilduff, University College London
 Jochen I. Menges, University of Cambridge
 Submitter: Blaine Landis, bl269@cam.ac.uk

33-11 Leaders' Emotional Displays and Followers' OCB and Team Performance

Drawing upon affective events theory, the authors examined the roles of leaders' positive emotional displays in followers' OCB and team performance. The results show that leaders' positive emotional displays explained significant variance in followers' OCB and team performance through influencing followers' positive emotional reactions and team-level positive emotional reactions respectively.

Gang Wang, University of Idaho
 Scott E. Seibert, University of Iowa
 Submitter: In-Sue Oh, insue.oh@gmail.com

33-12 Antecedents and Performance Effects of Affective Forecasts

Anticipated emotions may be significant motivating factors in work performance. This study tested a motivational model of forecasts of happiness and anxiety. Results from a longitudinal field study surrounding students performing on an exam revealed dispositional antecedents of these forecasts and confirmed the importance of forecasts in predicting performance.

Alison L. O'Malley, Butler University
 Loren J. Naidoo, Baruch College, CUNY
 Submitter: Alison O'Malley, aomalley@butler.edu

33-13 Extending COR Theory: Interaction Between Emotional Labor and Interpersonal Influence

This study was conducted to determine if interpersonal influence buffers the effects of emotional labor on burnout and OCB among school employees. Furthering the conservation of resources theory, moderating effects of interpersonal influence on study variables were tested, and well-established relationships between dimensions of emotional labor and burnout were replicated.

Eric M. O'Rourke, Central Michigan University
 Hyung In Park, Chonnam National University
 Kimberly E. O'Brien, Central Michigan University
 Stacey R. Kessler, Montclair State University
 Submitter: Eric O'Rourke, orour1em@cmich.edu

33-14 Negative Personality, Trust, and Distrust: The Mediating Role of Emotions

This study examines how emotional experiences mediate the relationship between personality and the experience of trust in work teams. This study suggests, and results confirm, that in response to trust violations, negative emotions will predict reduced trust and increased distrust in team members for trustors with negative personality characteristics.

Alicia M. Phebus, Florida Institute of Technology
 Stephanie Miloslavac, Florida Institute of Technology
 Charles P. Scott, Florida Institute of Technology
 Dinah Camilleri, Florida Institute of Technology
 Jessica L. Wildman, Florida Institute of Technology
 Submitter: Alicia Phebus, apaul2011@my.fit.edu

33-15 Negative Outcomes of Surface Acting: Can Leader Inclusiveness Help?

This study evaluates the mediating role of emotional exhaustion in explaining the relationship between surface acting and customer-service performance and moderating role of leader behavior on the relationship between surface acting and emotional exhaustion. A longitudinal field study confirmed the theory using data from 112 individuals and their supervisors.

Sheetal Singh, Morgan State University
 Natalia Lorinkova, University of Maryland
 Submitter: Sheetal Singh, sheetalkapoor@hotmail.com

33-16 Emotional Labor Strategies, Affects, Supervisor Personality, and Work Engagement

This study tested linkages among emotional labor strategies, affects, and employees' work engagement. Emotional labor strategies had relationships with work engagement via positive/negative affects. Leader Agreeableness buffered the surface acting–engagement relationship and enhanced the deep acting–engagement relationship via employee positive affect.

Changguo Mao, Renmin University of China
Jianmin Sun, Renmin University of China

Submitter: Jian Min Sun, jms@ruc.edu.cn

33-17 When Bossy Is Better: Leader-Facilitated Emotion Management and Job Stress

This study examined the employee stress-reducing properties of interpersonal, leader-facilitated emotion management strategies. Highlighting the dissimilarities from intrapersonal emotion management, results suggest that suppression is more effective than reappraisal for minimizing job stress during organizational crisis. Leader empathy was an essential factor for this particular effect.

Chase E. Thiel, Central Washington University
Shane Connelly, University of Oklahoma
Jennifer A. Griffith, University of Oklahoma

Submitter: Chase Thiel, chasethiel@gmail.com

33-18 Positive Progress: Extending Theory on Affect and Attention Residue

This theoretical article clarifies how affect may exacerbate or ameliorate the cognitive consequences and performance costs experienced following a task interruption. Previous research on positive and negative affect is integrated with established research on attention and emerging research on attention residue.

Laura N. Wallace, University of Minnesota
Aaron M. Schmidt, University of Minnesota

Submitter: Laura Wallace, wall0540@umn.edu

33-19 A Meta-Analysis of the Emotional Intelligence–Core Self-Evaluation Relationships

Emotional intelligence is often criticized for its overlap with Big 5 personality traits. This meta-analytic review examines the relationship between emotional intelligence and another set of traits: core self-evaluations. Ability-based emotional intelligence scores are found to be independent of core self-evaluations whereas trait-based measures are strongly related to core self-evaluations.

Marcus Crede, George Washington University
Vahe Permzadian, University at Albany
Peter D. Harms, University of Nebraska-Lincoln
Submitter: Marcus Crede, mac483883@gwu.edu

33-20 Emotional Intelligence and Medical School Performance: A Prospective Multivariate Study

Emotional intelligence (EI) is a potential addition to the factors that may prove useful in medical school admissions decisions. This study used both personality- and ability-based EI meas-

ures to predict medical student performance over time. Current EI tests did not predict outcomes after MCAT and personality were taken into account.

Michael T. Brannick, University of South Florida
Mark Grichanik, University of South Florida
Stanley J. Nazian, Morsani College of Medicine
Monika Wahi, DethWench
Steven B. Goldin, Morsani College of Medicine

Submitter: Mark Grichanik, mgrichanik@mail.usf.edu

**34. Panel Discussion: 12:00 PM–1:20 PM
Grand H****IGNITE Lightning Round: Simulations and Personnel Selection**

The science and practice of employee selection has advanced at a steady pace over the past 2 decades. However, recent advancements in both technology and assessment methods has resulted in an evolutionary leap in simulations. This IGNITE panel discussion provides a fast-paced, state-of-the-art overview of simulation technologies.

Michael S. Fetzter, SHL Group, **Chair**
Eric J. Sydel, Shaker Consulting Group, **Panelist**
Anthony S. Boyce, Aon Hewitt, **Panelist**
Valentina Bruk Lee, Florida International University, **Panelist**
Brett W. Guidry, Purdue University, **Panelist**
Ben Hawkes, Kenexa, an IBM Company, **Panelist**
Brent D. Holland, FurstPerson, **Panelist**
Kristina R. Barr, SHL, **Panelist**
Ryan S. O'Leary, PDRI, **Panelist**
Kathleen A. Tuzinski, SHL, **Panelist**
Matthew S. O'Connell, Select International, Inc., **Panelist**
Jolene M. Meyer, SHL, **Panelist**
Charles A. Handler, Rocket-Hire, **Panelist**
Joe LaTorre, Employment Technologies Corporation, **Panelist**

Submitter: Michael Fetzter, mike.fetzter@shl.com

**35. Roundtable/Conversation Hr: 12:00 PM–12:50 PM
Grand I****I-O and Introversion: Match or Mismatch?**

Join this roundtable to discuss the question: How can introverted I-O psychologists be most successful in practice? Participants are invited to understand their own introversion and explore strategies to leverage introversion in light of I-O work settings, the competencies that are required, as well as at the SIOP conference itself.

Paula A. Schlesinger, ITO Development, **Host**
Miriam T. Nelson, Aon Hewitt, **Host**

Submitter: Miriam Nelson, miriam.nelson@aonhewitt.com

**36. Symposium/Forum: 12:00 PM–1:20 PM
Grand J****Statistical and Methodological Myths and Urban Legends: Part VIII**

This symposium presents 4 statistical and methodological myths and urban legends that have not been discussed previously with the intent of uncovering the kernel(s) of truth supporting them, describing the myths that perpetuate them, and providing more informed bases for their application in the organizational sciences.

Charles E. Lance, University of Georgia, **Chair**
 Scott Tonidandel, Davidson College, Eleanor B. Williams, Davidson College, James M. LeBreton, Purdue University, **Myths Surrounding Sample-Size Requirements for Different Analyses**
 Neal W. Schmitt, Michigan State University, **Measurement Invariance: How Important?**

Daniel A. Newman, University of Illinois at Urbana-Champaign, Jonathan M. Cottrell, University of Illinois at Urbana-Champaign, **When Is Pairwise Deletion a "Good Enough" Missing Data Technique?**
 David J. Woehr, University of North Carolina-Charlotte, Paul B. Schmidt, University of North Carolina-Charlotte, Andrew C. Loignon, University of North Carolina-Charlotte, **Justifying Aggregation: The Fallacy of the Wrong Level Revisited**
 Robert J. Vandenberg, University of Georgia, **Discussant**
 Submitter: Charles Lance, clance@uga.edu

37. Special Events: 12:30 PM–1:20 PM Grand A

Distinguished Teaching Contributions Award: Teaching Like it Matters: Applying Newcomer Socialization and Justice Research

Teaching matters. Research matters. Rather than taking the view that teaching and research are mutually exclusive or come at the expense of one another for professors, this talk will focus on the application of both newcomer socialization theory and organizational justice theory within the classroom learning environment for mutual benefit.

Berrin Erdogan, Portland State University, **Host**
 Talya N. Bauer, Portland State University, **Presenter**
 Submitter: Berrin Erdogan, berrine@sba.pdx.edu

38. Panel Discussion: 12:30 PM–1:50 PM Grand B

Boutiques to Big Boxes: How I-O Consulting Jobs Are Evolving

Panelists with consulting experience at both small and large firms discuss how industry consolidation is changing the nature of consulting, including competencies, job duties, career opportunities, globalization, professional relationships, interdisciplinary interactions, and future evolution. Panelists prepared responses to multiple questions, which the audience will select to customize the session's topics.

Paul M. Mastrangelo, CEB Valtera, **Chair**
 Jeffrey A. Jolton, Kenexa, an IBM Company, **Panelist**
 Norman Ramion, Towers Watson, **Panelist**
 Katherine L. Bittner, CEB Valtera, **Panelist**
 Submitter: Paul Mastrangelo, pmastrangelo@executiveboard.com

39. Panel Discussion: 12:30 PM–1:20 PM Grand D

I-O's Role in Patching the Leaky Pipeline for S&E Women

Increasing the representation of women in science and engineering (S&E) fields is a national economic concern. I-O psychology is poised to contribute to this multidisciplinary effort. This panel brings together expertise from diversity researchers and practitioners to discuss best practices, research findings, and grant experiences.

Valerie J. Morganson, University of West Florida, **Co-Chair**
 Laura L. Koppes Bryan, University of Baltimore, **Co-Chair**
 Debra A. Major, Old Dominion University, **Panelist**
 Rosemary Hays-Thomas, University of West Florida (retired), **Panelist**
 Kathi N. Miner, Texas A&M University, **Panelist**
 Anne M. O'Leary-Kelly, University of Arkansas, **Panelist**

Submitter: Valerie Morganson, vmorganson@uwf.edu

40. Panel Discussion: 12:30 PM–1:50 PM Grand E

Analytics Unchained: Fortune 500 Recruiting and Selection Insights and Improvements

HR professionals can use analytics to detect problems earlier, spot opportunities more quickly, and better plan to meet business requirements via improved recruiting and selection systems. The purpose of this panel is to share applied challenges and lessons learned so attendees can learn and apply best practices involving HR analytics.

Ren Nygren, Development Dimensions International (DDI), **Chair**
 Jennifer R. Burnett, CSX, **Panelist**
 Natalie A. Jensen, Walmart, **Panelist**
 Sarah Evans, Walmart, **Panelist**

Submitter: Ren Nygren, ren.nygren@ddiworld.com

41. Symposium/Forum: 12:30 PM–1:50 PM Grand F

Changing the Conversation in the Justice Literature

The authors in this symposium change the conversation in the justice literature. By looking at justice as a global construct, a dependent variable, or from the supervisor's perspective, each paper identifies and reverses a typical trend in justice literature and demonstrates the continued vitality of this mature literature.

Joel Koopman, Michigan State University, **Co-Chair**
 Brent A. Scott, Michigan State University, **Co-Chair**
 Joel Koopman, Michigan State University, Fadel Matta, Michigan State University, Brent A. Scott, Michigan State University, Donald E. Conlon, Michigan State University, **A Proactive Model of Justice: Just a Favor Away**
 Cindy P. Zapata, Georgia Institute of Technology, Joseph T. Liu, Georgia Institute of Technology, Christine Jackson, Purdue University, **Do Motives Matter? Effects of Supervisor Empowerment on Employee Fairness**
 Russell S. Cropanzano, University of Colorado, Fred O. Walumbwa, Arizona State University, Samuel Aryee, Aston University, **The Creation and Consequences of Work Unit Fairness**
 Adela S. Garza, Michigan State University, Brent A. Scott, Michigan State University, Donald E. Conlon, Michigan State University, You Jin Kim, Michigan State University, **Why Do Managers Act Fairly? A Daily Investigation of Motives**
 Jason A. Colquitt, University of Georgia, **Discussant**

Submitter: Joel Koopman, joelkoopman@gmail.com

42. Special Events: 12:30 PM–1:20 PM Grand G

Theme Track: The Intersection of Research/Practice: Effectively Using Partnerships so Research Sticks

Successful science–practice integration stems from the ability for academics and practitioners to effectively communicate and provide mutually beneficial information. The goal of this



session is to bring together panelists who have prior experience successfully leveraging academic-practitioner relationships, focusing on those that have culminated in sticky interventions, programs, and systems.

Samuel T. Hunter, Pennsylvania State University, **Panelist**

Cindy McCauley, Center for Creative Leadership, **Panelist**

Rodney A. McCloy, HumRRO, **Panelist**

Karen B. Paul, 3M, **Panelist**

Roni Reiter-Palmon, University of Nebraska-Omaha, **Panelist**

Kristen M. Shockley, Baruch College-City University of New York,

Coordinator

Emily J. Stehura, Development Dimensions International (DDI),

Coordinator

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

43. Interactive Posters: 1:00 PM–1:50 PM 337 AB

If You Could Only See: Job and Competency Analysis

Jamie Donsbach, The Group for Organizational Effectiveness, *Facilitator*

43-1 Job Analytic Comparisons of Competency Requirements in Global Managerial Jobs

Existing research has examined similarities and differences in global leader behavior. However, these initiatives focus on the individual as their unit of analysis. This research uses jobs as the unit of analysis, analyzing archival job data to examine similarities and differences in competencies required for managerial jobs around the world.

Dara R. Pickering, Hogan Assessment Systems

Blaine H. Gaddis, Hogan Assessment Systems

Submitter: Blaine Gaddis, bgaddis@hoganassessments.com

43-2 Beyond Interrater Reliability: Using G-Theory to Examine KSAO–Task Linkage Ratings

The KSAO–task linkage process is critical to content-validated selection instruments. This study uses generalizability analyses to explore measurement conditions that may impact the reliability of KSAO–task linkage ratings. Results suggest that variability in linkage ratings is influenced by specific KSAO–task pairings, individual raters, and the specificity of the KSAO.

Andrew C. Loignon, University of North Carolina-Charlotte

Tara Myers, American Institutes for Research

Sarah N. Gilbert, American Institutes for Research

Cheryl Hendrickson, American Institutes for Research

Submitter: Andrew Loignon, andrew.loignon@gmail.com

43-3 Identifying Critical Job Family Competencies: Within and Across Job Families

This study used data-driven best practices to identify the most critical competencies for 4 job families: service and support; professionals, operations, and trades; and technicians and specialists. Although subject matter experts rated 4 competencies as critical across the 3 job families, other competencies were unique to each job family.

Ashley E. J. Palmer, Hogan Assessment Systems

Stephen Nichols, Hogan Assessment Systems

Submitter: Stephen Nichols, snichols@hoganassessments.com

43-4 Accuracy of Job Analysis Ratings in Predicting Training Experience Validities

Job analysis data are largely judgments from SMEs used to design selection assessments and training. This research examined job analysis rating accuracy by comparing SME relevance ratings with the validity of training experience across a large number of knowledge areas. Results and implications for future research are discussed.

Jeff A. Weekley, Kenexa, an IBM Company

Erica L. Hauck, Kenexa, an IBM Company

Trent J. Burner, Walmart Stores, Inc.

Sarah Evans, Walmart Stores, Inc.

Submitter: Jeff Weekley, jeff.weekley@kenexa.com

44. Poster: 1:00 PM–1:50 PM Ballroom of the Americas Justice/Ethics/Workplace Deviance

44-1 Team-Level Ethical Decision Making: A Model Proposal

Past research has focused on how individuals make ethical decisions. However, there has been no consideration of how teams make ethical decisions. This paper reviews individual decision-making models and presents a team model of ethical decision making that considers individual factors, in-group status, ethical climate, and ethical leadership.

Jill L. May, Illinois Institute of Technology

Daniel A. Gandara, Illinois Institute of Technology

Submitter: Jill May, jill.l.may5@gmail.com

44-2 Case-Based Ethics Instruction: Alternative Outcome Scenarios and Structured Outcome Evaluation

Case-based instruction is regarded as a viable alternative to traditional lecture-based education and training. However, little is known about how training techniques impact training effectiveness. This study examined the effects of 2 techniques: (a) presentation of alternative outcome scenarios and (b) conducting a structured outcome evaluation on learning and transfer.

Juandre Peacock, University of Oklahoma

Lauren N. Harkrider, Kenexa, an IBM Company

Zhanna Bagdasarov, University of Oklahoma

Shane Connelly, University of Oklahoma

Chase E. Thiel, Central Washington University

James F. Johnson, University of Oklahoma

Alexandra E. MacDougall, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Lynn D. Devenport, University of Oklahoma

Submitter: Juandre Peacock, jpeacock@ou.edu

44-3 Influence of Competitive Climate and Moral Disengagement on Ethical Decision Making

Competition has long been regarded as a viable approach to increase employee performance. However, little is known about the impact of competitive climate on employee ethical decision making. This study examined the potential effects of competitive climate on ethical decision making and the indirect effects of moral disengagement on this relationship.

Juandre Peacock, University of Oklahoma

Shane Connelly, University of Oklahoma

Submitter: Juandre Peacock, jpeacock@ou.edu

44-4 Psychological Contracts and Ethical Leadership in the Workplace

This online survey of 159 employees and 96 peers investigated relationships among psychological contracts, ethical leadership, organizational commitment, and organizational citizenship behavior (OCB). Transactional contracts were negatively correlated to affective and normative commitment, as well as OCB. Ethical leadership moderated the relationships between transactional contracts and organizational commitment.

Beverly L. Philipp, Alt Consulting-Karl Storz
Patricia Denise J. Lopez, Alliant International University
Submitter: Beverly Philipp, bfrazier09@gmail.com

44-5 Employee Reactions to Unethical Customers: The Role of Ethical Leadership

Drawing on the deontic model of justice and conservation of resources theory, this study proposes a moderated-mediation model whereby ethical leadership mitigates the indirect relationship between customer unethical behavior and employee outcomes (organizational commitment, job satisfaction, relationship and task conflict) as mediated by employee emotional exhaustion. Implications are discussed.

Matthew J. Quade, Oklahoma State University
Rebecca L. Greenbaum, Oklahoma State University
Gabi M. Eissa, Oklahoma State University
Mary Mawritz, Drexel University
Joongseo Kim, Oklahoma State University
Submitter: Matthew Quade, matt.quade@okstate.edu

44-6 To Catch a Time Thief: Profiling Time Bandit Types

An employee is engaged in time banditry when he or she pursues nontask related activities during work time. Two studies were conducted to explore variables that can be used to classify time bandits. Results revealed that both situational and dispositional variables can be used to predict time-bandit type.

Meagan E. Brock, West Texas A & M University
Laura E. Martin, Midwestern State University
Michael Buckley, University of Oklahoma
Submitter: Meagan Brock, mbrock@wtamu.edu

44-7 The Effect of Coworker and Customer Incivility on Organizational Outcomes

The authors hypothesized that employees who experienced high levels of incivility would report reductions in job satisfaction and organization-based self-esteem (OBSE). Moreover, it was expected that negative affectivity would interact with incivility to predict reduced job satisfaction, and self-efficacy would interact with incivility to predict reduced OBSE.

Christopher S. Chang, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Christopher Chang, cchang@bgsu.edu

44-8 A Digital Work Simulation for Workplace Deviance

The aim of this study was to examine the validity of a digital work simulation predicting workplace deviance by assessing Machiavellianism and compliant unethical behavior. The criterion-related validity and the incremental validity of the digital

work simulation were studied among 285 participants. Results supported the validity of the simulation.

Lonneke Dubbelt, Eindhoven University of Technology
Janneke K. Oostrom, VU University Amsterdam
Annemarie Hiemstra, GTP/Erasmus University Rotterdam
Joost Modderman, GTP

Submitter: Lonneke Dubbelt, l.dubbelt@tue.nl

44-9 You Compete Me: Competition and Cooperation Goals Predict Workplace Ostracism

Drawing on the theory of cooperation and competition, this study found cooperative goals reduced, while competitive goals facilitated, workplace ostracism. Social skill was found to be negatively related to ostracism as well as strengthening the negative impact of cooperative goals and neutralizing the positive impact of competitive goals on ostracism.

Longzeng Wu, Shanghai University of Finance and Economics
Lance Ferris, The Pennsylvania State University
Ho Kwong Kwan, Shanghai University of Finance and Economics
Flora Chiang, Hong Kong Baptist University
Ed Snape, Hong Kong Baptist University

Submitter: Lance Ferris, lanceferris@gmail.com

44-10 Unethical Pro-Organizational Behavior: Antecedents and Boundary Conditions

This multisource survey investigated several antecedents of the newly introduced concept of unethical pro-organizational behaviors. Supervisor rated i-deals were related to UPB, whereas self-rated i-deals and leader-member exchange were not. Supervisor's embodiment of the organization was examined as a moderator. Implications for theory and research are discussed.

Alexandra Ilie, Illinois State University
Paul E. Spector, University of South Florida
Submitter: Alexandra Ilie, alexandra.v.ilie@gmail.com

44-11 Self-Reported Organizational Deviance Behaviors: Do Others See Them Coming?

Does reputation matter, and does it relate to self-reported deviance behaviors? Drawing on socioanalytic and ecological theories, this study examined whether observer-rated Big 5 factors related to self-reported workplace deviance. Importantly, the researchers extended previous research to show that supervisor- and coworker-rated personality incrementally predicted employees' deviance ratings beyond self-rated personality.

Gahyun Jeon, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Submitter: Gahyun Jeon, jeon29@illinois.edu

44-12 Managers Behaving Badly: Not Smart, Disengaged, and Deviant

This study investigates whether intelligence and work engagement interact to influence supervisor ratings of workplace deviance. Based on a sample of managers, using a time-lagged design, it was found that work engagement moderates the effects of intelligence such that workplace deviance is greatest when intelligence and work engagement are low.

Lindsey M. Greco, The University of Iowa
 Stacy Lolkus, University of Iowa
 Michael K. Mount, University of Iowa
 Submitter: Stacy Lolkus, stacy-lolkus@uiowa.edu

44-13 Hostile Climates, Abusive Supervision, and the Moderating Role of Conscientiousness

This study proposes that hostile organizational climates promote organizational deviance and psychological withdrawal among employees by encouraging abusive supervision. Among a sample of employees and immediate supervisors, results provide support for the hypothesized relationships. In addition, Conscientiousness was found to mitigate negative behavioral reactions but not psychological reactions.

Mary Mawritz, Drexel University
 Scott Dust, Drexel University
 Christian J. Resick, Drexel University
 Submitter: Mary Mawritz, meb359@drexel.edu

44-14 Vicarious Social Undermining: Workplace Aggression Harms Nontarget Employees Too

Previous research has shown that social undermining has clear negative effects on the target. This study investigates whether employees other than the direct target of social undermining also experience negative outcomes. This phenomenon, vicarious social undermining, was related to increased job withdrawal, intention to quit, and reduced supervisor satisfaction.

Rose Fonseca, St. Mary's University
 Gregory J. Pool, St. Mary's University
 Submitter: Gregory Pool, gpool@stmarytx.edu

44-15 Stand Up and Speak Up: Prosocial Reactions to Witnessing Abuse

The "Penn State Scandal" triggered much public outrage and posed many questions. One of them refers to abuse in the workplace and the way observers of abuse react. This paper speaks to these issues and examines the conditions under which witnesses of abuse show prosocial conduct to benefit the victim.

Manuela Priesemuth, Wilfrid Laurier University
 Submitter: Manuela Priesemuth, mpriesemuth@wlu.ca

44-16 Somebody's Watching You: Observer Reactions to Deviant Work Behaviors

This study examined observer reactions to deviant work behaviors (DWB). The target and severity of behaviors are predicted to affect observer responses. When DWB was severe or interpersonally directed, participants generally preferred reporting, confronting, or aiding, but when DWB was minor or organizationally directed, observers preferred ignoring or imitating the behaviors.

Sara A. Brothers, The University of Houston
 Dena Rhodes, University of Houston
 Lisa M. Penney, University of Houston
 Submitter: Dena Rhodes, dena.h.rhodes@gmail.com

44-17 Perception of and Attributions about Incivility: The Effects of Gender

Few studies have explored the process of perception of incivility and the factors that influence attributions about incivility.

This laboratory study uses a 2 (participant gender) x 2 (experimenter gender) x 2 (incivility) design to examine accuracy of detection of positive and negative social behaviors and attributions made about these behaviors.

Elizabeth M. Hocker, University of Oklahoma
 Lori Anderson Snyder, University of Oklahoma
 Submitter: Lori Snyder, lsnyder@ou.edu

44-18 Incivility and Turnover Intentions: Multiple Mediators and Moderated Relationships

This study aimed to establish the explanatory mechanisms which include burnout, job stress, and job satisfaction that occur simultaneously in order to explain the relationship between incivility and turnover intentions. It also examined ways of preventing and reducing the negative impact of incivility, specifically looking at perceived organizational support.

Anna K. Young, University of Connecticut
 Jenna C. Shapiro, University of Connecticut
 Vicki J. Magley, University of Connecticut
 Submitter: Anna Young, anna.young@uconn.edu

44-19 Selective Incivility: Immigrant Groups Experience Subtle Discrimination at Different Rates

Research on workplace discrimination against immigrants is scarce despite the fact that immigrants play an important role on labor markets, steadily increasing in number and diversity. This research studies immigrant employees' subtle discrimination experiences in a representative sample finding that mainly new, highly competitive immigrant groups experience subtle interpersonal discrimination.

Franciska Krings, University of Lausanne
 Claire Johnston, NCCR LIVES, University of Lausanne
 Steve Binggeli, Rice University
 Christian Maggiori, NCCR LIVES, University of Lausanne
 Submitter: Steve Binggeli, binggeli.steve@gmail.com

44-20 Ethical Leadership Ratings: The Role of Followers' Personality

Drawing on implicit leadership theory and referent effect, this study extends ethical leadership research by examining if follower individual differences in personality are related to leader ratings on the Ethical Leadership Scale (ELS). Results indicate that followers' conscientiousness is significantly and positively associated with leader ratings on ELS.

Aiva K. Gorab, George Mason University
 Lois E. Tetrick, George Mason University
 Phillip L. Gilmore, George Mason University
 Clifford R. Haimann, George Mason University
 Ronald P. Vega, George Mason University
 Submitter: Aiva Gorab, bgorab@gmu.edu

44-21 Ethical Leadership Buffers Negative Effects of Group Moral Identity Diversity

This study examined the moderating effect of ethical leadership on the relationship between group members' moral identity diversity and intragroup task conflict and trust. Ethical leadership buffered the negative impact of group diversity in internalized and symbolized moral identity on intragroup task conflict and trust.

Le Zhou, University of Florida
 Lee T. Penn, University of Florida
 Mo Wang, University of Florida
 Junqi Shi, Sun Yat-Sen University
 Jessica M. Santoro, University of Florida
 Yihao Liu, Peking University, China
 Submitter: Le Zhou, zhoule2007@gmail.com

44-22 Automatic Fairness Theory: Integrating Fairness Theory With Automatic Counterfactual Reasoning

Fairness theory is extended, suggesting that automatic counterfactual reasoning influences the propensity to hold social entities accountable for (un)fair treatment. The model suggests that these counterfactual reasoning processes rely on the perception that it is easy to generate counterfactual thoughts rather than the quantity and content of counterfactual thoughts.

Samuel J. Birk, University of Arizona
 David Welsh, University of Arizona
 Stephen W. Gilliland, University of Arizona
 Submitter: Samuel Birk, samuel.birk@gmail.com

44-23 How the Language We Speak Influences Reactions to Unfair Treatment

Recent findings from the linguistics literature are integrated with the organizational justice literature to predict how one's native language influences perceptual and behavioral reactions to unfair treatment.

Samuel J. Birk, University of Arizona
 Edgar E. Kausel, University of Chile
 Submitter: Samuel Birk, samuel.birk@gmail.com

44-24 Interactional Fairness, Organizational Embeddedness, and Discretionary Behavior

This study explored whether the affective nature of organizational embeddedness moderated relations of supervisors' interactional fairness with citizenship behavior and production deviance outcomes. Results from full-time employees showed that interactional fairness exerts a stronger effect for organizationally embedded employees than for their less attached coworkers, even after controlling for turnover intent.

Brian J. Collins, University of Southern Mississippi
 Kevin W. Mossholder, Auburn University
 Submitter: Brian Collins, brian.collins@usm.edu

44-25 The Role of LGO in Coping With Organizational Injustice

Based on COR theory and trait activation theory, this study examined how organizational justice moderates the relationship between learning goal orientation (LGO) and individual outcomes. The positive effect of LGO on task performance was stronger when the level of justice was low rather than high.

Soo Jung Han, Seoul National University
 Soojin Lee, Seoul National University
 Seckyoung L. Kim, Seoul National University
 Seokhwa Yun, Seoul National University
 Submitter: Soo Jung Han, francesca1@snu.ac.kr

44-26 Is Overall Justice a Useful Construct?

Using usefulness analysis (a form of dominance analysis), dimensions of justice were found to be more useful than overall justice in a student sample (Study 1), but in a professional sample (Study 2), overall justice was more useful than dimensions for predicting theoretically relevant outcomes. Implications are discussed.

Jessica M. Nicklin, University of Hartford
 Laurel A. McNall, SUNY Brockport
 Sarah Niehorster, SUNY Albany
 Jennifer A. Higgins, SUNY Albany
 Submitter: Jessica Nicklin, nicklin@hartford.edu

44-27 How Supervision, Justice, and Organizational Support May Impact Employee Strains

This study examined the relationships among abusive supervision, justice, perceived organizational support (POS), and employee strains. Abusive supervision and low justice were predicted to negatively affect POS, thus exacerbating employee strains. POS was a significant mediator between abusive supervision and burnout as well as justice and burnout.

Dena Rhodes, University of Houston
 William D. Presson, University of Houston
 Lisa N. Walther, University of Houston
 Submitter: Dena Rhodes, dena.h.rhodes@gmail.com

44-28 Powerlessness, Transparency, Justice, and Interpersonal Conflict During Organizational Change

Organizational change by nature involves ambiguity, which may produce feelings of powerlessness. This paper investigates relationships among powerlessness, interactional justice, transparency, and interpersonal conflict using the cognitive phenomenological model of employee reactions to stress. Presenters also assess the role of power distance as a cultural moderator.

Kyootai Lee, UNIST
 Monica Sharif, University of Miami
 Terri A. Scandura, University of Miami
 Submitter: Monica Sharif, msharif@miami.edu

44-29 Validation of a Measure of External Organizational Justice

This study provides validity evidence for a 3-dimensional measure of external organizational justice: the degree to which employees perceive that their organization behaves fairly, equitably, and ethically when interacting with entities outside of the organization. This construct contributes to our understanding of how corporate social responsibility and individual-level organizational outcomes relate.

Steven R. Toaddy, North Carolina State University
 Samuel B. Pond, North Carolina State University
 Submitter: Steven Toaddy, srtoaddy@ncsu.edu

44-30 Do It Because I Said So...Please? Justice and Power

Two studies were conducted investigating supervisor interpersonal justice, power, and employee reactions. Interpersonal justice was found to be positively related to referent power and negatively related to coercive power. Referent power was positively related to commitment, and coercive power was related to reactance. Implications for research and practice are discussed.

Ellen Weissblum, New York State Department of Civil Service
 Sylvia G. Roch, University at Albany, SUNY

Submitter: Ellen Weissblum, Ellen.Weissblum@gmail.com

44-31 Multifoci Justice and Creativity in Work Teams: A Multilevel Framework

This study investigates the influence of organization-focused justice and supervisor-focused justice on creativity through 2 complementary mediators (i.e., psychological empowerment and leader-member exchange). Organization-focused justice and supervisor-focused justice influence creativity in different ways. Moreover, supervisor-focused justice and organization-focused justice have a positive interactive effect on employee creativity.

Xinmin Tian, Shanghai Jiao Tong University
 Zhitao Xie, Shanghai Jiao Tong University
 Jinlong Zhu, National University of Singapore

Submitter: Jinlong Zhu, derk@yahoo.cn

44-32 Antecedents of Moral Disengagement: Examining Moral Identity and Moral Attentiveness

This study examined the antecedents of moral disengagement from a person-in-context perspective, hypothesizing both direct and interactive effects of moral identity dimensions and moral attentiveness. In a sample of 291 individuals, the results of a single-indicator latent model generally supported the hypotheses. Implications for future research are discussed.

Gregory W. Stevens, Auburn University

Submitter: Gregory Stevens, gws0002@auburn.edu

45. Roundtable/Conversation Hr: 1:00 PM–1:50 PM Grand I

LGBT Workplace Legal Environment: Considerations for Employee and Employer

LGBT employees experience discrimination based on invisible stigmas (Ragins, Singh, & Cornwell, 2007). Although workplaces are making progress toward recognizing employee sexual diversity (Button, 2001), little federal protection exists. Don't Ask Don't Tell (DADT), Title VII's application to transgender employees, and Defense of Marriage Act (DOMA) litigation are discussed.

Robert Sleight, University of Georgia, **Host**
 Brian Roote, SHL, **Host**
 Scott B. Button, C2 Technologies, Inc., **Host**

Submitter: Robert Sleight, sleightrob@gmail.com

46. Panel Discussion: 1:30 PM–2:50 PM 335 BC

I-O Psychology's Role in Integrated Talent Management

Integrated Talent Management is the hot topic among practitioners and a common goal among HR professionals. At this session senior leaders of four large organizations will discuss their definitions, their talent needs, the role of I/O psychology, and their successes/lessons learned on their journey toward integrating data and processes.

Chris L. Lovato, Kenexa, an IBM Company, **Chair**
 Mike Barriere, Alcoa, **Panelist**
 Janet D. Rhoton, Bank of America, **Panelist**

Andrew Honeybone, Dollar General, **Panelist**
 Steven Cardoze, GSK, **Panelist**

Submitter: Chris Lovato, Chris.Lovato@Kenexa.com

47. Symposium/Forum: 1:30 PM–2:50 PM 336 AB

Time to Focus on Context: Work-Life Issues in Educational Settings

Educational settings are of significant importance to many adults, and yet, little is known about the unique work-life challenges experienced by them within these environments. The proposed symposium consists of 4 unique studies, which focus on the interface between work and other life roles in educational settings.

Konstantin Cigularov, Old Dominion University, **Co-Chair**
 Janet L. Barnes-Farrell, University of Connecticut, **Co-Chair**
 Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis, Jane Williams, Indiana University-Purdue University Indianapolis, **Testing an Integrated Model of Leaky Pipeline Phenomenon in Academia**

Rachel C. Trout, LSU, Russell A. Matthews, Bowling Green State University, **Engaging and Retaining Elementary School Teachers via Multisource Work-Family Support**

Lindsey A. Graham, University of Connecticut, Zhuo Chen, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, Peter D. Bachiochi, Eastern Connecticut State University, Flora Dakas, George Washington University, **Employment as the "Other" Role: Engaging Students to Perform Academically**

Konstantin Cigularov, Old Dominion University, Gargi Sawhney, Old Dominion University, Peter Y. Chen, University of South Australia, Rocco Tomazic, Linden Public Schools, Kimberly Henry, Colorado State University, Benjamin Kaufman, Old Dominion University, Yiqiong Li, University of South Australia, **School Safety and Work-Family Conflict: The Role of Transformational Leaders**

Debra A. Major, Old Dominion University, **Discussant**

Submitter: Konstantin Cigularov, kcigular@gmail.com

48. Symposium/Forum: 1:30 PM–2:50 PM 339 AB

Looking Forward to Mars: Researching Teams for Future Exploration Missions

Future space exploration missions will involve teams working together over long periods of isolation, confinement, and danger. There has been little examination of teams in environments similar to those experienced on long duration space exploration missions. The research presented in this symposium addresses issues unique to teams in spaceflight environments.

William B. Vessey, EASI/Wyle/NASA Johnson Space Center, **Chair**
 Scott I. Tannenbaum, Group for Organizational Effectiveness, John E. Mathieu, University of Connecticut, George M. Alliger, Group for Organizational Effectiveness, Jamie S. Donsbach, Group for Organizational Effectiveness, **Composing Long-Duration Space Flight Teams**

Kimberly A. Smith-Jentsch, University of Central Florida, Mary J. Sierra, University of Central Florida, Eduardo Salas, University of Central Florida, **Countdown to Mars: Sequencing Team Training for the Long Haul**

Steve W. J. Kozlowski, Michigan State University, Marina Pearce, Michigan State University, Samantha K. Baard, Michigan State University

University, Chu-Hsiang Chang, Michigan State University, Subir Biswas, Michigan State University, Michael T. Braun, Michigan State University, Tara A. Rench, Aptima, Inc., Christine M. Kermond, Michigan State University, Heng Xie, Michigan State University, **Capturing the Dynamics of Collaboration and Teamwork**
Christopher A Miller, Smart Information Flow Technologies, Sonja Schmer-Galunder, Smart Information Flow Technologies, Peggy Wu, Smart Information Flow Technologies, Jeffrey Rye, Smart Information Flow Technologies, **Nonintrusive Psychosocial State Assessment From Team and Individual Verbal Interactions**

Submitter: William Vessey, william.b.vessey@nasa.gov

49. Symposium/Forum: 1:30 PM–2:50 PM 340 AB

Employee Lifecycle Research: Understanding and Improving the Journey at Work

This session highlights various ways that organizations are conducting employee lifecycle research. Five studies—each exploring different aspects of lifecycle research—will be presented. These studies focus on developing a deep understanding of the employee experience at work. Scientists and practitioners will present findings from multiple sources.

Patrick K. Hyland, Sirota Survey Intelligence, **Chair**
Angela R. Grotto, Sirota Survey Intelligence/Baruch College, CUNY, **Employee Engagement Patterns During Employees' First 5 Years**
Sumona B. De Graaf, George Washington University, Justin G. Black, Sirota Consulting LLC, **Conceptualizing, Measuring, and Understanding the Employee Lifecycle at Bloomberg LLC**
Will Welch, Tiffany & Co., **Developing an Employee Lifecycle Program: Building and Bridging Multiple Measurements**
Shujing J. Huang, ICF International, Patrick K. Hyland, Sirota Survey Intelligence, **A Practical Model for Predicting Employee Turnover**
Courtney Ledford, Intuit, **Understanding the Employee Experience and Likelihood to Turnover at Intuit**

Submitter: Shujing Huang, jessie.huang@icfi.com

50. Community of Interest: 1:30 PM–2:50 PM 342

Learning Agility and Leader Development

Neta Moya, PDRI, an SHL Company, **Host**
Stephen J. Zaccaro, George Mason University, **Host**
Benjamin M. Walsh, University of Illinois at Springfield, **Coordinator**

51. Panel Discussion: 1:30 PM–2:50 PM 343 AB

Organizational Capability: The Role of I-O Practitioners in Strategy Implementation

Although organizations put a high priority on defining business strategies, many fail to put in place the organizational capability that will support the execution of such strategies. This panel of academics and practitioners will share their perspectives on how industrial-organizational professionals can best help organizations build organizational capability.

Michel A. Buffet, Fisher Rock Consulting, **Chair**
Randy Farmer, New York University, **Panelist**
Greg Parker, Shell, **Panelist**
Donna Pearce, Merck, **Panelist**
Julia Urbanchuk, Bristol-Myers Squibb, **Panelist**

Submitter: Michel Buffet, michel@fisher-rock.com

52. Symposium/Forum: 1:30 PM–2:50 PM 344 AB

Novel Approaches to Conducting Research on Workplace Affect

Scholarship on emotions continues to be a large area of organizational research. This symposium highlights ways that researchers can “think outside the box” when investigating workplace emotions, including the use of event-level and continuous ratings, the use of physiological indicators of affect, and sampling from underresearched occupations.

Allison S. Gabriel, University of Akron, **Co-Chair**
James M. Diefendorff, University of Akron, **Co-Chair**
Megan Chandler, University of Akron, James M. Diefendorff, University of Akron, **Experience Sampling Methods Applied to Affective Spin and Pulse**
Nikos Dimotakis, Georgia State University, Wongun Goo, Georgia State University, Remus Ilies, National University of Singapore, **Physiological Reactions to Affective Experience**
Jemma B. King, University of Queensland, Neal M. Ashkanasy, University of Queensland, **Ability Emotional Intelligence Moderates Cortisol Stress Reactions to Cyber-Ostracism**
Allison S. Gabriel, University of Akron, James M. Diefendorff, University of Akron, **Utilizing Continuous Rating Assessments to Measure Workplace Emotions**
Meghan A. Thornton, Purdue University, Monica Bielski-Boris, University of Illinois Urbana-Champaign, Deborah E. Rupp, Purdue University, **Multifoci Justice and Emotional Labor in Unionized Contexts**

Submitter: Allison Gabriel, allison.gabriel@gmail.com

53. Panel Discussion: 1:30 PM–2:50 PM 346 AB

Marketing YOU: Personal Branding at Work

Companies spend millions annually developing their “brand” messages. Likewise, employees may use similar strategies to create a “name” for themselves at work. This panel will provide insight into branding by sharing their experiences and providing guidance to individuals who are interested in creating a brand of their own.

Maria Arboleda, Aon Hewitt, **Chair**
Kelly Goff, ExxonMobil, **Panelist**
Nathan J. Hiller, Florida International University, **Panelist**
Veronica S. Harvey, Aon Hewitt, **Panelist**
Charles N. Thompson, Taylor Strategy Partners, **Panelist**
A. James Illingworth, APTMetrics, Inc., **Panelist**
Lisa J. Lewen, Aon Hewitt, **Panelist**

Submitter: Maria Arboleda, maria.arboleda@aonhewitt.com

54. Panel Discussion: 1:30 PM–2:50 PM Grand A

Scientist–Practitioner Divide: Try to Eliminate or Accept as Inevitable?

Concern with the “divide” between scientists and practitioners among I-O psychologists is not new. The assembled panel of experts represents a blend of those who embody the scientist–practitioner model in an exemplary way and those who view the model as somewhat unattainable and unrealistic.

Brad A. Chambers, Polaris Assessment Systems, **Chair**

Neal W. Schmitt, Michigan State University, **Panelist**
 Daniel R. Ilgen, Michigan State University, **Panelist**
 Elaine D. Pulakos, PDRI, an SHL Company, **Panelist**
 Leaetta M. Hough, Dunnette Group, Ltd., **Panelist**
 S. Morton McPhail, The Corporate Executive Board Company, **Panelist**

Submitter: Brad Chambers, bchambers@polaristest.com

55. Panel Discussion: 1:30 PM–2:50 PM

Grand C

A Sticky Topic: Using Personality Tests in Selection Settings

Industry remains hesitant to utilize personality tests in applicant screening due to low criterion validity in predicting job performance. An expert panel is consulted on the use of personality tests in selection settings toward improving criterion validity and offers recommendations promoting the use of personality data in selection.

Charmaine Swanevelde, SHL, **Chair**
 Robert P. Tett, University of Tulsa, **Panelist**
 Dave Bartram, SHL Group Ltd, **Panelist**
 Neil Christiansen, Central Michigan University, **Panelist**
 Kevin D. Meyer, Hogan Assessment Systems, **Panelist**

Submitter: Charmaine Swanevelde, charmaine.swanevelde@shl.com

56. Symposium/Forum: 1:30 PM–2:50 PM

Grand D

Developing an Employment Value Proposition: Discovering What Matters Most

This symposium will examine how two different large corporations and two different large HR consulting companies are conducting research on how to define an employee value proposition for an organization. The primary focus will be on best practices in research methods, statistical techniques, and psychological theories in EVP development.

William Shepherd, Huntington National Bank, **Chair**
 Christopher T. Rotolo, PepsiCo, **Evolving the Measurement of EVP in a Large Multinational**
 Wayne C. Lee, CEB Valtera, Kyle Lundby, Global Aspect Human Capital Advisors, Kathryn Turnbull, CEB Valtera, **Employee Preferences: A New Layer in Understanding Diversity in Organizations**
 Cameron Klein, Kenexa, an IBM Company, **Using Cultural Insight to Support EVP Development**
 Scott Boyd, Best Buy Co., Inc., **Understanding What Employees Value During Times of Significant Change**

Submitter: William Shepherd, williamjameshepherd@hotmail.com

57. Special Events: 1:30 PM–2:50 PM

Grand G

Theme Track/IGNITE: Promoting Innovation: Interventions With High-Impact Branding

In this IGNITE session, presenters engage the audience for 5 minutes with 20 automatically-progressing slides to share experiences creating a broadly visible campaign around an I-O or HR intervention, sharing the whats and hows of branding an initiative that is recognizable and meaningful enough to take on its own identity within an organization.

Jason E. Taylor, PeopleAnswers, Inc., **Presenter**
 David H. Oliver, Frito-Lay North America, **Presenter**

Melissa R. Brittain, Center for Army Leadership, **Presenter**
 Amy Dawgert Grubb, Federal Bureau of Investigation, **Presenter**
 Andrea S. Goldberg, Digital Culture Consulting, LLC, **Presenter**
 Nathan R. Kuncel, University of Minnesota, **Presenter**
 Chitra Sarmma, Infosys Leadership Institute, **Presenter**
 Daniel P. Russell, Aon Hewitt, **Presenter**
 Sheila Ray, New Movement Theatre, **Presenter**
 Dennis Doverspike, University of Akron, **Presenter**
 Emily J. Stehura, Development Dimensions International (DDI), **Coordinator**

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

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

58. Panel Discussion: 1:30 PM–2:50 PM

Grand H

Leading in Asia: Differences Across the Diverse Cultures of Asia

McKinsey predicts that by 2020 40% of the top 250 firms will be headquartered in Asia. How different is leading in Asia? This panel compares research across Asian countries and the USA to understand differences in leadership expectations. The session will provide perspectives from family-owned businesses, government organizations and large Asia-headquartered companies.

Richard D. Arvey, National University of Singapore, **Co-Chair**
 Kay Lillig Cotter, PDI Ninth House, **Co-Chair**
 Rodney L. Lowman, Alliant International University, **Panelist**
 Mano Ramakrishnan, Human Capital Leadership Institute, **Panelist**
 Jong Koo Park, Leadership Advantage, **Panelist**

Submitter: Kay Cotter, Kay.Cotter@pdinh.com

59. Symposium/Forum: 1:30 PM–2:50 PM

Grand J

Hard Problems: Known Unknowns and Unknown Unknowns in Behavioral Science

In order to make further advances in the behavioral and social sciences, there are a number of significant—and given current knowledge and techniques, seemingly intractable—hard problems that need to be addressed. This symposium will review 3 of these problems and discuss approaches making these hard problems more tractable.

Gerald F. Goodwin, U.S. Army Research Institute, **Chair**
 Jessica A. Gallus, US Army Research Institute, Melissa Gouge, George Mason University, **Digital Mr. Khan: Just Like the Real Thing?**
 Rodney A. McCloy, HumRRO, Dan J. Putka, HumRRO, Fred Oswald, Rice University, **Forty Constructs in Forty Minutes: Complex Versus Traditional Measures**

David P. Costanza, George Washington University, Allison Brown, George Washington University, Samantha K. Baard, Michigan State University, **Organizational Career Flow: Like the Sands of Time**

Jose M. Cortina, George Mason University, **Discussant**
 Lisa Finkelstein, Northern Illinois University, **Discussant**

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

60. Interactive Posters: 2:00 PM–2:50 PM

337 AB

Not Just Another Brick in the Wall: Fostering Disruptive Innovation

Roni-Reiter Palmon, University of Nebraska at Omaha, **Facilitator**

60-1 Evaluation, Criticism, and Creativity: Criticism Content and Creative Problem Solving

How people go about evaluating creative ideas may influence their performance on creative problem-solving tasks. It was found that idea evaluation was related to subsequent creative problem-solving performance. The details and implications of these findings for improving performance on tasks calling for creative thinking are discussed.

P. Carter Gibson, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Carter Gibson, carter.gibson@ou.edu

60-2 Motivational Theories of Innovative Performance: Should One Reward and Expect?

This study points out 3 competing hypotheses about the effects of rewards and expectations on motivating innovative performance: the intrinsic motivation principle of creativity (Amabile, 1990), the reward for creativity hypothesis (Eisenberger & Cameron, 1996), and the creative self-efficacy hypothesis (Tierney & Farmer, 2002). The study also identifies how to potentially falsify them.

Phillip L. Gilmore, George Mason University
Lois E. Tetrick, George Mason University
Louis C. Buffardi, George Mason University
Stephen J. Zaccaro, George Mason University

Submitter: Phillip Gilmore, pgilmore@gmu.edu

60-3 Eureka! How Adversity, Collaborations, and Strategies Influence Scientific Creativity

A historiometric approach was used to examine career experiences common to scientific achievement. Prior work has identified experiences relevant to scientific achievement, and 3 models were proposed to account for these experiences: adversity, collaborations, and work strategies. Results suggest models incorporating collaborations and work strategies predicted scientific creativity.

Jamie D. Barrett, Devon Energy
William B. Vessey, EASI/Wyle, NASA Johnson Space Center
Jennifer A. Griffith, University of Oklahoma
Derek L. Mracek, University of Oklahoma
Genevieve Johnson, University of Oklahoma
David R. Peterson, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Jennifer Griffith, jenngriffith@ou.edu

60-4 Leading Exploratory Innovation: The Roles of Learning Orientation and Formalization

This study extends our understanding of team exploratory innovation. Transformational leadership enhances team exploratory innovation through engendering a team learning goal orientation. Furthermore, a moderating effect of team formalization was found: High formalization can support the translation of learning goal orientation into exploration.

Julija N. Mell, Erasmus University Rotterdam
Justin Jansen, Erasmus University Rotterdam
Konstantinos Kostopoulos, EADA Business School
Alexandros Papalexandris, Athens University of Economics & Business

Submitter: Julija Mell, jmell@rsm.nl

**61. Poster: 2:00 PM–2:50 PM
Ballroom of the Americas****Inclusion/Diversity****61-1 Age Attributions in Virtual Work: Soft Bigotry of Low Expectations?**

This study used vignettes to examine the effects of age on attributions of performance in virtual work. Contrary to expectations, punishment was supported less for older workers. Older workers were also reported as more trustworthy than younger workers. Paternalistic stereotypes are identified as a potential cause for these unexpected findings.

Matthew I. Brown, Central Michigan University
Matthew S. Prewett, Central Michigan University

Submitter: Matthew Brown, brown2mi@cmich.edu

61-2 Why Were You Fired? Gender, Race, and Evaluations of Explanations

How an individual presents negative information in a hiring context (being fired from a previous job) and whether the acceptability of an explanation (excuse or justification) differs depending on race and gender was examined. White men and Black women were rated lower in likeability regardless of explanation type.

Amber S. Cotton, Jackson State University
Ann Marie Ryan, Michigan State University
Brent J. Lyons, Michigan State University

Submitter: Amber Cotton, ascjsu@gmail.com

61-3 Effects of Physical Disabilities and Onset Age on Career Self-Efficacies

This study found that contextual aspects of a physical disability (age of onset, impact on major life functions) interacted to influence vocational self-efficacies among a sample of adults with disabilities. Disability severity had a negative impact on self-efficacy only among people who were disabled in adulthood, consistent with social cognitive mechanisms.

Rachel Z. Tenenbaum, The College of New Jersey
Conor Byrne, The College of New Jersey
Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

61-4 Humor Resource Management? Gender, Humor, and Workplace Perceptions

This study examined male and female reactions to gender disparaging jokes told in a work-related social setting. Conditions varied by joke teller and target gender; reactions were measured using perceptions liking, respect, and anticipated interactional justice. Generally, a preference was found for male disparaging humor and negative reactions to female disparaging humor.

Robert Pulvermacher, Northern Illinois University
Elora Voyles, Northern Illinois University
Cynthia Cerrentano, Northern Illinois University
Lisa Finkelstein, Northern Illinois University

Submitter: Lisa Finkelstein, lisaf@niu.edu

61-5 Evaluating the Impact of Interventions Designed to Change Social Attitudes

The malleability of racial attitudes of students in courses with objectives that involve understanding and valuing diversity were assessed using both implicit and explicit measures. Support was found for the malleability of bias assessed by explicit measures but no support for the malleability of automatic bias assessed by implicit measures.

Sequana L. Tolon, Missouri State University
Donald L. Fischer, Missouri State University
Adena Young-Jones, Missouri State University

Submitter: Donald Fischer, donaldfischer@missouristate.edu

61-6 How Gender-Role Theory Illuminates Influence Tactics' Use and Effectiveness

Using gender-role theory, this study meta-analytically examined the gendered nature of lateral and upward influence attempts, investigating the extent to which the gender of the influence agent impacts choices and effectiveness of influence behaviors. The results provided limited support for the theory.

Alexis Nicole Smith, Ramapo College of New Jersey
Marla Baskerville Watkins, Northeastern University
Michael J. Burke, Tulane University
Michael S. Christian, University of North Carolina
Caitlin E. Smith, Tulane University
Alison V. Hall, Tulane University
Shalei Simms, Ramapo College of New Jersey

Submitter: Alison Hall, ahall4@tulane.edu

61-7 Waiting for Superwoman: Gendered Double Standards in the OCB-Selection Relationship

This study examines how applicant gender influences the OCB-selection relationship. Employing competing hypotheses, it evaluates whether prescriptive in-role OCB or more comprehensive OCB displays are more beneficial for candidates. Results suggest all candidates benefit from all-encompassing OCB displays, but women may be impacted especially positively by signaling out-of-role competence.

Alison V. Hall, Tulane University
Caitlin E. Smith, Tulane University
Angelo S. DeNisi, Tulane University

Submitter: Alison Hall, ahall4@tulane.edu

61-8 The Case for Diversity Management

This study investigated the effectiveness of mentoring and diversity training on 4 workplace outcomes. Using data from the DEOMI Diversity Management Climate Survey, the researchers found that although mentoring and diversity training predicted all 4 outcome variables, justice and inclusion were more effective in facilitating positive workplace outcomes.

Charlie Law, Pennsylvania State University-Schuylkill
Elicia A. Hrabal, University of Tulsa

Submitter: Elicia Hrabal, elicia-hrabal@utulsa.edu

61-9 Are You Man Enough? Evaluations of Gendered Information in Academia

This study expands identity management theory and the role of job "fit" by examining the effect of gender distancing or affirming information on evaluations in gendered contexts. Using an experimental design, it was found that gender and context interacted to predict evaluations.

Mary M. Keegin, DePaul University
Jennifer Wessel, The University of Akron
Ann Marie Ryan, Michigan State University

Submitter: Mary Keegin, marykeegin1@gmail.com

61-10 Gender Differences in Employee Green Behaviors: Cross-Cultural Variation Across Twenty-Two Countries

Primary research was conducted to examine gender differences in employee green behaviors across 76 independent samples ($N = 38,487$) in 22 countries (1-6 samples/country, media $N = 3.5$). Although on average differences were small, there was substantial cross-country variability. Potential country level moderators (e.g., economic variables, culture) were examined.

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

Submitter: Rachael Klein, rachaelmklein@gmail.com

61-11 Social Categorization Attenuates Group Engagement

This study investigates the effects of individual justice perceptions on the relationship between workgroup diversity and individual job performance. Two alternative hypotheses are developed regarding this relationship, and test them using field survey data. Results suggest that workgroup diversity can undermine the beneficial effects of justice perceptions on performance.

John-Gabriel J. Licht, University of Minnesota
Michelle K. Duffy, University of Minnesota

Submitter: John-Gabriel Licht, licht104@umn.edu

61-12 Do Female Leaders Make Subordinates More Helpful?

This study investigates the relationship between a leader's gender and helping behavior of employees. Using data from 283 employees from Taiwan, results show that leaders' emotional intelligence promoted the relation between transformational leadership and helping behavior, and the moderating effects were stronger for female leaders than for male leaders.

Lin-Chin Lin, Kun-Shan University
Ding-Yu Jiang, National Chung Cheng University
Tzu-Ting Lin, National Taiwan University

Submitter: Lin-Chin Lin, LLin@mail.ksu.edu.tw

61-13 Enhancing Diversity Training: Framing, Method, and Individual Difference Effects

This study examined diversity training effectiveness as a function of target of training and type of training while also investigating personality variables as potential moderators of these effects. Results indicated that perspective taking and a focus on LGBT individuals led to less prejudice and more supportive behaviors toward this group.

Alex P. Lindsey, George Mason University
 Noah Levine, Rice University
 Eden B. King, George Mason University
 Michelle (Mikki) Hebl, Rice University
 Submitter: Alex Lindsey, aplindse@gmail.com

61-14 Diversity Climate and Employee Attitudes: The Mediating Role of Prejudice

The study focuses on whether racioethnic prejudice mediates the influence of diversity climate on employee attitudes. By demonstrating the mediating effect of racioethnic prejudice in the relationship between diversity climate and coworker satisfaction, the findings shed light on the influence of diversity climate and suggest a potential leverage for intervention.

Mengqiao Liu, Wayne State University
 Jason L. Huang, Wayne State University
 Submitter: Mengqiao Liu, mengqiao.liu@wayne.edu

61-15 Examining the Nationality Diversity–Team Performance Relationship

This study analyzed the effect of nationality diversity on team coordination and performance. Findings show that, although nationality diversity was not related to team coordination, team experience (but not international experience) was an important boundary condition, and coordination mediated the interactive effect of nationality diversity and team experience on performance.

Ari A. Malka, University of Houston
 Cristina Rubino, California State University, Northridge
 Derek R. Avery, Temple University
 Sabrina D. Volpone, Temple University
 Submitter: Ari Malka, malka.ari@gmail.com

61-16 Psychological Disorders in the Workplace: An Identity Management Theory Application

This study examines the identity management strategies used by individuals possessing psychological disorders in the workplace. Strategy use shows connections to affect toward the psychological disorder (i.e., gains). Personality traits and stereotype content were also observed to affect strategy use. Implications of these findings for stigmatized workers are discussed.

Adam A. Roebuck, Michigan State University
 Ann Marie Ryan, Michigan State University
 Brent J. Lyons, Michigan State University
 Submitter: Adam Roebuck, roebuck1@msu.edu

61-17 Stereotypes of the Unemployed: Differences by Time Unemployed and Gender

This study examined perceptions of the unemployed based on gender and time spent unemployed. Using a Stereotype Content Model framework, the researchers compared ratings of competence, warmth, status, and competition, and found that time spent unemployed negatively impacts perceptions, and that this negative impact is greater for men than for women.

Kimberly Rozga, Baruch College & Graduate Center, CUNY
 Karen S. Lyness, Baruch College & Graduate Center, CUNY

Martine C. Maculaitis, Baruch College & Graduate Center, CUNY
 Jolie Terrazas, Baruch College & Graduate Center, CUNY
 Joshua C. Rutter, Baruch College & Graduate Center, CUNY
 Christine R. Smith, Baruch College & Graduate Center, CUNY
 Submitter: Kimberly Rozga, kim.rozga@gmail.com

61-18 Positive Perceptions of Gay Male and Lesbian Leaders

Identifying as a gay or lesbian in this society may develop specific traits that are particularly conducive to leadership. This study found that gay and lesbian leaders were rated more favorably than heterosexual leaders on certain leadership traits, suggesting that people hold some positive perceptions of sexual minority leaders.

Nicholas P. Salter, Ramapo College of New Jersey
 Benjamin E. Liberman, Columbia University
 Taja Estrada, Ramapo College of New Jersey
 Submitter: Nicholas Salter, nsalter@ramapo.edu

61-19 Understanding the Cause of Men's Negative Reactions to Female Leaders

Three studies tested and found support for the idea that negative reactions to female leaders are mediated by threat feelings. An association between having a female leader and reporting high levels of hostile sexism was also found, suggesting that negative attitudes toward female leaders may spill over to other women.

Ekaterina Netchaeva, University of Utah
 Maryam Kouchaki, Harvard University
 Leah D. Sheppard, The University of British Columbia
 Submitter: Leah Sheppard, leah.sheppard@sauder.ubc.ca

61-20 Understanding Gender Stereotyping as an Impediment to Women's Leadership Advancement

Women's participation in organizational management and leadership continues to lag behind men's participation. Incorporating the latest research, a model is developed to demonstrate the influence of gender stereotyping on 2 phenomena detrimental to women's leadership advancement: backlash and stereotype threat. Recommendations for future research on these topics are highlighted.

Valerie N. Streets, Old Dominion University
 Debra A. Major, Old Dominion University
 Submitter: Valerie Streets, vstreets@odu.edu

61-21 Sexual Harassment, Incivility, and Academia

Research has not fully examined how specific types of mistreatment impact outcomes for individuals. This study examined job and well-being outcomes of incivility and sexual harassment for faculty in STEM/non-STEM fields. Results indicated gender differences in mistreatment experiences and that incivility was a significant predictor of outcomes. Implications discussed.

Cooper S. McLendon, Texas A&M University
 Mindy E. Bergman, Texas A&M Univ
 Rebecca J. Thompson, Texas A&M University
 Submitter: Rebecca Thompson, BeckersD13@aol.com

61-22 Fairness Ratings Depend on Both Target and Observer Demographics

This study examined how personal value for diversity affects the relationship between discrimination against double minorities (women who are racial minorities) and ratings of procedural justice toward those minorities. Findings show the target's race and sex and the observer's own personal value for diversity interact to influence procedural justice ratings.

Maria C. Triana, The University of Wisconsin-Madison

Submitter: Maria Triana, maryanddavid1@gmail.com

61-23 Responses to Discrimination Are Shaped by Those Close to Us

This study examines how employees' perceptions and the perceptions of others close to them influence employee reactions to perceived racial discrimination at work. Employees' job turnover is highest when both they and another person close to them perceive high discrimination against the employee.

Maria C. Triana, The University of Wisconsin-Madison

Submitter: Maria Triana, maryanddavid1@gmail.com

61-24 Exploring the Relationship Between Social Network Characteristics and Employee Performance

A theoretical model was developed that considers how employees' social networks affect performance. Specifically, it explores the relationship between centrality/tie strength and performance and how perceptions of person-group fit function as a mediating mechanism. Moreover, boundary conditions of the aforementioned mediated relationships (i.e., demographic dissimilarity; diversity climate) are investigated.

Sabrina D. Volpone, Temple University

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

61-25 Identity Integration, Perceived Respect, and Male Nurses' Job Attitudes

This study examined the impact of gender-professional identity integration (GPII) on several work attitudes (job satisfaction, organizational commitment) for men in nursing. In addition, the researchers hypothesized that loss of respect would partially explain the relationship between GPII and work attitudes. Results were consistent with this hypothesis.

Aaron S. Wallen, Columbia University

Shira Mor, Columbia University

Beth A. Devine, INSEAD

Submitter: Aaron Wallen, aw2328@columbia.edu

61-26 Deep-Level Dissimilarity and Emotional Exhaustion: Exploring Potential Moderator Variables

Greater personality dissimilarity is posited to lead to heightened emotional exhaustion. Data from 8,906 members of the armed forces showed that, although this was the case for Agreeableness dissimilarity, Conscientiousness dissimilarity resulted in lower emotional exhaustion. Further, group diversity strengthened these relationships, whereas diversity climate attenuated them.

Emily David, Zayed University

Lindsay Brown, University of Georgia

Derek R. Avery, Temple University

Patrick F. McKay, Rutgers University

Scott Tonidandel, Davidson College

Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)

Marinus van Driel, Van Driel Consulting/DEOMI

Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

L. A. Witt, University of Houston

Submitter: L. Witt, witt@uh.edu

61-27 Effects of EO Climate on Exhaustion: A Conditional Process Model

This study proposed a conditional process model in which equal opportunity (EO) climate leads to emotional exhaustion indirectly through perceived organizational support (POS). It was found that POS fully mediated the EO climate-exhaustion relationship. However, the effects held only among high Emotional Stability personnel who were at average or high levels of Conscientiousness.

L. A. Witt, University of Houston

Ryan King, University of Houston

Marinus van Driel, Van Driel Consulting/ DEOMI

Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)

Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

Submitter: L. Witt, witt@uh.edu

61-28 Effects of Experienced Discrimination and Organizational Trust on Well-Being

A conditional process model is proposed in which experienced discrimination leads to emotional exhaustion indirectly through organizational trust. As predicted, in 2 samples organizational trust fully mediated the relationship between experienced discrimination and emotional exhaustion. However, this psychological process applies primarily among workers high in Conscientiousness.

Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)

L. A. Witt, University of Houston

Marinus van Driel, Van Driel Consulting/DEOMI

Thomas S. Skiba, Florida Institute of Technology

Lisa M. Penney, University of Houston

Sophie Romy, University of Houston

Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)

Submitter: L. Witt, witt@uh.edu

61-29 Ageism Climate, Chronological Age, and Employability Perceptions Among Nurses

This study examined the interplay between chronological age and psychological ageism climate on 2 dimensions of employability—desire to move and ease of movement—in a sample of nurses. Ageism climate had a main effect on desire of movement and age moderated the relationship between ageism climate and ease of movement.

David Cadiz, Oregon Nurses Foundation

Donald M. Truxillo, Portland State University

Robert R. Sinclair, Clemson University

Submitter: David Cadiz, dave.cadiz@gmail.com

61-30 Social Job Characteristics and Age Interact to Affect Well-Being Outcomes

Based in socioemotional selectivity theory, this study examined whether age moderated the relationship between social job characteristics and well-being in a sample of public sector employees. Age moderated many of these relationships, suggesting that certain job characteristics may be differentially beneficial for people at different life stages.

Jennifer R. Rineer, Portland State University
Donald M. Truxillo, Portland State University
Todd Bodner, Portland State University
Leslie B. Hammer, Portland State University
Submitter: Jennifer Rineer, jenn.rineer@gmail.com

61-31 Reemployment After Job Loss: Does Age Matter?

This study explores the relationship between age and reemployment experience by quantitatively and qualitatively reviewing over 200 studies. A small negative relationship between age and reemployment speed was found, which strengthens at older ages. Among the reemployed, a small negative relationship between age and reemployment job satisfaction was found.

Darla F. Paulson, University of Texas at Arlington
Connie R. Wanberg, University of Minnesota
Ruth Kanfer, Georgia Institute of Technology
Zhen Zhang, Arizona State University
Submitter: Zhen Zhang, z.zhang@asu.edu

61-32 More Flies With Honey: Negotiation Gender Composition and Small Talk

The gender pay gap phenomenon has sparked recent interest. In this experiment, 136 working adults were randomly assigned to evaluate job candidates negotiating for additional benefits in their job package. Results indicate that the gender dyad composition, over negotiator gender alone, influences the effectiveness of small talk in yielding outcomes.

Brooke A. Shaughnessy, State University of New York at Buffalo
Jeffrey R. Bentley, State University of New York at Buffalo
Submitter: Jeffrey Bentley, Bentley.Jeff@gmail.com

**62. Panel Discussion: 2:00 PM–2:50 PM
Grand B****Humanitarian Work Psychology's Role in the Future of I-O Psychology**

Humanitarian work psychology (HWP) calls for utilizing our talents as I-O psychologists to positively impact human welfare at work and through work. In this session, the presenters discuss what HWP is and can be, HWP's role in the future of I-O, and likely challenges on the horizon.

Walter Reichman, Org Vitality, **Co-Chair**
Doug C. Maynard, SUNY New Paltz, **Co-Chair**
Ishbel McWha, Cornell University, **Panelist**
Douglas H. Reynolds, Development Dimensions International (DDI), **Panelist**
Inusah Abdul-Nasiru, University of Ghana, **Panelist**
Paul M. Muchinsky, University of North Carolina-Greensboro, **Panelist**
Submitter: Doug Maynard, maynardd@newpaltz.edu

**63. Symposium/Forum: 2:00 PM–2:50 PM
Grand E****Formal Mentoring Program Design: Lessons Learned From Diverse Organizations**

Speakers from a local I-O professional association, a consulting firm, a large corporation, and the U.S. Navy will describe their formal mentoring programs, focusing on how they handle typical design challenges. Sharing lessons learned across diverse contexts will illuminate common best practices and highlight successful approaches to handling unique situations.

Sarah A. Hezlett, PDRI, an SHL Company, **Chair**
Charmane Harrison, The Timken Company, Lisa M. Riedinger, The Timken Company, **Building a Centralized Global Mentoring Program: Can One Size Fit?**
William L. Farmer, Navy Personnel Research, Studies, & Technology, **Mentoring in the U.S. Military**
Naomi L. Scott, University of St. Thomas, Sarah A. Hezlett, PDRI, an SHL Company, **Implementing Formal Mentoring in a Local I-O Psychology Organization**
Pamela M. Dixon, Mentium Corporation, **Lessons Learned From Cross-Company Mentoring**
Elizabeth M. Lentz, PDRI, an SHL Company, **Discussant**
Submitter: Sarah Hezlett, sarah.hezlett@pdri.com

**64. Symposium/Forum: 2:00 PM–2:50 PM
Grand F****Newcomer Health and Well-Being**

Although much is known about the antecedents of newcomer job performance, research on the antecedents of newcomer health and well-being is limited. Highlighting insights gleaned from 3 longitudinal investigations, this symposium aims to generate and test models predicting the status and change process in newcomer health and well-being.

Songqi Liu, Pennsylvania State University, **Co-Chair**
Peter A. Bamberger, Tel Aviv University, **Co-Chair**
Songqi Liu, Pennsylvania State University, Mo Wang, University of Florida, Peter A. Bamberger, Tel Aviv University, Junqi Shi, Sun Yat-Sen University, Samuel B. Bacharach, Cornell University, **The Dark Side of Socialization: Newcomer Alcohol Use**
Dvora Geller, Technion-Israel Institute of Technology, Peter A. Bamberger, Tel Aviv University, **Newcomer Burnout during Onboarding: The Moderating Effect of Help Giving**
Mitchel N. Herian, University of Nebraska Public Policy Center, Dina Krasikova, University of Nebraska-Lincoln, Peter D. Harms, University of Nebraska-Lincoln, Paul B. Lester, U.S. Army's Comprehensive Soldier Fitness Directorate, **Evaluating Psychological Resilience as a Protective Factor Against Posttraumatic Stress**
Mo Wang, University of Florida, **Discussant**
Submitter: Songqi Liu, sul45@psu.edu

**65. Roundtable/Conversation Hr: 2:00 PM–2:50 PM
Grand I****Legal Update: Recent Cases, Trends and Implications for I-O Practice**

Organizations that use talent selection procedures must be cognizant of fair employment laws and associated risks. This session will provide an opportunity to discuss recent court cases and legal trends that highlight key issues in justifying

selection procedure use, along with corresponding measurement considerations and implications for practice.

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

Submitter: John Weiner, jweiner@psionline.com

66. Symposium/Forum: 3:30 PM–4:20 PM 335 A

When Family Interferes With Safety at Work: Exploring Cognitive Factors

This session explores cognitive factors in the relationship between family interfering with work (FIW) and safety. Past research shows that family demands interfering with work negatively impact safety behaviors. Cognitive processes have been posited as an explanation, and the research presented aims to further understand these interesting relationships.

Chu-Hsiang Chang, Michigan State University, **Co-Chair**
Erin Eatough, University of South Florida, **Co-Chair**

Chu-Hsiang Chang, Michigan State University, Juliya Golubovich,
Michigan State University, **Family Interference With Work and
Safety: Role of Situational Moderators**

Matthew R. Grossman, University of South Florida, Ryan C.
Johnson, University of South Florida, Erin Eatough, University of
South Florida, **Where's My Head?: Rumination and
Mindfulness in the FIW–Safety Relationship**

Sarina M. Maneotis, Sentis, Shannon Pennisi, Sentis, Autumn D. Krauss,
Sentis, **Impact of FIW, Mindfulness, and Engagement on Safety**
Konstantin Cigularov, Old Dominion University, **Discussant**

Submitter: Ryan Johnson, rcjohns2@mail.usf.edu

67. Panel Discussion: 3:30 PM–4:50 PM 335 BC

The Role of Theory in Advancing Personality Assessment at Work

Toward making innovations “stick,” 4 leading personality researchers discuss the role of theory in advancing personality test use in work settings. Key issues include why theory is especially important in this area, which theoretical principles are important, hurdles blocking utilization of theory, and the future of personality assessment at work.

Robert Hogan, Hogan Assessment Systems, **Panelist**

Jeff W. Johnson, PDRI, an SHL Company, **Panelist**

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

Nicholas L. Vasilopoulos, National Security Agency, **Panelist**

Submitter: Robert Tett, robert-tett@utulsa.edu

68. Symposium/Forum: 3:30 PM–4:50 PM 336 AB

Innovations in I-O Psychology Science and Practice: Pushing the Envelope

Five scientist–practitioners present innovative research that leads I-O psychology in new directions. These include crew performance in long-duration space exploration, job analysis to identify exempt work, the nature and correlates of leaders' self-talk among top leaders, effective leadership in today's complex/volatile environments, and work motivation along extending lifespans.

Jerald Greenberg, RAND Corp., **Chair**

Mary Uhl-Bien, University of Nebraska-Lincoln, **Complexity Leadership
Theory (CLT): Enabling Adaptive Dynamics for Emergence**
Steven G. Rogelberg, University of North Carolina Charlotte, Logan
M. Justice, University of North Carolina Charlotte, Phillip W.
Braddy, Center for Creative Leadership, **Leader Self-Talk: A
New Avenue for Research and Practice**

Ruth Kanfer, Georgia Institute of Technology, **Motivation Related to
Work: A Lifespan Perspective**

Eduardo Salas, University of Central Florida, **Teamwork in Space
Exploration: A New Frontier for Team Research**

Cristina G. Banks, Lamorinda Consulting, LLC, **Job Analysis for
Assessing Time Spent Performing Exempt Work**

Submitter: Jerald Greenberg, greenberg.1@osu.edu

69. Interactive Posters: 3:30 PM–4:20 PM 337 AB

Here Comes the Sun: Unexpected Findings in Creativity

Lucy Gilson, University of Connecticut, **Facilitator**

69-1 Revisiting the Conscientiousness–Creativity Relationship

This 3-part paper reexamines the relationship between Conscientiousness and creativity by meta-analyzing past research, exploring potential moderators, and looking at the facet level of Conscientiousness. Results conclude that Conscientiousness and some of its facets may actually be positive predictors of creativity. Future directions are discussed

Angela C. Reaves, Florida International University

Erica N. Drew, Florida International University

Victoria L. Pace, Florida International University

Submitter: Angela Reaves, areav001@fiu.edu

69-2 Perceived Rewards, Knowledge Sharing, and Creativity: Knowledge Exchange/Combination Climate Matters

A multilevel linear model was built to examine the rewards–knowledge sharing–creativity relationship. In addition, climate for knowledge exchange/combination acted as a unit-level moderator in the relationship between perceived rewards for creativity and knowledge sharing. Specifically, the relationship was only significant under high knowledge exchange/combination climate.

Zitong Sheng, George Mason University

Junqi Shi, Sun Yat-Sen University

Daniel B. Shore, George Mason University

Jose M. Cortina, George Mason University

Submitter: Zitong Sheng, shengzitong.pku@gmail.com

69-3 The Influence of Problem Construction Goals and Constraints on Creativity

Findings indicated simply generating problem construction goals and/or constraints prior to solving a problem did not influence solution creativity. However, multiple regressions revealed that solution originality increased with goal fluency, whereas solution quality increased with constraint fluency when controlling for the originality and quality of problem construction goals and constraints.

Ben Wigert, The Center for Collaboration Science

Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Ben Wigert, bwigert@unomaha.edu

69-4 When and Why Dissatisfied Employees Become Creative: Examining Moderated Mediation

Extending prior research on the job dissatisfaction–creativity relationship, this study of 852 employees in 108 groups finds that job dissatisfaction has a positive indirect relationship with creativity via increased voice intention when the employee is high in Openness to Experience and creative self-efficacy and the group leader exhibits interactional justice.

Zhen Zhang, Arizona State University
Jiwen Song, Renmin University of China
Jing Zhou, Rice University
Junfeng Wu, University of Illinois at Chicago
Lin Lu, Shanghai JiaoTong University

Submitter: Zhen Zhang, z.zhang@asu.edu

70. Symposium/Forum: 3:30 PM–4:20 PM 339 AB

Organizational Neuroscience: Classic I-O Topics, Innovative Approaches

Organizational neuroscience (ON) offers innovative approaches to improve measurement and theory development in I-O psychology. I-O psychologists can access previously untapped information from participants via ON. Presentations in this symposium will address the realities of the ON paradigm and illustrate the opportunities it holds for I-O research and practice.

M. K. Ward, North Carolina State University, **Co-Chair**
S. Bartholomew Craig, North Carolina State University, **Co-Chair**
William Becker, Texas Christian University, **Conducting Cross-Disciplinary fMRI Research: A Case Study**

Kathleen B. Snead, Virginia Tech, Patrick T. Coyle, Virginia Tech, Rachel Diana, Virginia Tech, Roseanne J. Foti, Virginia Tech, **Semantic Priming as a Measure of Implicit Leadership Theories**

Wen-Dong Li, National University of Singapore, Zhaoli Song, National University of Singapore, Richard D. Arvey, National University of Singapore, **Dopamine Receptor Gene D4 and Job Satisfaction: Examining Multiple Pathways**

Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Discussant**

Submitter: M.K. Ward, mkward@ncsu.edu

71. Symposium/Forum: 3:30 PM–4:50 PM 340 AB

Innovations in Situational Judgment Tests: Theory, Formats, Scoring, and Applications

This symposium identifies several examples of SJT use that demonstrate innovation through alternative formats, novel scoring methods, new theoretical approaches, and application to areas such as training and development. Presentations examine both new and established SJTs for management, job interviewing, and intercultural interactions.

Amy E. Crook, Belmont University, **Co-Chair**
Bobby D. Naemi, Educational Testing Service, **Co-Chair**
Amy E. Crook, Belmont University, **Using SJTs in Training and Development**

Michelle Martin, Rice University, Harrison J. Kell, Rice University, Stephan J. Motowidlo, Rice University, **Construct Validity for a Managerial SJT: Establishing a Nomological Network**
Frank Rijmen, Educational Testing Service, Bobby D. Naemi, Educational Testing Service, **Latent Class Modeling for Situational Judgment Tests: An Alternative Approach**

Thomas Rockstuhl, Nanyang Technological University, Soon Ang, Nanyang Technological University, Kok-Yee Ng, Nanyang Technological University, Filip Lievens, Ghent University, Linn Van Dyne, Michigan State University, **The Incremental Value of Assessing Situational Perspective Taking in SJTs**

Richard D. Roberts, ETS, **Discussant**

Submitter: Amy Crook, amy.crook@belmont.edu

72. Community of Interest: 3:30 PM–4:50 PM 342

Resilience in Organizations

George M. Alliger, Group for Organizational Effectiveness, **Host**
Glenda M. Fisk, Queens University, **Host**
Christopher P. Cerasoli, University at Albany, SUNY, **Coordinator**

73. Special Events: 3:30 PM–4:20 PM 343 AB

Distinguished Scientific Contributions Award: Four Leadership Principles That Are Worth Remembering

Four principles and supporting research are discussed: (a) Followers are active, constructive agents in leadership process; (b) an information processing perspective applies to followers and leaders; (c) leader effects are often indirect and distributed over time and people; and (d) looking backward and looking forward are quite different leadership processes.

Kurt Kraiger, Colorado State University, **Host**
Robert G. Lord, University of Akron, **Presenter**

Submitter: Kurt Kraiger, Kurt.Kraiger@colostate.edu

74. Symposium/Forum: 3:30 PM–4:20 PM 344 AB

Action-Oriented Surveys: Turning Employee Feedback Into Business Solutions

Organizational survey programs struggle to drive lasting change from their results. Survey practitioners from organizations across 3 sectors discuss ways to direct successful business actions from survey findings. Common themes include starting from business needs, creating shared responsibility, and using both quantitative and qualitative data analysis techniques to prioritize efforts.

Jolene L. Skinner, Towers Watson, **Chair**
Jennifer H. Cline, TIAA-CREF, **Blending Quantitative and Qualitative Approaches to Survey Action Planning**
Leslie Pole, Kaiser Permanente, **Turning Research Into Action: Workplace Safety Culture at Kaiser Permanente**
Michael Landrum, Spectra Energy, **Building an Action-Based Road Map From Employee Feedback**

Patrick Kulesa, Towers Watson, **Discussant**

Submitter: Jolene Skinner, jolene.skinner@towerswatson.com

75. Master Tutorial: 3:30 PM–4:50 PM 346 AB 1.5 CE credits for psychology purposes available

The Science and Practice of Social Media Use in Organizations

Social media has revolutionized the way people share information and has the potential to change a variety of organizational functions (e.g., selection). The goal of this tutorial is to provide guidance to those trying to use social media by outlining best practices and future research directions.

Lynn A. McFarland, University of South Carolina, **Presenter**
 Mark J. Schmit, SHRM Foundation, **Presenter**
 Robert E. Ployhart, University of South Carolina, **Presenter**
 Submitter: Lynn McFarland, lmcfarl@clemson.edu

76. Poster: 3:30 PM–4:20 PM

Ballroom of the Americas

Legal Issues & Discrimination/Employee Withdrawal

76-1 Predicting the Decision to Report Sexual Harassment

This conceptual paper presents a model of the decision to report workplace sexual harassment. The model integrates the theory of planned behavior (Ajzen, 1991) with the sexual harassment and reporting literatures, and identifies the organizational influences on reporting as being climate of tolerance of sexual harassment and organizational justice.

Heather M. Clarke, Memorial University
 Submitter: Heather Clarke, v47hmc@mun.ca

76-2 Frequency Versus Time Lost: Not Proxies for Voluntary and Involuntary Absence

The correlation between “frequency” and “time-lost” measures of voluntary and involuntary absence was meta-analyzed. Frequency and time-lost measures were correlated $r = 1.0$ when corrected for measurement error (uncorrected $r = .66$). This means the 2 measures are assessing the same construct and are not appropriate proxies for voluntary and involuntary absence.

Clare L. Barratt, Texas A&M University
 Christen L. Dovalina, Texas A&M University
 Peng Zhao, Texas A&M University
 Laura C. Lomeli, Texas A & M University
 Christopher M. Berry, Texas A&M University
 Submitter: Clare Barratt, clarebarratt@tamu.edu

76-3 The Relationship Between Morale and Turnover: A Longitudinal Investigation

This research examined the relationship among valuing a team-oriented work environment, change in morale, and turnover among Army officers. Results suggest that teamwork values significantly predict change in morale, and in turn, change in morale significantly predicts turnover.

Bethany H. Bynum, Human Resources Research Organization
 Mark C. Young, U.S. Army Research Institute
 Matthew T. Allen, HumRRO
 Teresa L. Russell, HumRRO
 Submitter: Bethany Bynum, bbynum@humro.org

76-4 Turnover in Healthcare: The Mediating Effects of Employee Engagement

This study examined respect, diversity climate, and mission fulfillment and their interaction with engagement to better predict turnover in healthcare. The results demonstrate that engagement partially mediated the relationship between respect and turnover and fully mediated the relationship between mission fulfillment and turnover. Diversity climate was not related to turnover.

Stevie A. Collini, Denison Consulting
 Ashley M. Guidroz, Trinity Health
 Lisa M. Perez, Minnesota State University-Mankato
 Submitter: Stevie Collini, stevie.collini@gmail.com

76-5 Modeling Attrition Using Discrete Time-Survival Mixture Analysis

This research focuses on the description and prediction of soldier attrition using a relatively new statistical procedure, discrete time-survival mixture analysis. Results revealed 3 latent classes of soldiers. Cognitive, affective, and behavioral variables collected at 3 time points significantly predicted latent class membership. Other potential applications of DTSMA are discussed.

Matthew S. Fleisher, HumRRO
 Submitter: Matthew Fleisher, mfleisher@humro.org

76-6 Temporal Patterns of Functional/Dysfunctional Employee Turnover and Organizational Performance

This study examined collective, voluntary employee turnover with a specific emphasis on explaining change over time and describing differences among employees at different performance levels. Results provided support for differences in dynamic turnover patterns among high, average, and low performers. In addition, relationships between turnover and organizational performance were reciprocal.

Matthew S. Fleisher, HumRRO
 David J. Woehr, University of North Carolina Charlotte
 Russell Crook, University of Tennessee
 Robert E. Gibby, Procter & Gamble
 Submitter: Matthew Fleisher, mfleisher@humro.org

76-7 A Power and Turnover Model: Tests With a Chinese Sample

Though power influences on employee turnover is an important and influential topic, the literature still lacks a robust model of it. The purpose of this paper is to examine the relationships between power and turnover alongside constructs that have long and intricate histories with turnover.

Lisa S. Paik, Ohio University
 Xiaofei Li, Ohio University
 Mian Zhang, Tsinghua University
 Manoela Ziebell, Ohio University
 Rodger W. Griffeth, Ohio University
 Sean D. Robinson, Development Dimensions International (DDI)
 Submitter: Rodger Griffeth, griffeth@ohio.edu

76-8 Do Shocks Moderate the Relationship Between Satisfaction and Turnover?

This study was conducted to test predictions of the unfolding model of voluntary turnover as well as to improve upon the methods used to collect shocks data. Specifically, the study predicted that shocks would moderate the job satisfaction–turnover relationship using a predictive measure of shocks.

Allison N. Tenbrink, Ohio University
 Rodger W. Griffeth, Ohio University
 Submitter: Rodger Griffeth, griffeth@ohio.edu

76-9 Predicting Persistence in Science, Technology, Engineering, and Math Fields

This study examined factors that affected undergraduate students' persistence in STEM majors, with predictors measuring ability, preparation, achievement, self-rated ability, interests, and goals. Interests, degree goals, and undergraduate STEM grades independently contributed to persistence. Even when controlling for other variables, women were more likely than men to leave STEM majors.

Amanda J. Koch, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota
Adam Beatty, University of Minnesota
Philip T. Walmsley, University of Minnesota
Submitter: Amanda Koch, koch0163@umn.edu

76-10 Differential Relationships of Internal and External Networking Behaviors With Turnover

Based on a sample of professionals in the field of I-O psychology, this study found that internal and external networking behaviors are differentially related to turnover antecedents representing desirability and ease of movement (i.e., job satisfaction, perceived employment opportunity, job offers), and to types of turnover (attitude vs. opportunity driven).

Caitlin M. Porter, Purdue University
Sang Eun Woo, Purdue University
Submitter: Caitlin Porter, caitlinmporter@gmail.com

76-11 Examining the Supervisor-to-Subordinate Work Withdrawal Contagion Phenomenon

This study examined the contagion of work withdrawal behaviors from supervisors to their subordinates. Results demonstrated that subordinates conformed to their supervisor's level of work withdrawal and that individuals low in positive affect and who had a longer tenure with their supervisor were especially susceptible to supervisory behavioral influence.

Prema Ratnasingam, University of Houston
Monica L. Coleman, University of Houston
Cassie Grochett, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Submitter: Prema Ratnasingam, prema_2911@hotmail.com

76-12 LinkedIn as a Tool for Turnover Research

This paper introduces the method of using LinkedIn as a tool to add actual turnover data to a large existing dataset. The methodology for coding turnover data using this tool is reviewed. Empirical evidence is then presented showing employee engagement and intent to stay are related to LinkedIn coded turnover.

Sean D. Robinson, Development Dimensions International (DDI)
Evan F. Sinar, Development Dimensions International (DDI)
Jamie Winter, Development Dimensions International (DDI)
Submitter: Sean Robinson, sr204008@ohio.edu

76-13 Perceptions of Collaborations as Leverage Against Intention to Leave

This research aims to understand the relationship between collaboration and intention to leave while investigating the

mediating role of job satisfaction. Mediation analysis performed on 337 employees of a financial institution fully support this hypothesis, suggesting that leveraging concrete behaviors relevant to teamwork could curb turnover intentions.

Isabelle Tremblay, University of Montreal
Marie Malo, Université de Montréal
François Chiocchio, University of Montreal

Submitter: Isabelle Tremblay, isabelle.tremblay.12@umontreal.ca

76-14 Gender and Reactions to Abusive Supervision: A Conditional Process Model

This study proposed a conditional process model in which abusive supervision leads to work withdrawal indirectly through emotional reactions. Based on gender role research, the study examined emotional reactions as a mediator of the relationship between abusive supervision and negative outcomes, comparing them for men and women.

Kyoung Yong Kim, University of Houston
Leanne E. Atwater, University of Houston
Zahir Latheef, University of Houston
Kori Callison, University of Houston
Teri Longacre, University of Houston
Dianhan Zheng, University of Houston
L. A. Witt, University of Houston
Submitter: L. Witt, witt@uh.edu

76-15 Blue Bird Syndrome and Hobo Attitude: Differential Predictions of Turnover

Two interrelated yet distinct constructs are proposed reflecting individuals' attitudes toward job mobility: blue bird syndrome and hobo attitude. These career attitudes capture unique aspects of individuals' motivation behind the intentions and decisions to leave, and thus affect turnover-related outcomes in different ways.

Sang Eun Woo, Purdue University
Jinkook Tak, Kwangwoon Univ
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

76-16 Buffering the Negative Effects of Discrimination on Job Seekers

A survey of minority job seekers suggested that perceived interpersonal discrimination (PID) directly affects the amount of effort exerted to finding a job, and individuals' job searching behaviors indirectly through job search self-efficacy (JSSE). Learning orientation buffered the negative relationship between PID and JSSE whereas performance-prove orientation exacerbated the relationship.

Abdifatah A. Ali, Michigan State University
Ann Marie Ryan, Michigan State University
Mark G. Ehrhart, San Diego State University
Jennifer Wessel, The University of Akron
Submitter: Abdifatah Ali, abdiali04@gmail.com

76-17 Domestic Foreigners: Nativity Assumptions and Hiring Disadvantages of Asian Americans

Drawing upon the perpetual foreigner stereotype, this study experimentally investigates Asian Americans' hiring disadvantages relative to Whites. Results suggest that Asians without indicating nativity were perceived as more foreign than were

Asians explicitly indicating their U.S.-nativity status and Whites in either condition. Further, increased perceived foreignness was associated with reduced hireability.

Lei Lai, Tulane University
Alison V. Hall, Tulane University
Submitter: Lei Lai, llai@tulane.edu

76-18 Workplace Discrimination Based on Chronic Illness: Experiences and Responses

This study examined experiences of and responses to discrimination in a sample of 223 female workers with various chronic illnesses. 53% reported experiencing at least 1 form of work-related discrimination due to their chronic illness. Discrimination was positively related to job-induced tension, along with compensatory and withdrawal behaviors.

Alyssa McGonagle, Wayne State University
Lydia E. Hamblin, Wayne State University
Submitter: Alyssa McGonagle, alyssa.mcgonagle@gmail.com

76-19 Race Discrimination in Employment and its Outcomes: A Meta-Analysis

A meta-analysis was conducted on the relationship between perceived racial discrimination at work and important outcomes. Perceived racial discrimination was negatively related to job attitudes, physical health, psychological health, and work outcomes, and positively related to taking action in response.

Maria C. Triana, University of Wisconsin-Madison
Mevan M. Jayasinghe, University of Wisconsin-Madison
Jenna R. Pieper, University of Wisconsin-Madison
Submitter: Maria Triana, maryanddavid1@gmail.com

76-20 Attorney Evaluations of Validation, Scoring, and Adverse Impact Reduction Strategies

Attorneys were surveyed to examine how various validation, scoring, and adverse impact reduction strategies influence settlement negotiation decisions and litigiousness. Overall, all strategies mitigated considered legal outcomes or at least made no impact, though some were preferred more than others. Results and implications for research and practice are discussed.

Erica N. Drew, Florida International University
Chockalingam Viswesvaran, Florida International University
Submitter: Erica Drew, endrew9@yahoo.com

76-21 One Shade Too Grey: Occupational Age Stereotypes and Legal Outcomes

The age stereotypes of 231 occupations were studied. Old-typed occupations are becoming less plentiful, suggesting that many older workers will occupy jobs that do not match their age. Moreover, occupational age stereotypes predicted whether an age discrimination lawsuit went to trial and the amount awarded to the plaintiff.

Michael D. Reeves, University of Central Florida
Barbara A. Fritzsche, University of Central Florida
Nicholas A. Smith, University of Central Florida
Justin Marcus, Ozyegin University
Martin O'Steen, University of Central Florida
Lindsay Y. Dhanani, University of Central Florida
Submitter: Michael Reeves, reeves@knights.ucf.edu

76-22 Weighing in on Weight Discrimination Against Females of Different Races

Overweight female job applicants received lower hiring and salary recommendations than normal weight women. There were no significant race differences in hiring and salary recommendations across African-American, Hispanic, and White female job applicants. Implicit and explicit measures of bias were positively correlated but only explicit bias predicted hiring recommendations.

Lynn K. Bartels, Southern Illinois University Edwardsville
Cynthia R. Nordstrom, Southern Illinois University-Edwardsville
Submitter: Lynn Bartels, LBartel@siue.edu

76-23 Predicting Voluntary Turnover and Job Performance From Biodata

This study investigated the ability of biodata items to predict voluntary turnover and performance. Results showed individuals recruited by employee referrals and individuals who had previously applied for a position with the organization had less voluntary turnover and better performance than individuals recruited by other methods and first-time applicants.

James A. Breaugh, University of Missouri-St Louis
Submitter: James Breaugh, jbreugh@umsl.edu

76-24 Marked for Failure: Visual Stigma in Video Resumés and Interviews

Discrimination of controlled (tattoo) and uncontrolled (disfigurement) visual stigmata in video resumés and interviews was investigated. Study 1 ($N = 115$) indicated a negative bias toward tattooed applicants' hiring chances from a video resumé database. Study 2 ($N = 120$) showed that interviewer Openness to Experience moderated interview scores of tattooed candidates.

Alexander Buijsrogge, Ghent University
Eva Deros, Ghent University
Submitter: Alexander Buijsrogge, alexander.buijsrogge@ugent.be

76-25 Could Sackett and Roth Have Saved New Haven?

Proponents assert that using bands of scores reduces adverse impact while preserving the validity of selection procedures. Could New Haven have avoided legal tribulations and millions in damages resulting from the landmark *Ricci v. DeStefano* decision by banding? Results indicated some banding protocols resulted in no adverse impact.

Frank P. Igou, Louisiana Tech University
Mitzi Desselles, Louisiana Tech University
Evan R. Theys, Oakland University
William Scanu, Louisiana Tech University
Submitter: Frank Igou, figou@latech.edu

76-26 Biases in the Context of Hiring Through LinkedIn

Attractiveness and information biases in employment decisions via LinkedIn were studied. This between subjects experiment was conducted with a 3 (more attractive vs. less attractive vs. no picture) x 2 (more information vs. less information) ANOVA design. Results did not support hypotheses. Exploratory analyses on demographics showed interesting trends.

Lisa S. Paik, Ohio University
Comila Shahani-Denning, Hofstra University
Rodger W. Griffeth, Ohio University

Submitter: Lisa Paik, lpaik2@gmail.com

76-27 A Preliminary Investigation of Discriminatory Hiring Attitudes Toward Tattooed People

This study examined the effects of applicant tattoos on the hiring attitudes of managers who select employees. The results suggest that applicants with extensive tattoos were viewed less favorably than others, and the effect is not limited only to positions where employees deal with customers in person.

Ryan P. Whorton, Bowling Green State University
Scott Highhouse, Bowling Green State University

Submitter: Ryan Whorton, ryanwhorton@gmail.com

76-28 The Effects of Strategic HRM and Workforce Characteristics on Turnover

Using a longitudinal field sample of organizations, this study examines contingencies in strategic HR management and finds that characteristics of the internal workforce differentially affect the impact of SHRM practices on 2 critical organizational outcomes: quit rates and dismissal rates.

Joseph A. Schmidt, University of Saskatchewan
Chelsea R. Willness, University of Saskatchewan
Joshua S. Bourdage, Western University
David A. Jones, University of Vermont

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

76-29 The Diversity-Validity Dilemma in Selection: The Role of Response Fidelity

This study addresses the diversity-validity dilemma in personnel selection by demonstrating that increasing response fidelity may lead to smaller ethnic performance differences without impairing criterion-related validity. In addition, the study tests the role of cognitive and personality loading as conceptual explanations for discrepancies in ethnic performance differences.

Britt De Soete, Ghent University-Belgium
Filip Lievens, Ghent University-Belgium
Janneke K Oostrom, VU University Amsterdam-The Netherlands

Submitter: Britt De Soete, Britt.DeSoete@UGent.be

76-30 Accuracy of Confidence Intervals With an Adjustment on Adverse Impact

Using confidence intervals to examine adverse impact may solve issues with analysis, but they are not accurate with low sample size. Monte Carlo simulation revealed that adding a 0.5 adjustment to the procedure increases accuracy over the unadjusted procedure and the Agresti and Caffo (2000) procedure.

Jill L. May, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology

Submitter: Jill May, jill.l.may5@gmail.com

76-31 Is Retest Bias Biased? An Examination of Subgroup Differences

This study examines the potential for score gains to differ due to retesting depending on individuals' protected class (race and

sex) and ability level. Subjects were administered multiple forms of the Wonderlic Personnel Test (WPT) with a 6-week lag to determine the extent to which retesting favors certain individuals.

Jason G. Randall, Rice University
Anton J. Villado, Rice University
Christina L. Upchurch, Rice University

Submitter: Jason Randall, jason.randall@rice.edu

77. Special Events: 3:30 PM–4:20 PM Grand G



Theme Track: Storytelling: I-O as Comedy, Tragedy and Theater of the Absurd

What factors are most critical in building an I-O or HR initiative that is sustainable over time? In this panel, senior I-O psychologists will share stories about successful (and unsuccessful) initiatives they have led, the lessons they have learned, and the advice they have for others.

Wayne F. Cascio, University of Colorado, **Panelist**
Richard A. Guzzo, Mercer, **Panelist**
Lise M. Saari, NYU & Baruch College, **Panelist**
Paul R. Yost, Seattle Pacific University, **Coordinator**

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

78. Panel Discussion: 3:30 PM–4:50 PM Grand H

Issues Surrounding the Effectiveness of Individual Executive Assessment in Organizations

Individual executive assessment has increased in use and popularity. Despite this trend, the quality of leadership does not seem to be increasing at the same rate. The panel will explore a number of scientific and practical issues impacting the effectiveness of individual executive assessment in organizations.

Kimberly R. Brossoit, Development Dimensions International (DDI), **Chair**
Scott Highhouse, Bowling Green State University, **Panelist**
Audrey Smith, Development Dimensions International (DDI), **Panelist**
Julianne Pierce, Walmart, Global Talent Management, **Panelist**
Lori Bradley, Phillips-Van Heusen, **Panelist**

Submitter: Kimberly Brossoit, kim.brossoit@ddiworld.com

79. Roundtable/Conversation Hr: 3:30 PM–4:50 PM Grand I

Nurturing Local Communities of Applied Psychologists Outside the U.S.

This roundtable/conversation hour will help non-U.S. based SIOP members become more proactive in grassroots, local communities of applied/work psychologists. Highlights from different regions and work are shared in smaller groups to discuss challenges and agree on courses of action for collaboration leading up to SIOP 2014.

Alison R. Eyring, Organisation Solutions Pte, Ltd., **Host**
Alexander Alonso, Society for Human Resource Management, **Host**
Rosalind H. Searle, Open University, **Host**
Milt Hakel, Bowling Green State University, **Host**

Submitter: Alison Eyring, areyring@organisationsolutions.com

80. Panel Discussion: 3:30 PM–4:20 PM Grand J

Testing the Boundaries: Early-Career Transitions as an Applied Industrial-Organizational Psychologist

Employee tenure of early-career workers is much lower than that of late career workers. In this panel, experts with experience making an early-career transition between I-O psychology roles will offer perspectives and guidance for early-career I-Os considering a job or company change.

Nicholas A. Zarns, SHL, **Chair**
Christine A. Anthony, California State University-Sacramento, **Panelist**
Ann L. Beacom, U.S. Office of Personnel Management, **Panelist**
Jason Burgamy, SHL, **Panelist**
Eric Garvey, Target, **Panelist**
Brian Roote, SHL, **Panelist**

Submitter: Nicholas Zarns, nick.zarns@shl.com

81. Symposium/Forum: 4:30 PM–5:50 PM 335 A

Implicit Leadership Theories (2): Measurement and Methods

The symposium focuses on methods of data collection and analysis of implicit leadership theories. Most prior research used questionnaire designs and regression/correlation analysis. Different methods such as experimental designs and qualitative studies are proposed as well as different analyses such as latent profile analysis and neural network approaches.

Birgit Schyns, Durham University, **Chair**
Roseanne J. Foti, Virginia Tech, Nicole J. Thompson, Virginia Tech, Sarah F. Allgood, Virginia Tech, Bethany Bray, Virginia Tech, **Perceptions of Leadership: Role of Self-Concepts and Prototypes**
Jessica E. Dinh, University of Akron, Robert G. Lord, University of Akron, **A Test of a Connectionist Model of Leadership Category**
Stefanie K. Johnson, University of Colorado-Denver, Steve Walczak, University of Colorado-Denver, Thomas Sy, University of California, Riverside, **A Connectionist Model of the Effects of Stress on ILT**
Birgit Schyns, Durham University, Christopher J. Thomas, Durham University, **Romance of Leadership in Soccer: Analyzing a Popular Soccer Magazine**
Tiffany Hansbrough, Fairleigh Dickinson University, **Discussant**
Submitter: Birgit Schyns, birgit.schyns@durham.ac.uk

82. Interactive Posters: 4:30 PM–5:20 PM 337 AB

Put a Ring on It! Issues in Workplace Engagement

William "Bill" Macey, CEB Valtera, *Facilitator*

82-1 Bad Apples Are Just Disengaged: Engagement Mediates the Personality–Deviance Relationship

This study used a time-lagged design to test the mediating effects of job satisfaction and work engagement on task performance and counterproductive behaviors. Results indicated that satisfaction and engagement completely mediated the effects of personality on outcomes and that engagement and satisfaction each had unique effects on both behaviors.

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

Submitter: David DeGeest, david-degeest@uiowa.edu

82-2 Workplace Spirituality: Does a Faith-Accommodating Climate Impact Employee Engagement?

In recent years, employee engagement and workplace spirituality have become increasingly popular topics. But to date, few studies have explored the relationship between these concepts. This field study was conducted to determine if there is a relationship between faith-accommodating work climate and employee engagement.

Patrick K. Hyland, Sirota Survey Intelligence
David W. Reeves, Sirota Survey Intelligence
Shujing J. Huang, ICF International
Tiffany Ivory, Sirota Survey Intelligence
Submitter: Shujing Huang, jessie.huang@icfi.com

82-3 Antecedents and Outcomes of Workplace Engagement

This study examined authentic leadership as a predictor of workplace engagement. The model included the covariates of psychological safety, meaningfulness, and availability as well as transactional and transformational leadership. Contrary to hypotheses, authentic leadership was not a predictor of employee engagement. Engagement did predict extra-role and work withdrawal behaviors.

Ariel Lechhook, Gettysburg College
Marcus W. Dickson, Wayne State University
James E. Martin, Wayne State University
Submitter: Ariel Lechhook, alechhook@wayne.edu

82-4 Work Engagement, Job Crafting, and Person–Environment Fit

The study aims to investigate the relationship between work engagement and P–E fit, and the mediating role of job crafting. With a longitudinal design and cross-lagged analysis, the findings support that the engaged employees could create their own P–E fit through job crafting in the workplace.

Jing-Jing Lu, Peking University
Chang-qin Lu, Peking University
Submitter: Chang-qin Lu, lucq@pku.edu.cn

83. Symposium/Forum: 4:30 PM–5:50 PM 339 AB

Exploring the Science of Team Training in Healthcare

To advance research on team training in healthcare and provide practical implications, the presenters in this symposium summarize research from field settings that identify effective team training and determinants for effective teamwork in healthcare. This symposium brings together a group of I-O psychologists from different institutions to discuss this issue.

Deborah DiazGranados, Virginia Commonwealth University, **Chair**
Lauren E. Benishek, Institute for Simulation and Training, **Co-Chair**
Andrea Amodeo, IMPAQ International, David P. Baker, IMPAQ International, **TeamSTEPPS 2.0: A Look at Team Training in the Future**
Matthew J. Kerry, Georgia Institute of Technology, Samuel J. Posnock, Georgia Institute of Technology, Ruth Kanfer, Georgia Institute of Technology, **Student and Program Influences on Interprofessional Team Training**

François Chiochio, University of Montreal, Francois Rabbat,
University of Montreal, Paule Lebel, University of Montreal,
**Healthcare Project Teams: Initial Evidence of Project
Management Training Efficacy**

Victoria L. Kennel, University of Nebraska at Omaha, Roni Reiter-
Palmon, University of Nebraska at Omaha, Katherine Jones,
University of Nebraska Medical Center, Dawn M. Venema, University
of Nebraska Medical Center, Anne Skinner, University of Nebraska
Medical Center, Robin High, University of Nebraska Medical Center,
Regina Nailon, University of Nebraska Medical Center, **Team
Reflexivity and Patient Falls: Implications for Training**

David P. Baker, IMPAQ International, **Discussant**

Submitter: Deborah DiazGranados, diazgranados@vcu.edu

84. Panel Discussion: 4:30 PM–5:50 PM 343 AB

Moving the State of Adverse Impact Measurement Forward

Organizations have long wrestled with the implications of adverse impact. There are multiple ways to measure adverse impact, and recent trends suggest that statistical significance tests are used most often. This panel will evaluate the state of adverse impact measurement and attempt to begin to move the field forward.

Eric M. Dunleavy, DCI Consulting Group, **Chair**
Arthur Gutman, Florida Institute of Technology, **Panelist**
Scott B. Morris, Illinois Institute of Technology, **Panelist**
Fred Oswald, Rice University, **Panelist**
Kevin R. Murphy, Lamorinda Consultant, **Panelist**

Submitter: Eric Dunleavy, edunleavy@dciconsult.com

85. Panel Discussion: 4:30 PM–5:50 PM 344 AB

The Digital Frontier: The Future of Culture and Virtuality Research

Currently, there is little research merging culture and virtuality. Yet, this intersection can provide interesting findings because intercultural, distributed teams rarely meet face-to-face. This panel brings together experts from both realms to discuss the implications of virtuality for culture research, how the concepts interact, and “next steps” for both fields.

Arwen Hunter DeCostanza, U.S. Army Research Institute, **Chair**
William S. Kramer, University of Central Florida/Institute for
Simulation and Training, **Co-Chair**
Nastassia M. Savage, University of Central Florida, **Co-Chair**
Michele J. Gelfand, University of Maryland, **Panelist**
Christina Gibson, University of Western Australia, **Panelist**
Steve W. J. Kozlowski, Michigan State University, **Panelist**
Carol Saunders, University of Central Florida, **Panelist**

Submitter: William Kramer, wkramer@ist.ucf.edu

86. Poster: 4:30 PM–5:20 PM Ballroom of the Americas Leadership, Coaching, & Development

86-1 Executive Talent Development in Family and Nonfamily Firms: Preliminary Results

This exploratory study aimed to investigate if there were differences between family and nonfamily firms in their practices for developing executive talent. Survey data from 47 firms

suggested that practices in nonfamily firms were more integrated, and more efficacious in enhancing their talent management capability compared to family firms.

Mun Leong Liew, CapitaLand Limited
Seng Chai Tan, CapitaLand Limited
Tiong Peng Lee, CapitaLand Limited
Richard D. Arvey, National University of Singapore
Yew Kwan Tong, National University of Singapore
Wan Chen Goh, National University of Singapore
Submitter: Richard Arvey, bizra@nus.edu.sg

86-2 Cultural Differences in Self–Other Disagreement and Leader Derailment

Using archival data from a multisource instrument, a culturally contingent relationship is identified between discrepancies in self–other agreement (SOA) and perceived managerial derailment. Individuals who substantially and consistently overrate and underrate themselves are perceived by their bosses as more likely to derail, but only in collectivist cultures.

Kristin L. Cullen, Center for Creative Leadership
William A. Gentry, Center for Creative Leadership
Francis J. Yammarino, Binghamton University
Submitter: Kristin Cullen, cullenk@ccl.org

86-3 Relationship Between Learning Agility and Leadership Potential: Longitudinal Field Study

This study examined the relationship between learning agility and several outcome measures. It was found that learning agility had significant correlations with 2 objective outcomes: promotion rates and salary changes over a 10-year period. In contrast, it had a relatively weak relationship with supervisory subjective ratings of potential.

Kenneth P. De Meuse, Wisconsin Management Group
Kevin C. Stanek, University of Minnesota
Guangrong Dai, Korn/Ferry International
David Futrell, Eli Lilly and Company
Submitter: Kenneth De Meuse, ken.demeuse@gmail.com

86-4 Differences in Self–Other Rating Agreement of Integrity Across Managerial Levels

Integrity is a character strength that is important for both middle-level managers and top-level executives. This research shows that top-level executives had a larger self-direct report rating discrepancy for integrity than did middle-level managers, which has implications for the topics of self-awareness and blind spots in the development of leaders.

Kristin L. Cullen, Center for Creative Leadership
William A. Gentry, Center for Creative Leadership
John J. Sosik, Pennsylvania State University–Great Valley
Jae Uk Chun, Korea University Business School
Christopher R. Leupold, Elon University
Scott Tonidandel, Davidson College

Submitter: William Gentry, gentryb@ccl.org

86-5 Coaching Modality: Effects of Face-to-Face Versus Virtual Coaching on Alliance

A longitudinal, experimental design compared the working alliance for virtual versus face-to-face coaching. The alliance

as a function of time was hypothesized to be positive and significant for both conditions and moderated by modality. Results indicate a significant main effect of time but no moderation by modality.

Serena C. Hsia, Seattle Pacific University
Marisa Bossen, Seattle Pacific University
Daniel C. Molvik, Seattle Pacific University
Joey Collins, Seattle Pacific University

Submitter: Serena Hsia, hsias@spu.edu

86-6 Coaching Relationship: Investigating Communication Medium, Training, and Client Attributes

This study investigated the effects of communication medium, process training, and client attributes on a variety of coaching outcomes in an academic environment. Findings suggest that technologically mediated environments present challenges for clients, process training is advantageous for face-to-face interactions, and cognitive flexibility, social skills, and Extraversion predict client engagement.

Tracy C. McCausland, George Mason University
Stephen J. Zaccaro, George Mason University
Gia DiRosa, U.S. Army Research Institute
Tiffani R. Chen, George Mason University

Submitter: Tracy McCausland, tracy.c.mccausland@gmail.com

86-7 Taking It to the Next Level: Empirically Evaluating Leadership Development

Although organizations devote billions of dollars to leadership development programs annually, the impact of these programs is rarely evaluated empirically. This study assessed a leadership development program at a large, international organization by comparing 175 program graduates to a control group of 686 equivalent employees on 6 critical organizational outcomes.

Charlotte L. Powers, Michigan State University
Julia Bayless, Sodexo, Inc.

Submitter: Charlotte Powers, powers54@msu.edu

86-8 Your Career GPS: Enhancing Learning and Adaptability on the Job

Research was conducted to validate a measure to assess the extent to which individuals are engaging in behaviors that will increase their ability to learn from experience. Results indicate a measure of goals, people, stretch, and reflection captures the constructs assessed and is related to several career and life outcomes.

Paul R. Yost, Seattle Pacific University
Yolanda L. Winberg, Seattle Pacific University
Hilary G. Roche, Seattle Pacific University

Submitter: Hilary Roche, hgroche@gmail.com

86-9 Advocacy-Based versus Inquiry-Based Leadership Coaching in a Confucian Culture

This study investigates advocacy-based versus inquiry-based coaching approaches in a Confucian culture. A longitudinal study on coaches and coachees in a leadership development program in Singapore was conducted to examine the effects of the 2 coaching approaches on multiple coaching outcomes.

Mei Ling Tan, Nanyang Technological University
Kok-Yee Ng, Nanyang Technological University
Soon Ang, Nanyang Technological University

Submitter: Mei Ling Tan, ta0036ng@ntu.edu.sg

86-10 Upper Echelons' Choice: To Be Positive or Paranoid?

Are successful business leaders positive or paranoid? This study aims to clarify why effective executives tend to exhibit 2 seemingly contradictory traits and how they seamlessly weave these 2 opposite characteristics into a coherent theme as they cruise through a dynamic business world.

Sophia C. Chou, National Taiwan University

Submitter: Sophia Chou, f99227129@ntu.edu.tw

86-11 A Pattern-Oriented Approach to Examining IFTs

This study investigated patterns of IFTs and leader-follower outcomes. Latent class analysis (LCA) was used to identify and describe 3 classes of IFTs (uninhibited, disengaged, and productive) and 3 classes of leader-follower outcomes (destructive, invested and cooperative). Latent transition analysis (LTA) examined the association between these classes.

Patrick T. Coyle, Virginia Tech
Roseanne J. Foti, Virginia Tech
Kathleen B. Snead, Virginia Tech
Nicole J. Thompson, Virginia Tech

Submitter: Patrick Coyle, coylep23@vt.edu

86-12 An Examination of Prototype Congruence and Leader-Member Exchange

This study investigated how congruence between leader and follower prototypes affected quality of the LMX relationship. Followers' liking and trust for leaders fully mediated the relationship between congruence on leader prototypes and follower-assessed LMX. Leaders' liking for followers fully mediated the relationship between congruence on follower prototypes and leader-assessed LMX.

Patrick T. Coyle, Virginia Tech
Roseanne J. Foti, Virginia Tech
William Giles, Virginia Tech
Lauren Langford, Virginia Polytechnic Institute and State University
Danielle M. Holup, Virginia Tech

Submitter: Patrick Coyle, coylep23@vt.edu

86-13 Trust, LMX, Upward Influence Effectiveness, and Resource Allocation

Trust and leader-member exchange (LMX) predict upward influence effectiveness and resource allocation in National Science Foundation Industry/University Cooperative Research Centers. SEM showed that multiple hypothesized models fit the data and that the relationship between LMX quality and trust is complex.

Donald D. Davis, Old Dominion Univ
Nathan Bjornberg, Old Dominion University

Submitter: Donald Davis, DDDavis@odu.edu

86-14 Shared Leadership and Performance: A Meta-Analytic Perspective

Using 18 samples ($N = 1005.33$), meta-analytic support is provided for the positive effects of shared leadership on team

performance. Employing a random effects model, the analysis technique used in measuring shared leadership influenced effect sizes. Additional moderators indicate interesting trends that suggest focal points for future research.

Lauren D'Innocenzo, University of Connecticut
Michael R. Kukenberger, Rutgers University
John E. Mathieu, University of Connecticut

Submitter: Lauren D'Innocenzo, lauren.dinnocenzo@business.uconn.edu

86-15 Perceived Follower Support: Contributions to Supportive Supervision and Workgroup Outcomes

This study examined the view that supervisors form a general perception concerning the extent their workgroup values their contributions and cares about their well-being (perceived follower support, or PFS). It was found, as predicted, that PFS was more strongly associated with supportive supervision when supervisors had low perceived organizational support.

Robert Eisenberger, University of Houston
Zhuxi Wang, University of Houston
Salar Mesdaghinia, University of Houston
Hao Wu, University of Houston
Robert Wickham, University of Houston

Submitter: Robert Eisenberger, reisenberger2@uh.edu

86-16 Integrity's Place in Middle- and Top-Level Managerial Performance

Despite the field's progress studying leader integrity, more research is needed to understand integrity's relationship with performance. Relative weight analysis revealed that integrity was less important to middle-level managers' current performance relative to other character strengths. In contrast, integrity was relatively more important for the performance of top-level executives.

William A. Gentry, Center for Creative Leadership
Kristin L. Cullen, Center for Creative Leadership
John J. Sosik, Pennsylvania State University-Great Valley
Jae Uk Chun, Korea University Business School
Christopher R. Leupold, Elon University
Scott Tonidandel, Davidson College

Submitter: William Gentry, gentryb@ccl.org

86-17 The Overlooked Role of Individual Identity in Transformational Leadership Processes

This study examines employee positive emotions, negative emotions, and intrinsic motivation as the processes through which transformational leaders impact employee intentions to quit and job satisfaction. It is also observed that these effects are moderated by individual identity such that the effects are stronger for those higher on individual identity.

Gary J. Greguras, Singapore Management University
Michael A. Daniels, Bowling Green State University
James M. Diefendorff, University of Akron

Submitter: Gary Greguras, garygreguras@smu.edu.sg

86-18 Gender and Leader Recovery From Task and Relationship-Oriented Mistakes

This study explores how leaders behave after making mistakes. Results suggest that female leaders apologize more than male leaders for task-oriented mistakes, and male leaders justify

more to female subordinates than to male subordinates. These findings have implications for women in leadership positions.

Andrea L. Hetrick, The Pennsylvania State University
Lily Cushenbery, The Pennsylvania State University
Joshua Fairchild, The Pennsylvania State University
Samuel T. Hunter, The Pennsylvania State University

Submitter: Andrea Hetrick, alh5433@psu.edu

86-19 Assessing Implicit Leadership Theories Using The Go/No-Go Association Task

The purpose of this study was to assess implicit leadership theories (ILTs) using measures that required spontaneous information processing, consistent with the conceptualization of ILTs. Implicit ILTs measures were developed using the Go/No-Go Association Task. Results showed some correspondence between the accuracy-based and latency-based indices of association strength.

Chia-Lin Ho, North Carolina State University
Joan Michael, North Carolina State University

Submitter: Chia-Lin Ho, chialinroseho@gmail.com

86-20 Variable-Oriented and Person-Oriented Approach to Implicit Leadership Theories

This study examined the construct of implicit leadership theories (ILTs) by adopting both the variable-oriented and person-oriented approach. The extent to which ILTs were related to perception of charismatic leadership was compared between the 2 approaches. Results showed different patterns of relationship with leadership perception in the 2 approaches.

Chia-Lin Ho, North Carolina State University
Joan Michael, North Carolina State University

Submitter: Chia-Lin Ho, chialinroseho@gmail.com

86-21 Innovation-Oriented Leadership: Definition, Measurement Development and Validation

This study was conducted to develop and validate a scale called innovation-oriented leadership. Innovation-oriented leadership caters to the distinct requirements and tasks of each stage of innovation process, including idea generation, promotion, and implementation. The effectiveness of innovation-oriented leadership on employee's innovation was tested and received support.

Hao Kong, Hong Kong Polytechnic University
Warren CK Chiu, Hong Kong Polytechnic University

Submitter: Hao Kong, konghao23@163.com

86-22 Silo No More: Perceived Effectiveness of Leaders in Hybrid Positions

This study was conducted to examine the perceptions of effectiveness of hybrid leaders from group prototypical (specialist) and leader stereotypical (leadership) backgrounds. Based on data from a survey of practicing medical physicians, suggestions are made to direct the development of hybrid leadership in organizations.

Nickolas A. Lamel, Claremont Graduate University

Submitter: Nickolas Lamel, nickolas.lamel@cgu.edu

86-23 Gender Differences in the Impact of Leadership Styles on Embeddedness

This study examines gender differences in reactions to leadership styles. Results suggest that subordinate gender moderates the relationship between 2 LMX dimensions and job outcomes such that leader affect and leader loyalty influence subordinate embeddedness and, subsequently, job satisfaction among women but not among men.

Carla J. Burrus, Georgia Institute of Technology
Brian J. Collins, University of Southern Mississippi
Rustin D. Meyer, Georgia Tech

Submitter: Rustin Meyer, rustin.meyer@psych.gatech.edu

86-24 The Contingent Effects of Leader-Member Exchange Agreement on Employee Attitudes

Drawing on social exchange literature, this article presents contingent effects of leader-member exchange (LMX) agreement. The effect of LMX agreement on job satisfaction, organizational commitment, and turnover intention is examined. Also examined are the moderating effects of group and individual contingencies on the relationship between LMX agreement and work outcomes.

Jooyeon Son, University of Illinois at Urbana-Champaign
Ying Chen, University of Illinois at Urbana-Champaign

Submitter: Jooyeon Son, son22@illinois.edu

86-25 Abusive Supervision, Identification With Leader, Power Distance, and Task Performance

This study explored the relationship between abusive supervision and employee's task performance and turnover intention with introducing identification with leader as a moderator. Results supported the hypotheses.

Meng Song, Renmin University of China
Jianmin Sun, Renmin University of China

Submitter: Jian Min Sun, jms@ruc.edu.cn

86-26 Meet Your Match: A Multilevel Examination of Ideal Leader Prototypes

HLM and policy-capturing methodology were applied to determine whether individuals construct self-serving implicit leader prototypes. Findings showed perceivers ascribed to implicit rating policies of leaders reflecting how they viewed themselves as leaders. Leader behaviors were systematically weighted in judging effectiveness as a function of self-perceptions.

Nicole J. Thompson, Virginia Tech
Roseanne J. Foti, Virginia Tech

Submitter: Nicole Thompson, nicolejt@vt.edu

86-27 The Agency Penalty Revisited: Agency as a Multifaceted Concept

Previous research has explored the agency penalty for women by dichotomously labeling leaders as communal or agentic. The current research questions whether different levels of agentic behaviors also exist for leaders. Agentic women shy away from leadership roles when they are deemed too ambitious versus task oriented.

Ella Washington, Northwestern University

Submitter: Ella Washington, e-washington@kellogg.northwestern.edu

86-28 A Moderated Mediation Model of Leader Power and Follower Outcomes

Research on effects of leader power on follower satisfaction is inconclusive. In this study, initiating structure mediated the relationship between leader position power and follower satisfaction. In addition, political skill moderated the position power-initiating structure relationship such that high political skill leads to high initiating structure and therefore to follower satisfaction.

Andreas Wihler, University of Bonn
Rachel E. Kane, Florida State University
Katharina Oerder, University of Bonn
Gerald R. Ferris, Florida State University

Submitter: Andreas Wihler, awihler@uni-bonn.de

86-29 Leader Extraversion and the Emergence of Shared Leadership

This study examines the linkages between leader personality, shared leadership, and emergent psychological states among high school principals and teachers. Principal Extraversion was negatively related to the emergence of shared leadership among teachers, which in turn was negatively related to conflict, and positively related to psychological safety and satisfaction.

Jonathan C. Ziegert, Drexel University
Christian J. Resick, Drexel University
Scott Dust, Drexel University

Submitter: Jonathan Ziegert, ziegert@drexel.edu

86-30 Insecure Followers Need Secure Leaders: Adult Attachment and Workplace Outcomes

This study utilizes attachment theory to understand how leader-follower relationships impact workplace outcomes. Specifically, followers with anxious attachment orientations are more likely to experience stress and less likely to engage in organizational citizenship behaviors when the leader does not have a secure attachment orientation.

Peter D. Harms, University of Nebraska-Lincoln
Yuntao Bai, Xiamen University
Guohong Han, Youngstown state university

Submitter: Peter Harms, pharms2@unl.edu

86-31 Examining the Nomological Network of Meta-Accuracy Within Leader-Member Exchanges

This study examined the accuracy of metaperceptions (i.e., beliefs an individual holds regarding the impressions he or she makes upon others) within leader-member exchanges. Utilizing a sample of 72 supervisor-subordinate dyads, the researchers associated physical proximity, trait visibility, and LMX quality with meta-accuracy within these relationships.

Jared A. LeDoux, General Health System
Tracey E. Rizzuto, Louisiana State University

Submitter: Jared LeDoux, jared.ledoux@brgeneral.org

**87. Special Events: 4:30 PM-5:50 PM
Grand G****Theme Track: The Sweet Spot for Organizational Interventions: Superglue or Teflon**

This session will provide attendees an opportunity to hear from a panel of senior practitioners about their experiences imple-



menting organizational interventions. The various factors to consider when deciding how sticky to make an intervention will be shared along with how to get things unstuck when needed.

Elizabeth B. Kolmstetter, Office of the Director of National Intelligence, **Panelist**

Allen M. Kamin, GE, **Panelist**

Steven T. Hunt, SuccessFactors, **Panelist**

Rose A. Mueller-Hanson, Personnel Decisions Research Institutes, **Panelist**

Douglas D. Molitor, 3M, **Panelist**

Corina Rice, CSX Transportation, **Panelist**

Brian Penner, Prudential Staffing, **Panelist**

Alana B. Cober, Office of the Director of National Intelligence, **Coordinator**

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

Evan F. Sinar, Development Dimensions International (DDI), **Coordinator**

Submitter: Evan Sinar, Evan.Sinar@ddiworld.com

88. Panel Discussion: 4:30 PM–5:50 PM

Grand J

How to Probe Successfully to Reduce Faking in Employment Interviews

This session will present a summary of recent research on the impact of probing on faking in employment interviews (including a demonstration). Then several discussants representing major interviewing paradigms will address how they use probing to reduce faking. The ensuing discussion will highlight recommendations for both practice and future research.

Michael A. Campion, Purdue University, **Co-Chair**

Julia Levashina, Kent State University, **Co-Chair**

Gary P. Latham, University of Toronto, **Panelist**

Paul C. Green, Paul C Green, Ph.D. Inc., **Panelist**

Scott C. Erker, Development Dimensions International (DDI), **Panelist**

Christopher J. Hartwell, Purdue University, **Panelist**

Submitter: Julia Levashina, jlevashi@kent.edu

89. Panel Discussion: 5:00 PM–5:50 PM

335 BC

Back to the Future of Technology-Enhanced I-O Practice

Technological advancements, such as online testing, social media, and mobile devices, are continually evolving and changing the day-to-day practice of I-O psychology. In this panel discussion, experts on the cutting-edge of current and future technology-related trends will cover how new advancements offer opportunities and obstacles for I-O psychologists.

A. James Illingworth, APTMetrics, Inc., **Chair**

Neil Morelli, APTMetrics, Inc., **Co-Chair**

Seymour Adler, Aon Hewitt, **Panelist**

Dave Bartram, SHL Group Ltd, **Panelist**

Anthony S. Boyce, Aon Hewitt, **Panelist**

Charles A. Handler, Rocket-Hire, **Panelist**

Submitter: Neil Morelli, neil.morelli@gmail.com

90. Symposium/Forum: 5:00 PM–5:50 PM

336 AB

Connecting Employee Workplace Perceptions to Social–Environmental Workplace Determinants

Organizational health behavior change is often singularly directed to individual-level adjustments in attitudes, skills, or policy rather than mutual responsibility individual and environmental changes. This symposium illustrates an interplay between personal and environmental influences in shaping workplace climate and employee attitudes as well as their implications for patient healthcare perceptions.

Katerine Osatuke, VHA NCOD/Miami University, **Chair**

Stacie Furst-Holloway, University of Cincinnati, Kelley A. Carameli,

VHA National Center for Organization Development, Adam C.

Carle, University of Cincinnati, Andrew B. Brown, University of

Cincinnati, Steven R. Howe, University of Cincinnati, Cynthia

Cominsky, University of Cincinnati, Scott C. Moore, VHA National

Center for Organization Development, Sue R. Dyrenforth, VHA

National Center for Organization Development, **The Spillover**

Effects of Workplace–Patient Civility in VHA Healthcare

Boris I. Yanovsky, VHA NCOD/University of Cincinnati, Emily A.

Crowe, Xavier University, Katerine Osatuke, VHA NCOD/Miami

University, **Rating Discrepancies: Effects on Turnover and**

Supervisory Support Perceptions

Lindsey A. Ohler, VHA NCOD/ Xavier University, Emily A. Crowe, Xavier

University, Robert Teclaw, VHA NCOD, **The Relationship Between**

Nurses' Perceptions of Staffing, Workload, and Teamwork

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

91. Symposium/Forum: 5:00 PM–5:50 PM

340 AB

Empirical Evidence for Successfully Using Social Media in Organizations

There is general expectation that organizations must maintain a social media presence and leverage social media to meet organizational goals. However, little empirical research has been done to determine the most effective uses and practices of social media for organizations. Presenters will discuss emerging social media research and organizational implications.

Shawn Bergman, Appalachian State University, **Chair**

Ricky C. Carroll, Appalachian State University, Jennifer Romano

Bergstrom, Fors Marsh Group, Megan Fischer, Fors Marsh

Group, **Social Media: Escape the Runaway Bandwagon?**

Yalcin Acikgoz, Appalachian State University, Shawn Bergman,

Appalachian State University, Jacqueline Z. Bergman, Appalachian

State University, Timothy J. Huelsman, Appalachian State

University, **User Attitudes Toward Social Recruiting Practices**

Caitlin Krulikowski, Fors Marsh Group, Kathryn Solook, Fors Marsh

Group, Sean Marsh, Fors Marsh Group, **Friending the U.S.**

Military: Military Presence on Social Media

Katie Helland, Fors Marsh Group, **Discussant**

Submitter: Shawn Bergman, bergmans@appstate.edu

92. Panel Discussion: 5:00 PM–5:50 PM

346 AB

Where Is the I-O Psychology in Corporate Well-Being?

The presence of corporate well-being programs has grown dramatically. I-O psychologists have valuable knowledge and skills in developing, delivering, and evaluating well-being programs, but our involvement has been minimal to date. This

panel will share insights about the well-being industry and the role I-O psychologists can play.

Autumn D. Krauss, Sentis, **Chair**

Joel Bennett, Organizational Wellness & Learning Systems, **Panelist**

Kizzy M. Parks, K. Parks Consulting Inc., **Panelist**

Stephanie Pronk, Aon Hewitt, **Panelist**

Lindsay E. Sears, Healthways, **Panelist**

Submitter: Sarina Maneotis, sarina.maneotis@sentis.net

93. Roundtable/Conversation Hr: 5:00 PM–5:50 PM Grand I

Industrial-Organizational Psychology Goes to the Olympics—and Wins Gold!

I-O psychology principles, grounded in empirical research, have direct application to enhancing sport performance. An I-O psychologist, with 30 years of I-O and sport psychology experience, hosts an opportunity for information and answers about I-O applications and to network for research and practice collaboration in sport psychology.

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

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

94. Poster: 6:00 PM–6:50 PM

Grand A

Top Posters

94-1 Effects of Financial Strain and Unemployment on Job Search Self-Efficacy

This study found that financial strain detracts from job search self-efficacy and has indirect effects on search outcome expectations and goals among unemployed adults. However, these direct and indirect effects are moderated by unemployment rates and are only significant for participants residing in U.S. regions with high unemployment.

Robert Melloy, The College of New Jersey

Jason Dahling, The College of New Jersey

Mindi Thompson, University of Wisconsin-Madison

Submitter: Jason Dahling, dahling@tcnj.edu

94-2 Employees Smile, Spouses Frown: Surface Acting and Marital Satisfaction

To date, research has only examined emotional labor's effects on actor's personal outcomes. This study extends research on emotional labor by examining effects beyond the actor. It was predicted and found that surface acting is associated with more strain-based work-family conflict, which is associated with lower marital satisfaction of the spouse.

Maartje E. Schouten, RSM, Erasmus University

David T. Wagner, Singapore Management University

Christopher M. Barnes, Virginia Tech

Matthias Spitzmuller, National University of Singapore

Submitter: Maartje Schouten, meschouten@rsm.nl

94-3 Normality of Job Performance: A Reply to O'Boyle and Aguinis

O'Boyle and Aguinis (2012) argued that job performance is not distributed normally. However, their data lacked important characteristics of job performance as it is typically conceptual-

ized. This study presents data from the workplace, athletics, and simulations demonstrating that when job performance is conceptualized in the typical fashion it is distributed normally.

James W. Beck, University of Waterloo

Adam Beatty, University of Minnesota

Paul R. Sackett, University of Minnesota

Submitter: James Beck, James.Beck@uwaterloo.ca

94-4 Consequences of Ignoring Ideal-Point Items for Criterion-Related Validity Estimates

Research suggests personality/attitude items show a better fit to ideal-point response models than dominance approaches (e.g., simple sum score). Little is known about the consequences of ignoring unfolding for criterion-related correlations. Using simulations, this study shows that as the number of unfolding items increases, sum-scores produce upwardly biased estimates of criterion-related correlations.

Dev K. Dalal, University of Connecticut

Nathan T. Carter, University of Georgia

Submitter: Dev Dalal, dev.dalal@uconn.edu

94-5 Social Adaptability as a Resource Buffering Abusive Supervision Perceptions

This study examined the moderating effects of social adaptability on the abusive supervision-work outcomes relationship. Data gathered from 3 samples offered strong support for the hypotheses that less socially adaptable individuals would be more adversely affected by heightened levels of abusive supervision perceptions than more socially adaptable employees.

B. Parker Ellen III, Florida State University

Jeremy D. Mackey, Florida State University

Wayne A. Hochwarter, Florida State University

Gerald R. Ferris, Florida State University

Submitter: B. Parker Ellen III, bpe11@my.fsu.edu

94-6 Who You Ask Matters: Cultural Congruence, Hierarchy, and Management Innovation

This study examines congruence between managers' and nonmanagers' perceptions of organizational culture in predicting management innovation. Using response surface methods with data from 67 hospitals, incongruent cultural perceptions are found to decrease quality improvement innovations. Using latent variables in a novel multilevel polynomial regression reduces bias in parameter estimates.

Raymond F. Zammuto, The University of Queensland

Michael J. Zyphur, The University of Melbourne

Zhen Zhang, Arizona State University

Submitter: Zhen Zhang, zhen.zhang@asu.edu

94-7 A Meta-Analysis of the Criterion-Related Validity of Physical Ability Tests

Determining the readiness of personnel to perform physically demanding tasks is an issue faced by many employers. This meta-analysis investigates the criterion related validity of physical ability tests (measuring strength, endurance, aerobic capacity, anaerobic capacity, movement quality, and body composition). Moderators such as occupation, gender, and criterion type were examined.

Amanda Anderson, George Mason University
Sean Robson, The RAND Corporation

Submitter: Amanda Anderson, amandajanderson22@gmail.com

94-8 Institutional Versus Individual Decision Models for Assessing Test Utility

Selection systems are usually evaluated using an institutional model seeking a net increase in successful hires. However, some contexts may require an individual model focused on decision error rates. Monte Carlo results indicated that even tests with strong predictive validity may be deemed unacceptable if an individual model is appropriate.

Robert J. Harvey, Virginia Tech

Submitter: Robert Harvey, harveyrj@vt.edu

94-9 The Impact of Keying Group Characteristics on SJT Validity

This study sought to assess the impact of keying group characteristics on the validity of an SJT for selecting Army officers. Results demonstrated that selecting keying groups based upon characteristics relevant to the criteria resulted in scoring keys with higher validity, though the magnitude of the effects was generally small.

Thomas Kiger, HumRRO

Amanda J. Koch, University of Minnesota

Matthew T. Allen, HumRRO

Teresa L. Russell, HumRRO

Nehama E. Babin, US Army Research Institute for the Behavioral and Social Sciences

Mark C Young, U.S. Army Research Institute for the Behavioral and Social Sciences

Submitter: Thomas Kiger, tomkiger@gmail.com

94-10 Is Overprediction of Black Performance an Artifact of Observed Validity?

Predictive bias research has focused on observed relationships, ignoring the effects of indirect range restriction. This study demonstrates that when focusing on operational validity and correcting for indirect range restriction, African-American job performance is typically underpredicted, rather than overpredicted, by cognitive ability test scores.

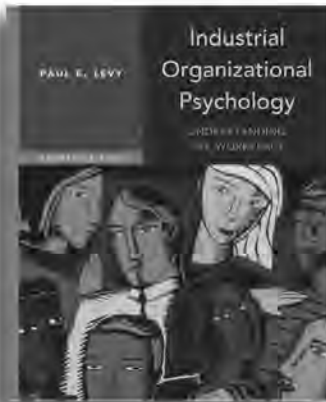
Peng Zhao, Texas A&M University

Christopher M. Berry, Texas A&M University

Submitter: Peng Zhao, pengzhao@tamu.edu

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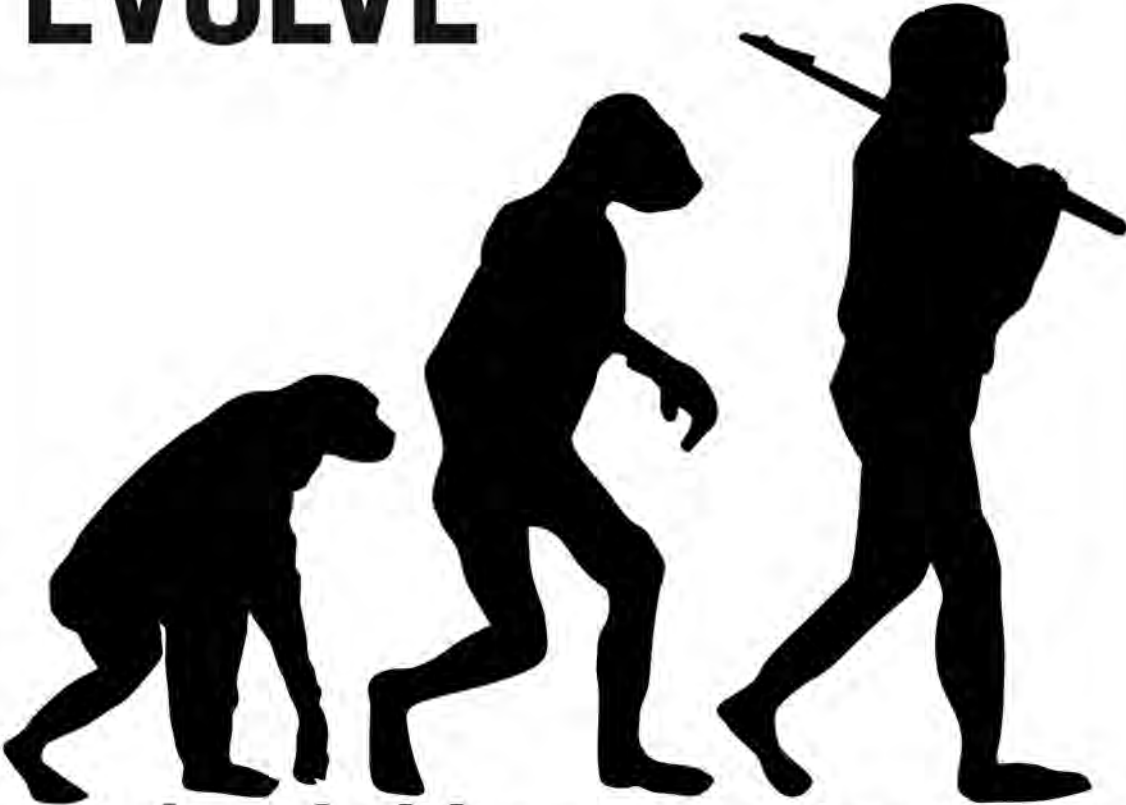
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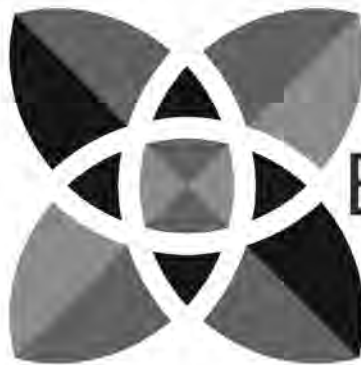
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	335 A	335 BC	336 AB	337 AB	339 AB	340 AB	342	343 AB	344 AB	346 AB	Ballroom of the Americas
7:30 AM	COFFEE BREAK										
8:00 AM											95 Leadership
8:30 AM	98 Should I-O Psychologists be Licensed?	99 New Findings in JDM-I-O Research	100 Intrdisciplinary Perspectives on Bringing	115 Innovations in Assessment	101 Qualitative Methods 101: When, Why, and How to Use Them	102 Humanitarian Work Psychology: Supply Meets Demand	103 Discuss. for New or Prospective Faculty	104 Talent Management Practices in Healthcare	105 Innovating Approaches for Criteria Improvement	106 Implementing Flexible Work Arrangements	116 Groups/Teams
9:00 AM											
9:30 AM											
10:00 AM	COFFEE BREAK					COFFEE BREAK					
10:30 AM	119 Ethical & Legal Issues in Individual Assessment and	120 Replacing Culture Change With Culture	121 Judgment and Empiricism in IRT	122 Adding Meat to the Bone: Integrating			123 The Aging Workforce	124 The Work-Family Interface and Objective	125 Making M&A Work	126 Effective Team Training: Lessons From Healthcare	127 Analysis/ Selection/ Validation
11:00 AM											
11:30 AM											
12:00 PM	140 From Scorelines to Bottom Lines: Sports Data	141 Evaluating Leadership Development Programs	142 Master's Degrees in I-O: Candid Conversations With Senior I-O	143 Pay It Forward: Giving Back	144 Multilevel Models: Theory, Methods, and Analyses	145 Bullying at Work: Perspectives From Europe and North America	146 Expatriate Selection	147 Understanding Identity Management	148 Innovations in Online Simulations	149 Interactions Among Support, Work,	159 Judgment & Decision Making/Trainin
12:30 PM											
1:00 PM											
1:30 PM	161 The Topography of Performance	162 Impression Management in Interviews	163 Profiles in Commitment: Person-Centered	164 Creating Synergies: Competency Models			165 HOT TOPIC: SIOP Members and Public Policy	166 Employees Leave Org. Cultures	167 Leadership and Team Processes in Safety-Critical	168 If I Knew Then: Survival Guide for Early Pract.	178 Work-Life
2:00 PM											
2:30 PM											
3:00 PM	COFFEE BREAK										
3:30 PM	180 Teaching Challenges in Undergrad I-O	181 S. Rains-Wallace Dissertation Award	182 Employee Mgmt of Emotional Expressions	183 Employee Net Promoter Score	199 Workplace Mistreatment Prevention and Intervention		184 Discuss. for New or Prospective Practitioners	185 Unique Challenges of Distributed Multiteam	186 Talent War! Retaining High Potentials	187 Invisible Stigmas and Dirty Work: New Frontiers	188 Measurement/ Stat. Techs
4:00 PM											
4:30 PM											
5:00 PM	200 New Procedures for Measuring Correlation	201 "It Depends": More Nuanced Approaches	204 Digging Deeper Into the Safety	205 Proposition: Antinepotism			206 I-O's Role in Emerging Training	207 Dist Early Contrib. Award (Pract)		208 Dist Prof. Contrib. Award	202 Job Attitudes
5:30 PM											

Friday Special Events:

FRIDAY SEMINARS

Three (3) APA CE credits each for attending. Preregistration required.

(Note: Session 102 is a Friday Seminar but CE credit is **not** available)

Session 101: Qualitative Methods 101: When, Why, and How to Use Them (8:30am to 11:20 am)

Session 144: Multilevel Models: Theory, Methods, and Analyses (noon to 2:50 pm)

Session 145: Bullying at Work: Perspectives From Europe and North America (noon to 2:50 pm)

INVITED SESSIONS

Session 112: Differences in Worldwide Selection Practices: The Impact of an International Standard on Assessment (8:30 AM, Grand G)

Session 134: I-O in the C-Suite: Perspectives From Heads of Human Resources (10:30 AM, Grand G)

Session 139: Research Incubator on Happiness and Subjective Well-Being (11:30 AM, Grand G)

Session 181: S. Rains Wallace Dissertation Award: Fit Between Desires and Actual Labor Division in Dual-Earner Couples (3:30 PM, 335 BC)

Session 207: Distinguished Early Career Contributions Award (Practice): Challenges, Trends, and Innovations in Leadership Assessment: A Scientist-Practitioner Perspective (5:00 PM, 343 AB)

Session 208: Distinguished Professional Contributions Award: Practicing Our Science: Top 10 List of What Matters... (5:00 PM, 346 AB)

EXECUTIVE BOARD SESSIONS

Session 160: SIOP Honors and Awards: Navigating the Requirements for Career Recognition (1:00 PM, Grand G)

Session 179 A Conversation With SIOP Leadership (2:00 PM, Grand G)

Session 195 SIOP and EEOC: Developing Contemporary Guidance on Employee Selection (3:30 PM, Grand G)

Session 203: Current Issues and Trends in the Licensing of I-O Psychologists (4:30 PM, Grand G)

	Grand A	Grand B	Grand C	Grand D	Grand E	Grand F	Grand G	Grand H	Grand I	Grand J
7:30 AM	COFFEE BREAK									
8:00 AM				96 Back to the Future: Applied Research					97 Advancing Your SIOP Member Exp.	
8:30 AM	107 Women Leaders: Barriers and Boosters	108 Leadership Assessment: Contemporary Issues	109 Moderating Established Justice Effects	117 Genes and Jingle-Jangle	110 The Promise and Perils of Social Media Data	111 Applications of Employee Value	112 Differences in Worldwide Selection	113 A Long, Hard Look at Short Measures	118 Perils of Acad Work Engagement	114 Team Leadership in Culturally Diverse
9:00 AM										
9:30 AM										
10:00 AM	COFFEE BREAK									
10:30 AM	128 Adaptive Performance: Unpacking the Black Box	129 You're Changing What? Change Management	130 Identified Employee Surveys	131 Personality at Work: Expanding	132 Making an Impact With Research: Best Practices	133 From the Classroom to the Workforce: New Pract	134 I-O in the C-Suite: Perspectives	135 Individual Psychological Assessment	136 A Cross-Cultural Research Incubator	137 Employee Engagement Linkage to Business
11:00 AM							139 Research			
11:30 AM							Incubator on Happiness/Well-Being			
12:00 PM	150 The Meaning and Measurement of Entitativity	151 Industry Differences: Mine Is Unique, Right?	152 Five Perspectives on Sharing Data	153 MO/PO Best Practices: Valid Selection	154 Big Data: A Big Opportunity for I-O	155 Why Is the Leadership Dev. Industry Failing?	160 SIOP Honors and Awards	156 Serving as an Expert Witness: Advice	157 Assessing at the Top: Lessons	158 Horses for Courses: Talent Strat. for Asia
12:30 PM							179 Convers. w/ SIOP Leadership			
1:00 PM										
1:30 PM	169 Advances in the Use of Personality to Predict	170 The Leadership Research: Teaching Gap	171 IGNITE + Panel Session Combo: Analytics	172 Getting Impact From Surveys	173 Current Advancements in Research on Women	174 Coaching Executives in a Global Context		175 Practical & Legal Considerations Alt.Validation	176 A Cross-Cultural Work Design Research	177 In the Line of Accommod. Duty: Legal and Practical
2:00 PM										
2:30 PM										
3:00 PM	COFFEE BREAK									
3:30 PM	189 Managing Talent in the Emerging Markets	190 Alternative Approaches to Assessing Learning	191 New Directions in Employee & Leader Dev.	192 Multiple Regression Analysis: Guidance	193 Current Best Practices and Future of Alt. Validation	194 The Art of Experiment in Organizations	195 SIOP and EEOC: Developing	196 Steve Jobs' Leadership	197 Mobile Internet Assessment: Opportunities	198 Creating and Sustaining HR Analytics: Challenges
4:00 PM							203 Issues/Trends in the Licensing			
4:30 PM										
5:00 PM		209 Effect of Individual Diff's on Team	210 Is Race Still Relevant?	211 Dev. Leaders in Exceptional	212 How to Successfully Transition	213 Cybersecurity			214 Pay It Forward	215 Employee Gender and Work-Family
5:30 PM										

Posters
Master Tutorial
Friday Seminars

Communities of Interest
Invited Sessions
Executive Board Sessions

MASTER COLLABORATION SESSION

Session 281: Master Collaboration: Three Successful Academic-Practitioner Collaborations

(This is one session showcasing three different collaborative efforts. Earn 1.5 APA CE credits)

I-O Research and Practice: Why Can't We Be Friends? Brian Frost and Brian J. Hoffman

The Role of University Affiliated Research Centers in Government Research. Nicholas Vasilopoulos and Sharon Glazer
A (Somewhat) Serendipitous Approach to Developing and Maintaining Scholar-Practitioner Collaborations. Mark Morris, Patrick McKay, and Derek Avery

Discussants: Rich Cober and Donald Truxillo

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES

Friday, April 12, from 2:30–3:30 pm; Room 338 (3rd Level)

LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION

Friday, April 12, from 6:00–7:00 pm; Grand Ballroom J (4th Level)

FRIDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement

- 123 The Aging Workforce, 342, 10:30 AM
- 160 SIOP Honors and Awards: Navigating the Requirements for Career Recognition, Grand G, 1:00 PM
- 184 Discussions for New or Prospective Practitioners, 342, 3:30 PM
- 212 How to Successfully Transition From a Technical to Leadership Role, Grand E, 5:00 PM

Coaching/Leadership Development

- 141 Evaluating Leadership Development Programs: Balancing Science and Practice, 335 BC, 12:00 PM
- 174 Coaching Executives in a Global Context, Grand F, 1:30 PM
- 191 New Research Directions in Employee and Leader Development, Grand C, 3:30 PM
- 211 Developing Leaders in Exceptional Environments, Grand D, 5:00 PM

Consulting Practices/Ethical Issues

- 96 Back to the Future: Applied Research on the I-O Field, Grand D, 8:00 AM
- 98 Should I-O Psychologists Be Professionally Licensed?, 335 A, 8:30 AM
- 119 Ethical and Legal Issues in Individual Assessment and Intervention, 335 A, 10:30 AM
- 127 Poster 1, 10:30 AM
- 168 If I Knew Then...: Survival Guide for Early Career Practitioners, 346 AB, 1:30 PM
- 208 Distinguished Professional Contributions Award: Practicing Our Science: Top 10 List of What Matters..., 346 AB, 5:00 PM

Counterproductive Behavior/Workplace Deviance

- 145 Bullying at Work: Perspectives From Europe and North America, 340 AB, 12:00 PM
- 199 Workplace Mistreatment Prevention and Intervention Strategies, 340 AB, 4:00 PM

Emotions/Emotional Labor

- 139 Research Incubator on Happiness and Subjective Well-Being, Grand G, 11:30 AM
- 182 Employees' Management of Emotional Expressions Within Organizations, 336 AB, 3:30 PM

Global/International/Cross-Cultural Issues

- 102 Humanitarian Work Psychology: Supply Meets Demand, 340AB, 8:30 AM
- 143 Pay It Forward: Giving Back as I-O Psychologists, 337 AB, 12:00 PM
- 146 Expatriate Selection, 342, 12:00 PM
- 189 Managing Talent in the Emerging Markets: Lessons for Multinational Organizations, Grand A, 3:30 PM

Groups/Teams

- 116 Posters 1–30, Ballroom of the Americas, 9:00 AM
- 150 The Meaning and Measurement of Entitativity in Complex Organizational Forms, Grand A, 12:00 PM
- 167 Leadership and Team Processes in Safety-Critical Environments, 344 AB, 1:30 PM
- 185 Unique Challenges of Distributed Multiteam System Processes and Performance, 343 AB, 3:30 PM
- 209 The Effect of Individual Differences on Team Processes, Grand B, 5:00 PM

Human Factors/Ergonomics

- 127 Poster 2, Ballroom of the Americas, 10:30 AM

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

- 136 A Cross-Cultural Research Incubator on Disability and Work, Grand I, 10:30 AM
- 147 Understanding Identity Management of Stigmatized Individuals in the Workplace, 343 AB, 12:00 PM
- 187 Invisible Stigmas and Dirty Work: New Frontiers in Stigma Research, 346 AB, 3:30 PM
- 195 SIOP and EEOC: Developing Contemporary Guidance on Employee Selection, Grand G, 3:30 PM
- 210 Is Race Still Relevant? Assessing its Continuing Significance in Organizations, Grand C, 5:00 PM

Innovation/Creativity

- 97 Advancing Your SIOP Member Experience: The Emergence of my.SIOP, Grand I, 8:00 AM
- 116 Posters 31–32, Ballroom of the Americas, 9:00 AM
- 159 Posters 1–2, Ballroom of the Americas, 1:00 PM
- 213 Cybersecurity: A National Imperative and Challenge for I-O Psychology, Grand F, 5:00 PM

Job Analysis/Job Design/Competency Modeling

- 138 Poster 1, Ballroom of the Americas, 11:30 AM
- 164 Creating Synergies: Competency Models to Develop and Integrate HR Systems, 337 AB, 1:30 PM
- 176 A Cross-Cultural Work Design Research Incubator, Grand I, 1:30 PM

Job Attitudes/Engagement

- 100 Interdisciplinary Perspectives on Bringing Meaning and Meaningfulness Into I-O Psychology, 336 AB, 8:30 AM
- 130 Identified Employee Surveys: Potential Ethical Issues and Appropriate Actions, Grand C, 10:30 AM
- 137 Employee Engagement Linkage to Business Performance: Best Practices and Implications, Grand J, 10:30 AM
- 163 Profiles in Commitment: Person-Centered Approaches to Organizational Commitment, 336 AB, 1:30 PM
- 172 Getting Impact From Surveys: Avoiding More Yakkety-Yak, Grand D, 1:30 PM
- 183 Employee Net Promoter Score: Is it the Ultimate Question?, 337 AB, 3:30 PM
- 202 Posters 1–32, Ballroom of the Americas, 4:30 PM

Job Performance/Citizenship Behavior

- 128 Adaptive Performance: Unpacking the Black Box, Grand A, 10:30 AM
- 140 From Scorelines to Bottom Lines: Sports Data and Management Theory, 335 A, 12:00 PM
- 161 The Topography of Performance: Maximum, Typical, and Dynamic Performance, 335 A, 1:30 PM

Judgment/Decision Making

- 99 New Findings in JDM—I-O Research: Improving Decision Quality, 335 BC, 8:30 AM
- 159 Posters 3–11, Ballroom of the Americas, 1:00 PM

Leadership

- 95 Posters 1–31, Ballroom of the Americas, 8:00 AM
- 107 Women Leaders: Barriers and Boosters on the Corporate Ladder, Grand A, 8:30 AM
- 108 Leadership Assessment: Contemporary Issues and Challenges in Demonstrating Value, Grand B, 8:30 AM
- 114 Team Leadership in Culturally Diverse, Virtual Environments, Grand J, 8:30 AM
- 155 Why Is the Leadership Development Industry Failing?, Grand F, 12:00 PM
- 157 Assessing at the Top: Lessons for Senior Executive Assessment, Grand I, 12:00 PM
- 170 The Leadership Research–Teaching Gap: Closing the Gap, Starting Today!, Grand B, 1:30 PM
- 173 Current Advancements in Research on Women Leaders: Triumphs and Roadblocks, Grand E, 1:30 PM
- 179 A Conversation With SIOP Leadership, Grand G, 2:00 PM
- 190 Alternative Approaches to Assessing Learning Agility, Grand B, 3:30 PM
- 196 Steve Jobs' Leadership Style: Good or Not?, Grand H, 3:30 PM
- 207 Distinguished Early Career Contributions Award (Practice): Challenges, Trends, and Innovations in Leadership Assessment: A Scientist–Practitioner Perspective, 343 AB, 5:00 PM

Legal Issues/Employment Law

- 156 Serving as an Expert Witness: Advice From the Trenches, Grand H, 12:00 PM
- 177 In the Line of Accommodation Duty: Legal and Practical Implications, Grand J, 1:30 PM

Measurement/Statistical Techniques

- 101 Qualitative Methods 101: When, Why, and How to Use Them, 339 AB, 8:30 AM

- 121 Judgment and Empiricism in IRT and Rasch-Based Test Construction, 336 AB, 10:30 AM
- 144 Multilevel Models: Theory, Methods, and Analyses, 339 AB, 12:00 PM
- 154 Big Data: A Big Opportunity for Industrial and Organizational Psychology, Grand E, 12:00 PM
- 188 Posters 1–30, Ballroom of the Americas, 3:30 PM
- 192 Multiple Regression Analysis: Guidance for the Applied Researcher, Grand D, 3:30 PM
- 200 New Procedures for Measuring Correlation: Introducing MIC and MINE, 335 A, 4:30 PM

Occupational Health/Safety/Stress & Strain/Aging

- 118 Perils of Academic Work Engagement: What Are Organizations Hearing?, Grand I, 9:00 AM
- 204 Digging Deeper Into the Safety Leadership–Safety Outcome Relationship, 336 AB, 5:00 PM

Organizational Culture/Climate

- 111 Applications of Employee Value Propositions: Delivering What Matters Most, Grand F, 8:30 AM
- 120 Replacing Culture Change With Culture Alignment for a Corporate Win, 335 BC, 10:30 AM
- 166 Employees Leave Organizational Cultures Too... Not Just Their Managers, 343 AB, 1:30 PM

Organizational Justice

- 109 Moderating Established Justice Effects: New Twists and Varied Contexts, Grand C, 8:30 AM

Organizational Performance/Change/Downsizing/OD

- 125 Making M&A Work, 344 AB, 10:30 AM

Performance Appraisal/Feedback/Performance Management

- 105 Innovating Approaches for Criteria Improvement, 344 AB, 8:30 AM

Personality

- 117 Genes and Jingle-Jangle: Embracing and Evaluating New Personality Research, Grand D, 9:00 AM
- 131 Personality at Work: Expanding the Nomological Network, Grand D, 10:30 AM
- 138 Posters 2–31, Ballroom of the Americas, 11:30 AM
- 169 Advances in the Use of Personality to Predict Workplace Criteria, Grand A, 1:30 PM

Research Methodology (e.g., surveys)

- 113 A Long, Hard Look at Short Measures, Grand H, 8:30 AM
- 122 Adding Meat to the Bone: Integrating Qualitative and Quantitative Approaches, 337 AB, 10:30 AM
- 132 Making an Impact With Research: Best Practices in Academic–Practitioner Collaborations, Grand E, 10:30 AM
- 152 Five Perspectives on Sharing Data for Large Scale Meta-Analyses, Grand C, 12:00 PM
- 194 The Art of Experimentation in Organizations: Practical and Ethical Considerations, Grand F, 3:30 PM

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

- 112 Differences in Worldwide Selection Practices: The Impact of an International Standard on Assessment, Grand G, 8:30 AM
- 127 Posters 3–5, Ballroom of the Americas, 10:30 AM
- 129 You're Changing What? Change Management for New Selection Systems, Grand B, 10:30 AM
- 151 Industry Differences: Mine Is Unique...Right?, Grand B, 12:00 PM
- 162 Impression Management in Employment Interviews: Detection, Individual Differences and Stereotypes, 335 BC, 1:30 PM
- 201 "It Depends": More Nuanced Approaches to Understanding Assessment Center Validity, 335 BC, 4:30 PM
- 205 Proposition: Antinepotism Policies Should Be Abolished, 337 AB, 5:00 PM

Strategic HR/Utility/Changing Role of HR

- 104 Talent Management Practices in Healthcare Industry: Unique Benefits and Challenges, 343 AB, 8:30 AM
- 134 I-O in the C-Suite: Perspectives From Heads of Human Resources, Grand G, 10:30 AM
- 158 Horses for Courses: Talent Strategies for Asia, Grand J, 12:00 PM

- 171 IGNITE + Panel Session Combo: Analytics Stories of Partnership, Grand C, 1:30 PM
- 186 Talent War! Retaining High Potentials, Top Performers, Critical Knowledge, 344 AB, 3:30 PM
- 198 Creating and Sustaining HR Analytics: Challenges and Opportunities, Grand J, 3:30 PM

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

- 103 Discussions for New or Prospective Faculty, 342, 8:30 AM
- 133 From the Classroom to the Workforce: Tips for New Practitioners, Grand F, 10:30 AM
- 142 Master's Degrees in I-O: Candid Conversations With Senior I-O Leaders, 336 AB, 12:00 PM
- 165 HOT TOPIC: SIOP Members and Public Policy: Evaluating Teacher Performance, 342, 1:30 PM
- 180 Overcoming Teaching Challenges in Undergraduate Industrial-Organizational Psychology Courses, 335 A, 3:30 PM
- 203 Current Issues and Trends in the Licensing of I-O Psychologists, Grand G, 4:30 PM
- 214 Pay It Forward: Enhancing Student Learning and Service Through Wikipedia?, Grand I, 5:00 PM

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

- 110 The Promise and Perils of Social Media Data for Selection, Grand E, 8:30 AM
- 115 Innovations in Assessment: How Computer Animation Transforms Testing, 337 AB, 9:00 AM
- 127 Posters 6–32, Ballroom of the Americas, 10:30 AM
- 135 Individual Psychological Assessment: Integrating Science and Practice, Grand H, 10:30 AM
- 138 Poster 32, Ballroom of the Americas, 11:30 AM
- 148 Innovations in Online Simulations: Design, Assessment, and Scoring Issues, 344 AB, 12:00 PM
- 153 MQ/PQ Best Practices: Valid Selection at the First Hurdle, Grand D, 12:00 PM
- 175 Practical and Legal Considerations for Alternative Validation Processes in Organizations, Grand H, 1:30 PM
- 193 Current Best Practices and the Future of Alternative Validation, Grand E, 3:30 PM
- 197 Mobile Internet Assessment: Opportunities, Challenges, and Best Practice Considerations, Grand I, 3:30 PM

Training

- 126 Effective Team Training: Lessons From Healthcare, 346 AB, 10:30 AM
- 159 Posters 12–32, Ballroom of the Americas, 1:00 PM
- 206 I-O's Role in Emerging Training Technologies, 342, 5:00 PM

Work and Family/Non-Work Life/Leisure

- 106 Implementing Flexible Work Arrangements: The Hidden Challenges, 346 AB, 8:30 AM
- 124 The Work–Family Interface and Objective Health Outcomes, 343 AB, 10:30 AM
- 149 Interactions Among Support, Work, and Family: Who, When, and Where?, 346 AB, 12:00 PM
- 178 Posters 1–22, Ballroom of the Americas, 2:00 PM
- 181 S. Rains Wallace Dissertation Award: Fit Between Desires and Actual Labor Division in Dual-Earner Couples, 335 BC, 3:30 PM
- 215 Employee Gender and the Work–Family Experience: More Similar Than Presumed?, Grand J, 5:00 PM

95. Poster: 8:00 AM–8:50 AM**Ballroom of the Americas Prefunction Area****Leadership****95-1 Social Influence Tactics Effectiveness, LMX, and Culture**

This study examined the impact of LMX on the relative effectiveness of the use of social power in 2 countries (Canada and Malaysia). Results showed that LMX significantly moderated the effectiveness of influence tactics and that all influence tactics were more effective in Malaysia. Theoretical and practical implications will be discussed.

Karen H. Hunter, University of Lethbridge
Mahfooz A. Ansari, University of Lethbridge
Sharmila Jayasingam, University of Malaya

Submitter: Mahfooz Ansari, mahfooz.ansari@uleth.ca

95-2 Small Group Leadership Self-Efficacy Measure: Development and Preliminary Validation

This paper describes the development and validation of a measure of small group leadership self-efficacy, an individual's degree of confidence that he/she can successfully assume a leadership role in a small group. The results across 2 studies using 864 undergraduates supported a 23-item second-order construct encompassing initiating structure and consideration.

Olabisi A. Asenuga, Texas A&M University
Andrew M. Naber, Texas A&M University
Winfred Arthur, Texas A&M University
Michael J. McCormick, Texas A&M University

Submitter: Olabisi Asenuga, bisiasenuga@gmail.com

95-3 Interdependent Employee–Organization Exchange and Leader–Member Exchange (LMX) Relationships

Relying on a recent conceptualization of social leader–member exchange (SLMX) and economic leader–member exchange (ELMX), this study explored whether SLMX and ELMX moderates the associations between organizational social and economic exchange and affective commitment. Findings suggest that SLMX attenuates the negative association between organizational economic exchange and affective commitment.

Robert Buch, BI Norwegian Business School

Submitter: Robert Buch, robert.buch@bi.no

95-4 Stereotypes and Leadership Models: Asian-Americans' and Caucasians' Views of Managers

This study examined how Asian-Americans, in comparison to Caucasians, characterized successful managers and how this related to their characterization of Asian-American and Caucasian managers in general. Each ethnic groups' unique perceptions on 3 different types of manager (Asian-American, Caucasian, successful) were further explored using accepted models of stereotypes and leadership.

Kimberly R. Burris, Illinois Institute of Technology
Roya Ayman, Illinois Institute of Technology
Cherry(Yi) Che, Illinois Institute of Technology
Hanyi Min, Illinois Institute of Technology

Submitter: Kimberly Burris, kimberly.burris@gmail.com

95-5 Transformational and Servant Leadership Effects on Subordinate Risky Decision Making

This study examined the effect of type of leadership (transformational vs. servant) on subordinates' decision making in risky situations. Results showed that, overall, type of leader affected perceptions of subordinates' decision making, such that subordinates of transformational leaders were expected to make more risky decisions than subordinates of servant leaders.

Leann E. Caudill, University of North Carolina Charlotte
Dalia L. Diab, Xavier University

Submitter: Leann Caudill, leann.caudill@gmail.com

95-6 Team Composition and Emergent States as Predictors of Shared Leadership

This study was conducted to examine the relationships among team compositional variables, emergent states, and shared leadership emergence. Findings revealed that Agreeableness and motivation to lead predict shared leadership emergence, and these relationships are mediated by emergent states such as trust and collective leadership efficacy.

Tiffani R. Chen, George Mason University
Paige Porter Wolf, George Mason University
Stephen J. Zaccaro, George Mason University
Stephanie L. Odenheimer, George Mason University

Submitter: Tiffani Chen, tiffanirchen@gmail.com

95-7 Leadership Paradigm Integration: An Example of Safety-Critical Work Contexts

A theoretical model is developed that integrates behavioral, trait, and contingency views of leadership on the concrete example of safety-critical contexts. It is proposed that context (safety-critical vs. nonsafety-critical) moderates the relationship between transactional–transformational leadership and employee performance. Leadership flexibility is conceptualized as an important leader trait in safety-critical contexts.

Sara Guediri, University of Manchester
Sharon Clarke, University of Manchester
Elinor O'Connor, University of Manchester

Submitter: Sharon Clarke, sharon.clarke@manchester.ac.uk

95-8 Family–Work Conflict and Abusive Supervision: The Moderating Role of Gender

This study integrates frustration–aggression and role theories to propose that abusive supervision can be triggered by family-related stress that spills over into the workplace and that this relationship is strongest for female supervisors. These hypotheses were supported in a sample of supervisors and subordinates at a *Fortune* 500 company.

Stephen H. Courtright, Texas A&M University
Richard G. Gardner, Texas A&M University
Brian McCormick, University of Iowa
Troy Smith, Texas A&M University

Submitter: Stephen Courtright, scourtright@mays.tamu.edu

95-9 Apologies Are Risky: Follower Perceptions of Leader Recovery From Mistakes

This experiment examined 366 participant reactions to a leader apologizing, making excuses, blaming others, or ignoring a mis-

take. Apologizing resulted in the lowest subordinate ratings of leader competence and willingness to follow the leader. Follower attributions mediated the relationship between recovery tactic, perceptions of leader competence, and willingness to follow.

Lily Cushenbery, Pennsylvania State University
 Samuel T. Hunter, Pennsylvania State University
 Submitter: Lily Cushenbery, l.cushenbery@gmail.com

95-10 Why Granting Voice Is Not Always Positive

Research on the "voice effect" suggests that granting voice yields positive outcomes. In contrast, not all individuals react positively to being offered voice by a leader: Followers holding weak beliefs in the coproduction of leadership showed reduced trust in a leader when being offered voice.

Tobias Dennerlein, University of Lausanne
 Joerg Dietz, University of Lausanne
 Submitter: Tobias Dennerlein, tobias.dennerlein@unil.ch

95-11 Exploring the Dark Side of Humor in the Workplace

This study examines subordinate perceptions of self and leader aggressive humor style as an antecedent to leader-member exchange (LMX). Utilizing conservation of resource theory (COR), the researchers reveal a direct and an interactive effect of subordinate humor styles on LMX.

Damon Drown, Portland State University
 David Cadiz, Oregon Nurses Foundation
 Dan Hahn, Portland State University
 Submitter: Damon Drown, ddrown@pdx.edu

95-12 The Joint Effects of CEO and Supervisor Transformational Leadership

This study investigated whether CEO transformational leadership influenced the relationship between supervisor transformational leadership and negative outcomes in the workplace. Results from 308 employee-supervisor dyads showed that CEO transformational leadership moderated the effects of supervisor transformational leadership on workplace emotional abuse, physical health symptoms, and supervisor-reported counterproductive work behaviors.

Eric M. O'Rourke, Central Michigan University
 Subhadra Dutta, PepsiCo
 Stacey R. Kessler, Montclair State University
 Kimberly E. O'Brien, Central Michigan University
 Submitter: Subhadra Dutta, dutta2s@cmich.edu

95-13 Political Skill, LMX, LMX Differentiation, and Employee Outcomes

By utilizing data from 185 supervisor-subordinate dyads, this study supports the moderating role of LMX and LMX differentiation in the relationship between political skill and outcomes. Political skill was strongly and positively related to performance when LMX was low and to job satisfaction when LMX differentiation was high.

Olga Epitropaki, ALBA Graduate Business School/Aston Business School
 Ilias Kapoutsis, Athens University of Economics and Business
 Konstantinos Drivas, ALBA Graduate Business School
 Submitter: Olga Epitropaki, oepitrop@alba.edu.gr

95-14 CEO Performance and Compensation: A Test of Two Competing Models

Two competing models of *Fortune* 100 CEOs compensation and firm performance are tested. Although little support for an economic model is found, a psychological model, CEO neurotic narcissism, predicted 52% of the variance in an index of firm size, 43% of base salary, and 40% of variable CEO compensation

Alka Gupta, State University of New York, Binghamton
 Dong Ha Kim, State University of New York, Binghamton
 Serima Nazarian, DePaul University
 William D. Spangler, State University of New York, Binghamton
 Submitter: Alka Gupta, agupta1@binghamton.edu

95-15 Evaluating Personality Differences Between First- and Second-in-Command Leaders

This study examines personality differences between first- and second-in-command leaders of organizations using both lay stereotypes and actual ratings of leaders by their subordinates. Stereotypes of these positions closely matched actual differences, but the size of differences was substantially exaggerated when participants rated prototypes instead of actual leaders.

Ross Benes, University of Nebraska-Lincoln
 Peter D. Harms, University of Nebraska-Lincoln
 Submitter: Peter Harms, pharms2@unl.edu

95-16 Convergent, Concurrent, and Incremental Validity Evidence for Leader Integrity

This study examined how leader integrity related to ethical leadership and subordinates' behaviors in a sample of 171 employees. Results showed leader integrity was associated with ethical leadership and predicted subordinates' job performance and withdrawal behaviors. Its incremental validity above and beyond ethical leadership was also found.

Chia-Lin Ho, North Carolina State University
 S. Bartholomew Craig, North Carolina State University
 Submitter: Chia-Lin Ho, chialinroseho@gmail.com

95-17 Leader-Follower Assertiveness Fit: An Asset or a Handicap?

Drawing on interpersonal complementarity theory, this study examined the effect of leader-follower assertiveness fit on job stress and team performance. Results indicate leader-follower assertiveness fit is a double-edged sword whereby fit results in team performance gains but also team performance losses (as a result of increased follower job stress).

Sharvari Dalal, University of Central Florida
 Dana Joseph, University of Central Florida
 Kimberly A. Smith-Jentsch, University of Central Florida
 Mary J. Sierra, University of Central Florida
 Submitter: Dana Joseph, dana.joseph@ucf.edu

95-18 Exhausted Leaders: Abusive Supervision, Subordinate Deviance, and Self-Monitoring

This study examines a multilevel model that conceptualized abusive supervision as a mediating mechanism between supervisors' emotional exhaustion and subordinate deviance. Results show that abusive supervision mediates the positive

relationship between supervisors' emotional exhaustion and subordinate deviance only when supervisors' self-monitoring is lower rather than higher.

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

95-19 Workgroup Performance and Perceived Leader Effectiveness: Does Gender Matter?

This study found that, under certain conditions, the leaders' gender moderated the relation between objective group performance and subjective evaluations of leader effectiveness. Female leaders were rated further from ideal ratings than male leaders. Results were consistent with predictions from cognitive categorization theory (ILTs) as well as status characteristics theory.

Alexandra K. Mullins, North Carolina State University
S. Bartholomew Craig, North Carolina State University
Submitter: Alexandra Mullins, akmullin@ncsu.edu

95-20 Examination of Leadership Personality Profiles Using Latent Class Analysis

Although most research examines personality traits individually, this study recognizes the complexity of personality and sought to identify various personality profiles among leaders. Using latent class analysis, results suggested 6 multidimensional personality types provided the best fit to the data, which was also replicated using a validation sample.

Alissa Parr, Pennsylvania State University
Stephanie Lanza, Pennsylvania State University
Martin Factor, Development Dimensions International (DDI)
Submitter: Alissa Parr, alissa.parr@gmail.com

95-21 Leadership Ratings: Does Gender Matter?

This study examined whether leader gender, leader organizational level, rater gender, and source influenced evaluators' ratings of leaders as overdoing or underdoing certain leadership behaviors. The LVI was used to examine forceful, enabling, strategic, and operational dimensions of leadership behavior. Results did not support gender differences for any LVI dimension.

Alexandra K. Mullins, North Carolina State University
Ruchi Patel, North Carolina State University
Submitter: Ruchi Patel, tuls81@gmail.com

95-22 Surviving an Abusive Supervisor: The Roles of Conscientiousness and Coping

The relationship between abusive supervision and job performance was weaker for employees high in Conscientiousness. Active coping strategies weakened the relationship between abusive supervision and performance; avoidance coping strategies exacerbated it. Finally, avoidance coping strategies mediated the moderating effects of Conscientiousness.

Amit K. Nandkeolyar, Indian School of Business
Jonathan A. Shaffer, West Texas A&M University
Andrew Li, West Texas A&M
Jessica Bagger, California State University, Sacramento
Srinivas Ekkirala, Indian School of Business
Submitter: Jonathan Shaffer, jshaffer@wtamu.edu

95-23 Leader Influences and Subordinate Proactivity: Are Some Leader Influences Better?

This study meta-analytically investigates the relationships between 3 dominant leadership influences and proactive behaviors. The study provides a differential assessment of the extent to which 1 leadership influence is better at predicting proactive and prosocial behaviors, as well as task performance. The existence of moderators in the focal relationships is assessed.

Troy Smith, Texas A&M University
Jiexin Wang, Texas A&M University
Dan S. Chiaburu, Texas A&M University
Ryan D. Zimmerman, Texas A&M University
Submitter: Troy Smith, tsmith@mays.tamu.edu

95-24 The Impact of Ethical Versus Abusive Leadership on Follower Well-Being

This study examines how leadership, viewed through the lens of behavioral ethics, impacts follower psychological well-being. Results support the discriminant validity of 2 emerging and theoretically relevant leadership constructs: ethical leadership and abusive supervision. It also demonstrates for the first time that differential processes explain their effects on well-being outcomes.

Taylor E. Sparks, HumRRO
Karl W. Kuhnert, University of Georgia
Brian J. Hoffman, The University of Georgia
Submitter: Taylor Sparks, sparks.taylor@gmail.com

95-25 Susceptible Followership: Development of the Lost Soul and Opportunist Scales

Although leadership scholars increasingly acknowledge followers in the leadership process, less is known about their influence on destructive leadership. Recently, Thoroughgood et al. (2012) derived a taxonomy of susceptible followers. This study presents preliminary construct validity evidence for scales to assess 2 of these follower types: lost souls and opportunists.

Christian N. Thoroughgood, Pennsylvania State University
Submitter: Christian Thoroughgood, Christian.Thoroughgood@gmail.com

95-26 Mediating Effects of Engagement Between Machiavellianism and Job Satisfaction

This study explores the relationship between Machiavellianism, job engagement, and job satisfaction. Survey data was collected from 91 upper-level executives. Results indicate that job engagement—in particular, emotional engagement—mediates the relationship between Machiavellianism and job satisfaction.

Tomas Thundiyil, Texas A&M University
Ryan L. Klinger, Old Dominion University
Submitter: Tomas Thundiyil, thundiyi@tamu.edu

95-27 Paternalistic Leadership Effectiveness: Joint Effect of Authoritarianism and Benevolence

This research evaluates the model assumption of paternalistic leadership (PL) and discusses the joint effect of 2 PL components (authoritarianism and benevolence) on job performance. Results demonstrate that authoritarianism and benevolence have

additive effect on job performance. In addition, benevolence is more important than authoritarianism for PL effectiveness.

Chou-Yu Tsai, State University of New York at Binghamton
Bor-Shiuan Cheng, National Taiwan University
Seth M Spain, Binghamton University

Submitter: Chou-Yu Tsai, ctsai3@binghamton.edu

95-28 Psychological Distance Explains the Effectiveness of Leader Appeals

This paper argues that leader-follower distance affects the effectiveness of leader appeals. More specifically, because leader-follower distance affects the level (i.e. concrete or abstract) at which information about the leader is construed, desirable versus feasible appeals are more effective for distal versus close leaders, respectively.

Gijs G. Van Houwelingen, Erasmus University Rotterdam
Daan A. Stam, Erasmus University
Steffen R. Giessner, Erasmus University Rotterdam

Submitter: Gijs Van Houwelingen, ghouwelingen@rsm.nl

95-29 A Generalizability Analysis of Implicit Leadership Theories

Most implicit leadership theory (ILT) studies either focus on differences in the raters or the target. This study uses generalizability theory to examine the sources of variance in ILTs. Results indicate that rater characteristics, target characteristics, and interactions between them are all significant sources of variance in ILTs.

Nathan Weidner, Missouri S&T

Submitter: Nathan Weidner, nww6v8@gmail.com

95-30 Effects of Ethical Leadership on Exhaustion: A Conditional Process Model

This study proposed a conditional process model in which ethical leadership leads to emotional exhaustion indirectly through team cohesion. Consistent with trait activation and stress theories, it was predicted and found that unethical leadership triggers concerns, primarily among highly conscientious individuals. Moreover, ethical leadership has both direct and indirect effects on exhaustion.

Dianhan Zheng, University of Houston
L. A. Witt, University of Houston
Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)

Marinus van Driel, Van Driel Consulting/DEOMI
Daniel P. McDonald, Defense Equal Opportunity Management Institute (DEOMI)
Eleanor M. Waite, University of Houston

Submitter: L. Witt, witt@uh.edu

95-31 Resources From Supervisors to Subordinates: Measurement Development and Theoretical Integration

Two studies were conducted to develop a measure of resources bestowed by supervisors to subordinates and to examine the mediating role of resources and empowerment in the relationship between leader-member exchange (LMX) and subordinates' job satisfaction and performance.

Le Zhou, University of Florida
Mo Wang, University of Florida
Yihao Liu, Peking University, China
Lee T. Penn, University of Florida
Junqi Shi, Sun Yat-Sen University

Submitter: Le Zhou, zhoule2007@gmail.com

96. Symposium/Forum: 8:00 AM–8:50 AM Grand D

Back to the Future: Applied Research on the I-O Field

Applied researchers reflect on current practices, approaches, attitudes, and perceptions of the field identified in 3 separate studies. The desired aspects and image of the field will be presented. Researchers will discuss growth of the field, including expanding opportunities that people are experiencing.

Amanda C. Shull, Guardian Life, **Chair**
Rachel Fudman, Columbia University, Kathryn Roloff, Teachers College, Columbia University, Amanda C. Shull, Guardian Life, Allan H. Church, PepsiCo, W. Warner Burke, Columbia University, **Attitudes, Motivators, Values, and Activities in the Organizational Sciences**

Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, Chad C. Parson, Baruch College and The Graduate Center, CUNY, **Current and Future State of Practice in I-O Psychology**

Andrea S. Goldberg, Digital Culture Consulting, LLC, **SIOP Branding Initiative**

W. Warner Burke, Columbia University, **Discussant**

Submitter: Amanda Shull, amandacshull@gmail.com

97. Roundtable/Conversation Hr: 8:00 AM–8:50 AM Grand I

Advancing Your SIOP Member Experience: The Emergence of my.SIOP

The SIOP member experience is evolving. This conversation hour will discuss the growth of the my.SIOP community over the past year and engage SIOP members in a conversation about how my.SIOP continues to advance the way members interact, collaborate, and influence the science and practice of I-O psychology.

Zachary N. J. Horn, Aptima, Inc., **Host**
Caitlin C. Bucci, New York University, **Host**

Submitter: Zachary Horn, zhorn@aptima.com

98. Debate: 8:30 AM–9:50 AM 335 A

Should I-O Psychologists be Professionally Licensed?

Professional licensing has been an issue for industrial-organizational (I-O) psychologists for a number of years. Nevertheless, many I-Os still struggle with this topic. To encourage an open dialogue about this important issue, debaters will support or oppose the motion "I-O psychologists should be professionally licensed." Audience participation will be encouraged.

Timothy P. Clayton, American Institutes for Research, **Moderator**
Andrew C. Loignon, University of North Carolina-Charlotte, **Presenter**
Greg Gormanous, Self, **Presenter**
Milt Hakel, Bowling Green State University, **Presenter**
Niloofer Ghods, YSC Inc., **Presenter**

Submitter: Andrew Loignon, aloignon@unc.edu

99. Symposium/Forum: 8:30 AM–9:50 AM 335 BC

New Findings in JDM–I-O Research: Improving Decision Quality

People in organizations make judgments and decisions on a daily basis. Improving judgment and decision quality in the workplace, therefore, is extremely important. The studies presented in this symposium offer new research findings that shed light on understanding and improving the quality of individual and group workplace judgments and decisions.

Dev K. Dalal, University of Connecticut, **Co-Chair**

Dalia L. Diab, Xavier University, **Co-Chair**

Scott D. Ryan, University of Connecticut, R. James Holzworth, University of Connecticut, **Group Judgments in Simulated Organizational Scenarios**

Rachel M. Tesler, Pennsylvania State University, Susan Mohammed, The Pennsylvania State University, Vicent Mancuso, The Pennsylvania State University, Katherine Hamilton, The Pennsylvania State University, Michael McNeese, The Pennsylvania State University, **Improving Unique Information Sharing in Resource Allocation Decision-Making Teams**

Nicole L. Wood, Bowling Green State University, Scott Highhouse, Bowling Green State University, **Relation of Dispositional Decision Styles to Peer Ratings of Decision Quality**

Kevin Nolan, Hofstra University, Nathan T. Carter, University of Georgia, Dev K. Dalal, University of Connecticut, **Decision Aid Use and Observer Attributions in Employee Selection**

Reeshad S. Dalal, George Mason University, **Discussant**

Submitter: Dev Dalal, dev.dalal@uconn.edu

100. Symposium/Forum: 8:30 AM–9:50 AM 336 AB

Interdisciplinary Perspectives on Bringing Meaning and Meaningfulness Into I-O Psychology

Work's meaning impacts workers' responses to jobs. Yet, the meaning and meaningfulness of work and jobs has only recently been directly explored in I-O psychology. In this symposium, researchers from 3 disciplines present research projects bringing meaning and meaningfulness into I-O and discuss important questions their work raises.

Teresa J. Rothausen, University of St. Thomas, **Chair**

Ryan D. Duffy, University of Florida, Blake A. Allan, University of Florida, Elizabeth M. Bott, University of Florida, **Calling as One Route to Meaning and Life Satisfaction**

Sara M. Christenson, Hysepeco, Teresa J. Rothausen, University of St. Thomas, **Meaning-based Job-Related Well-Being: Related but Separate From Job Satisfaction**

Blake A. Allan, University of Florida, **Testing a Relational Model of Work Meaning**

Christopher M. Michaelson, University of St. Thomas, **A Normative Theory of Meaningful Work**

Submitter: Teresa Rothausen, tjrothausen@stthomas.edu

101. Friday Seminars: 8:30 AM–11:30 AM

339 AB 3 CE credits for psychology purposes available. Preregistration and extra fee required

Qualitative Methods 101: When, Why, and How to Use Them

This session is a primer on qualitative methods. Topics include what qualitative methods are and are not, and how

they differ from quantitative methods. The speakers will discuss case studies, ethnography, and assessing and publishing qualitative research and grounded theory. They will also examine design and analysis.

Michael G. Pratt, Boston College, **Presenter**

Silvia Bonaccio, University of Ottawa, **Coordinator**

Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

102. Friday Seminars: 8:30 AM–11:30 AM

340 AB

Preregistration and extra fee required.
NO CE CREDIT AWARDED.

Humanitarian Work Psychology: Supply Meets Demand

Humanitarian work psychology (HWP) uses I-O to promote decent work, reduce poverty, and achieve equitable, inclusive, sustainable development worldwide. In addition to introducing I-Os to HWP, this seminar will help connect HWP supply (I-O psychologists) with HWP demand (workers, humanitarian outreach organizations) through face-to-face networking opportunities.

Lori Foster Thompson, North Carolina State University, **Presenter**

Telma Viale, United Nations, **Presenter**

Rustin D. Meyer, Georgia Tech, **Coordinator**

Submitter: Rustin Meyer, rustin.meyer@psych.gatech.edu

103. Community of Interest: 8:30 AM–9:50 AM 342

Discussions for New or Prospective Faculty

Larissa Barber, Northern Illinois University, **Host**

Travis Maynard, Colorado State University, **Host**

Benjamin M. Walsh, University of Illinois at Springfield, **Coordinator**

104. Panel Discussion: 8:30 AM–9:50 AM

343 AB

Talent Management Practices in Healthcare Industry: Unique Benefits and Challenges

Talent management systems in healthcare are mission critical to address the projected workforce shortages and lack of leadership strength. Talent management systems can aid organizations in identifying untapped talent to purposely develop individuals for key strategic positions. This panel will share their practical experiences in addressing the issues within healthcare.

Kaila M. Simpson, George Mason University, **Co-Chair**

Alok Bhupatkar, American Institutes for Research, **Co-Chair**

Kent W. McMackin, HCA-Hospital Corporation of America, **Panelist**

Sarah Carr Evans, Children's Healthcare of Atlanta, **Panelist**

Katerine Osatuke, VHA NCOD/Miami University, **Panelist**

Lynda Zugec, The Workforce Consultants, **Panelist**

Sarah F. Allgood, Virginia Tech, **Panelist**

Submitter: Alok Bhupatkar, alokbhupatkar@yahoo.com

105. Panel Discussion: 8:30 AM–9:50 AM

344 AB

Innovating Approaches for Criteria Improvement

Despite a great deal of effort, I-O psychologists continue to struggle in getting accurate measurement of job performance ("criterion problem") and in identifying the best practices for collecting accurate criteria data. The intent is to provide innovative research and experience-based guidance related to criteria improvement.

Irina F. Cozma, Development Dimensions International (DDI), **Chair**
 Eric C. Popp, SHL, **Panelist**
 David J. Woehr, University of North Carolina at Charlotte, **Panelist**
 Donald R. Scott, Development Dimensions International (DDI), **Panelist**
 Joseph D. Abraham, PSI Services, LLC, **Panelist**
 Janis S. Houston, Personnel Decisions Research Institutes, **Panelist**

Submitter: Irina Cozma, icozma@utk.edu

106. Symposium/Forum: 8:30 AM–9:50 AM 346 AB

Implementing Flexible Work Arrangements: The Hidden Challenges

Flexible work arrangements (FWAs) have increased in popularity in the literature and practice. However, the extent to which employees perceive these benefits as flexible and issues hindering FWA usage have not been fully examined. This symposium presents 4 studies examining these issues conducted in both lab and field settings.

Rebecca J. Thompson, Texas A&M University, **Co-Chair**
 Stephanie C. Payne, Texas A&M University, **Co-Chair**
 Rebecca J. Thompson, Texas A&M University, Stephanie C. Payne, Texas A&M University, **Perceptions of FWAs: Attraction to Flextime, Flexplace, or Both?**
 Allison Alexander, ICF International, Stephanie C. Payne, Texas A&M University, **Supervisor Support and Trust: Facilitators of Flexible Work Arrangement Availability**
 Kristen M. Shockley, Baruch College, City University of New York, Joseph Ilaraza, Baruch College, City University of New York, **Perceptions of Employees' Flextime Use: An Experimental Study**
 Tomika W. Greer, University of Houston, Stephanie C. Payne, Texas A&M University, **Making Telework Work: Strategies for Overcoming Challenges While Teleworking**
 Timothy Golden, Rensselaer Polytechnic Institute, **Discussant**
 Submitter: Rebecca Thompson, BeckersD13@aol.com

107. Symposium/Forum: 8:30 AM–9:50 AM Grand A

Women Leaders: Barriers and Boosters on the Corporate Ladder

The lack of progression of women to top leadership roles in organizations is of concern to both science and practice. The empirical studies and the discussion of what organizations are doing to help women advance bring together academic and practitioner perspectives in identifying barriers and boosters to women's advancement.

Joy F. Hazucha, PDI Ninth House, **Co-Chair**
 Winny Shen, University of South Florida, **Co-Chair**
 Winny Shen, University of South Florida, Andeneshea S. Kemp, University of South Florida, Soner Dumani, University of South Florida, **Helpful or Harmful? Gender and Leadership Identity Conflict and Facilitation**
 Shan Ran, Wayne State University, Kathleen Zimmerman-Oster, University of Detroit Mercy, Pamela Zarkowski, University of Detroit Mercy, **Women's Career Advancement and Mentoring in Jesuit Higher Education**
 David Futrell, Eli Lilly and Company, **Gender Differences in Career Aspiration and Lifestyle Sacrifices**
 Mark L. Davison, University of Minnesota, Louis N. Quast, University of Minnesota, Bruce Center, University of Minnesota, Chu-Ting Chung, University of Minnesota, Joseph M. Wolkittel, University

of Minnesota, **Gender Composition of Multirater Supervisor Teams Impacts Managerial Performance Ratings**

Teri M. Hires, PDI Ninth House, **The Consulting Perspective on Increasing Women in Leadership Roles**

Submitter: Winny Shen, wshen@usf.edu

108. Symposium/Forum: 8:30 AM–9:50 AM Grand B

Leadership Assessment: Contemporary Issues and Challenges in Demonstrating Value

Identifying and developing leadership talent continues to be a key concern for organizations. Recent advances in technology and research have spurred the development of automated assessments and models to leverage data, making leadership assessment more accessible and affordable. This session explores opportunities to demonstrate the value of assessment to organizations.

John A. Weiner, PSI, **Chair**
 John A. Weiner, PSI, **Leveraging Technology to Provide Accessible Leadership Assessment**
 John W. Jones, Vangent Human Capital, **Leadership Quality Predictors of DOW30 Survivorship: Implications for Leadership Assessment**
 Eugene Burke, SHL Group Ltd., **Gaining C-Suite Buy-In to the Value of Leadership Assessment**
 Ryan A. Ross, Hogan Assessment Systems, **A High-Potential View of the Dark Side of Leadership**

Submitter: John Weiner, jweiner@psionline.com

109. Symposium/Forum: 8:30 AM–9:50 AM Grand C

Moderating Established Justice Effects: New Twists and Varied Contexts

Established justice effect moderators are reported in multiple contexts: (a) PJ depletes actors' self-regulatory resources, IJ replenishes them; (b) anticipated pay fairness relates to hope and anxiety; (c) pay freezes are better accepted when expected to preserve the organization; (d) voice enhanced acceptance of dress codes in centralized organizations.

Jerald Greenberg, RAND Corp., **Chair**
 Klodiana Lanaj, Michigan State University, Russell E. Johnson, Michigan State University, Christopher M. Barnes, Virginia Tech, **Within-Person Depleting and Replenishing Effects of Justice Behaviors**
 Jessica Rodell, University of Georgia, Jason A. Colquitt, University of Georgia, Michael D. Baer, University of Georgia, Craig D. Crossley, University of Central Florida, Marie S. Mitchell, University of Georgia, **Anticipatory Justice and Affect in Organizational Change Circumstances**
 Yitzhak Fried, Syracuse University, Ariel S. Levi, Wayne State University, Debra L. Shapiro, University of Maryland, Livia Markoczy, University of Texas at Dallas, Ari Fiegenbaum, Technion-Israel Institute of Technology, **How Explanations and Forecasts Affect Perceived Fairness of Pay Freezes**
 Jerald Greenberg, RAND Corp., **Voice Promotes Acceptance of Employee Dress Codes in Centralized Organizations**

Submitter: Jerald Greenberg, greenberg.1@osu.edu

110. Symposium/Forum: 8:30 AM–9:50 AM Grand E

The Promise and Perils of Social Media Data for Selection

The use of social media for making talent acquisition decisions has surged in recent years. However, there is little research investigating the job relevance of the data. Presenters share practical guidance and key research findings regarding the truths, falsehoods, and risks associated with social media data deployed for selection purposes.

Rosanna F. Miguel, John Carroll University, **Chair**
Jamie Winter, Development Dimensions International (DDI), **Social Media and Talent Acquisition: Emerging Trends and Implications**

Rosanna F. Miguel, John Carroll University, **LinkedIn for Hiring Decisions: A Content Validity Framework**

Donald H. Kluemper, Northern Illinois University, Benjamin D. McLarty, Louisiana State University, Peter Rosen, University of Evansville, **Exploring the Relationship Between Individual Characteristics and LinkedIn Use**

Evan F. Sinar, Development Dimensions International (DDI), **What LinkedIn Links To: Connecting Virtual Profiles to Actual Performance**

Michael J. Zickar, Bowling Green State University, **Discussant**

Submitter: Rosanna Miguel, rmiguel@jcu.edu

111. Symposium/Forum: 8:30 AM–9:50 AM Grand F

Applications of Employee Value Propositions: Delivering What Matters Most

This symposium examines how two large private sector organizations—one a new start-up federal agency, and one a consulting firm—are applying Employment Value Proposition research. The primary focus will be on EVP application within organizations to improve recruitment and retention.

William Shepherd, Huntington National Bank, **Chair**
Julianne Rodda, Starbucks Corporation, **The Employment Value Proposition at Starbucks: Opportunity**
Alan L. Colquitt, Eli Lilly & Company, **Understanding the Employee Value Proposition at Eli Lilly and Company**
Nikki Blacksmith, Gallup, Inc., Cheryl Fernandez, University of Nebraska, Yongwei Yang, Gallup, Inc., **Attracting High Quality Nurses: Both Message and Channel Matter**
Martha E. Hennen, Consumer Financial Protection Bureau, **Developing an Employee Value Proposition in a Start-Up Government Agency**

Submitter: William Shepherd, williamjameshepherd@hotmail.com

112. Special Events: 8:30 AM–9:50 AM Grand G

Differences in Worldwide Selection Practices: The Impact of an International Standard on Assessment

This panel will explore the implications of the new ISO 10667 standard for practice in our field especially with reference to its impact on selection practices around the world.

Rosalind H. Searle, Open University, **Moderator**
Dave Bartram, SHL Group Ltd, **Panelist**
Nancy T. Tippins, CEB Valtera, **Panelist**

Anders Sjöberg, Stockholm University, **Panelist**
Peter S. Macqueen, Compass Consulting, **Panelist**
Karel J. Stanz, University of Pretoria, **Panelist**

Submitter: Rosalind Searle, rosalind.searle@btopenworld.com

113. Panel Discussion: 8:30 AM–9:50 AM Grand H

A Long, Hard Look at Short Measures

Short-form alternatives to traditional psychological measures have become increasingly common in the psychological literature. The purpose of this panel discussion is to clarify issues surrounding the appropriate development and use of short measures in organizational research and practice, and to provide insights from various stakeholders and experts in the field.

Samuel T. McAbee, Rice University, **Co-Chair**
Nathan T. Carter, University of Georgia, **Co-Chair**
Marcus Crede, George Washington University, **Panelist**
Robert E. Gibby, Procter & Gamble, **Panelist**
Jeffrey M. Stanton, Syracuse University, **Panelist**

Submitter: Samuel McAbee, smcabee@gmail.com

114. Symposium/Forum: 8:30 AM–9:50 AM Grand J

Team Leadership in Culturally Diverse, Virtual Environments

Virtual teams are integral to organizational structures across the globe. There is currently a lack of literature examining the effects of multicultural, virtual teams on leadership. This symposium looks at different issues in leading teams that are both virtual and culturally diverse in nature, drawing on a mix of methodologies.

Jeremy Hirshberg, Vantage Leadership Consulting, **Chair**
William S. Kramer, University of Central Florida/Inst for Simulation and Training, **Co-Chair**
Nastassia M. Savage, University of Central Florida, **Co-Chair**
Arsev U. Aydinoglu, NASA Astrobiology Institute, Estelle Dodson, NASA Astrobiology Institute, **Leadership in Virtual Research Collaborations: A NASA Case Study**
Julia Eisenberg, Rutgers University, Corinne Post, Lehigh University, Nancy DiTomaso, Rutgers University, **The Moderating Role of Geographical Dispersion on Team Cohesion**
William S. Kramer, University of Central Florida/Inst for Simulation and Training, Nastassia M. Savage, University of Central Florida, Christopher Davis, University of Central Florida, Marissa L. Shuffler, University of Central Florida, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, **Tolerance for Ambiguity's Impact on Emergence of Leadership and Outcomes**

Submitter: William Kramer, kvenom2@gmail.com

115. Symposium/Forum: 9:00 AM–9:50 AM 337 AB

Innovations in Assessment: How Computer Animation Transforms Testing

Organizations are using computer animation and high-definition avatars to select job candidates at increasing rates. Although the benefits of using such assessments are numerous, empirical research appears to be lagging. The presentations in this symposium will describe applicant reactions, attitudes, motivation, and test performance as they relate to multimedia SJTs.

Rachel D. Barney, ICF International, *Chair*

Erica N. Drew, Florida International University, Valentina Bruk Lee,
Florida International University, Kimberly A. Wrenn, SHL, Pamela
J. Levine, SHL, *Test Taker Dispositions in Response to a
Multimedia SJT*

Ben Hawkes, Kenexa, an IBM Company, *Test-Takers' Empathy for
Animated Humans in SJTs*

Joshua D. Hatfield, ICF International, Choni S. Gurira, IRS, Jennifer L.
Harvey, ICF International, *High Definition Animations: Enhancing
Realistic Job Preview and Organization Perceptions*

Submitter: Rachel Barney, rday76@hotmail.com

116. Poster: 9:00 AM–9:50 AM

Ballroom of the Americas

Groups/Teams

116-1 Membership Fluidity in Teams: The State of the Science

In today's dynamic operational environment, characteristic of most organizations, performance outcomes hinge on teams who experience changes in membership. Although a widely utilized strategy, science has not yet provided a meaningful data synthesis to adequately inform such practice. This effort reviews existing data for practical themes and future research directions.

Wendy L. Bedwell, University of South Florida

Submitter: Wendy Bedwell, wbedwell@usf.edu

116-2 Boundary Conditions Related to Chen and Kanfer (2006)

The Chen and Kanfer (2006) model was evaluated using multilevel data from 78 teams working in conditions of low task interdependence and high reward interdependence. Results were largely supportive of the Chen and Kanfer (2006) model. However, team efficacy results suggest evidence of social loafing likely due to team interdependence.

Michelle H. Brodke, Bowling Green State University

Steve H. Cady, Author

Chris Fluckinger, Bowling Green State University Firelands

Submitter: Michelle Brodke, mbrodke@bgsu.edu

116-3 Distancing Ourselves From Geographic Dispersion: An Improved Measure of Virtuality

The goal of this study was to develop a measure of virtuality as proposed by Kirkman and Mathieu (2005). Confirmatory factor analysis results provide support for Kirkman and Mathieu's 3-dimensional model. Of the virtuality dimensions, asynchronicity was found to be most strongly related to team outcomes.

Michael Grossenbacher, Central Michigan University

Matthew I. Brown, Central Michigan University

Jared M. Quinn, Central Michigan University

Matthew S. Prewett, Central Michigan University

Submitter: Matthew Brown, brown2mi@cmich.edu

116-4 Effects of Team Members' Social Value Orientation on Interteam Cooperation

This study tested a multilevel model and showed that individuals' social value orientation, specifically their prosocial levels, predicted their preference for cooperation with other teams, which in turn predicted their teammates' preference for cooperation. On the team level, teams' prosocial levels predicted teams' decision to cooperate.

Michal Franc, Singapore Management University

Sinhui Chong, Michigan State University

Guihyun Park, Singapore Management University

Submitter: Sinhui Chong, sinhui.chong@gmail.com

116-5 A Model of the Consequences of Affective Divergence in Groups

This paper develops a theoretical model of affective divergence in groups. The model explores how group diversity may be a key determinant of divergence in affect via the mechanism of group identification and further considers the consequences of this divergence on groups' dynamics and performance.

Amy L. Collins, Griffith University

Peter J. Jordan, Griffith University

Ashlea C. Troth, Griffith Business School

Sandra A. Lawrence, Griffith University

Submitter: Amy Collins, a.collins@griffith.edu.au

116-6 Understanding the Trust–Team Effectiveness Relationship Through Cohesion and Satisfaction

This study examines the role of cohesion and satisfaction in the team trust–team effectiveness relationship. The proposed multi-mediation model is tested within an interdependence theory perspective. The results of the analysis support the hypotheses that cohesion and satisfaction serve as dual mediators of the trust–team effectiveness relationship.

Philip S. DeOrtentiis, Florida State University

James K. Summers, Iowa State University

Anthony P. Ammeter, University of Mississippi

Cesar Douglas, Florida State University

Gerald R. Ferris, Florida State University

Submitter: Philip DeOrtentiis, psd11@my.fsu.edu

116-7 Team Member Ability, Familiarity, and Success in the NBA

This study uses data from the National Basketball Association to investigate the relative importance of team member ability and team member familiarity (TMF) for winning in competitive engagements. Findings suggest that team ability plays a slightly larger role than TMF and that a negative curvilinear relationship exists between TMF and winning.

Patrick E. Downes, University of Iowa

Cody J. Reeves, University of Iowa

Erik N. Gonzalez-Mule, University of Iowa

Eean R. Crawford, University of Iowa

Submitter: Patrick Downes, pat-downes@uiowa.edu

116-8 The Generation of Relationship Conflict: Conflict Attributions, Trust, Agreeableness

This lab study investigates the process through which task conflict generates relationship conflict and other variables that influence that process. The study finds support for the role of attributions regarding the task conflict in generating relationship conflict, and it demonstrates specifically how team trust and team agreeableness influence this process.

David S. Geller, George Mason University

Vias Nicolaides, George Mason University

Submitter: David Geller, davidsgeller@gmail.com

116-9 Culture and Transactive Memory Systems

Using Triandis' typology as a framework, this study explores how the culture of a team may affect the specialization, coordination, and credibility dimensions of a transactive memory system (TMS). Theoretical and practical implications of these propositions as well as providing a future research direction are discussed.

Megan E. Gregory, University of Central Florida/Inst for Simulation and Training

Stephanie A. Zajac, University of Central Florida

Wendy L. Bedwell, University of South Florida

William S. Kramer, University of Central Florida/Inst for Simulation and Training

Eduardo Salas, University of Central Florida

Submitter: Megan Gregory, megangregory7@gmail.com

116-10 Conceptualizing Cohesion at Multiple Levels: A Theoretical Model

Although cohesion is critical, current research is limited to small groups. However, as organizations increasingly rely on collaboration across complex, multiteam systems, research is needed to examine cohesion within these domains. Thus, this session presents a theoretical model delineating the origins, dimensions, and outcomes of cohesion within large organizational systems.

Rebecca Grossman, University of Central Florida

Amanda L. Thayer, U.S. Army Research Institute

Shawn Burke, University of Central Florida

Arwen Hunter DeCostanza, U.S. Army Research Institute

Armando X. Estrada, U.S. Army Research Institute

Gia DiRosa, U.S. Army Research Institute

Eduardo Salas, University of Central Florida

Submitter: Rebecca Grossman, rebeccagrossman@knights.ucf.edu

116-11 Dispersion in Team Conflict Perceptions Impacts Team Performance and Satisfaction

Moving beyond simple aggregation and deviation measures of team member conflict perceptions, this study found that skewness can be used as a predictor of team performance and satisfaction. Hypotheses were supported by results from a simulation study conducted for 121 teams of management graduate students.

Niranjan S. Janardhanan, Indian School of Business

Anubhuti Mishra, Indian School of Business

Ruchi Sinha, Michigan State University

Submitter: Niranjan Janardhanan, ninja.srini@gmail.com

116-12 Exploring the Relationship of Human, Social, and Psychological Capital

Sampling from newly formed units in the Korean Army, this study uses measures of human and psychological capital to predict social network positioning (social capital). Results indicate that psychological capital is a better predictor of one's ability to obtain social capital than is human capital (intelligence).

Wonho Jeung, University of Nebraska-Lincoln

Fred Luthans, University of Nebraska

Peter D. Harms, University of Nebraska-Lincoln

Ted A. Paterson, University of Nebraska-Lincoln

Submitter: Wonho Jeung, kmawine@gmail.com

116-13 Keep Chatting!: The Importance of Premeeting Talk on Meeting Effectiveness

This study investigated how premeeting talk may impact meeting effectiveness through what previous researchers refer to as the ripple effect. Data were obtained through online surveys ($N = 252$). The findings show that small talk is a significant predictor of meeting effectiveness above and beyond previously studied good meeting procedures.

Nicole B. Landowski, Creighton University

Joseph A. Allen, Creighton University

Nale K. Lehmann-Willenbrock, Vrije Universiteit Amsterdam

Holly Hinkel, Creighton University

Submitter: Nicole Landowski, nicolelandowski@creighton.edu

116-14 Devil's Advocate or Jerk? Team Member Agreeableness and Emotional Stability

This study extends findings that team minimum Agreeableness negatively affects team performance (Bell, 2007) by testing intraindividual personality factors. Emotional Stability of the least agreeable team member moderated the effects on team performance. Team-level performance was the lowest when the least agreeable team member was also low on Emotional Stability.

Jennifer N. McDonald, Texas A&M University

Andrew M. Naber, Texas A&M University

Winfred Arthur, Texas A&M University

Submitter: Jennifer McDonald, mcjen13@tamu.edu

116-15 Time for Group Cohesion: Investigating an Emergent State Over Time

This study examined the dynamic aspect of group cohesion using multilevel latent growth modeling. It also examined the growth of group cohesion as a predictor of team performance. The study found that group cohesion was a significant predictor of overall team performance, but that mean group cohesion decreased over time.

Matthew J. W. McLarnon, University of Western Ontario

Hayden Woodley, University of Western Ontario

Submitter: Matthew McLarnon, mmclarno@uwo.ca

116-16 Moderating Effect of Conflict Management on Cognitive Diversity-Team Outcome Relationships

This study investigated the moderating role of conflict management on team cognitive style diversity-team outcome relationships. Conflict management moderated the diversity-cohesion and diversity-viability relationships but no support was found for its effect on performance. Suggestions for practice and future research are discussed.

Abby L. Mello, Towson University

Lisa A. Delise, University of Tennessee

Submitter: Abby Mello, amello@towson.edu

116-17 Team-Level Training Reactions and Team Performance

This study investigated the relationship between reaction criteria and performance in the context of teams performing a complex skill-based task. Data from 106 4-person teams indicated that team affective reactions were correlated with team

performance. These results are consistent with affect research that shows that positive feelings improve learning outcomes.

Tyler A. McPherson, Texas A&M University
Gonzalo J. Munoz, Texas A&M University
Winfred Arthur, Texas A&M University
Olabisi A. Asenuga, Texas A & M University

Submitter: Gonzalo Munoz, gmunoz@tamu.edu

116-18 Pacing Style Diversity, Time Awareness Norms, and Temporal Conflict

This study examined the moderating effect of time awareness norms on the relationship between temporal diversity and conflict. Results indicated that how pacing style diversity interacts with time awareness norms to affect temporal conflict depends on the specific type of pacing style as well as the timeframe under consideration.

Yang Zhang, The Pennsylvania State University
Susan Mohammed, The Pennsylvania State University
Adam T. Myer, The Pennsylvania State University
Rosalie Ocker, The Pennsylvania State University

Submitter: Adam Myer, atm172@psu.edu

116-19 Individual and Synergistic Performance: The Role of Individual Difference Variables

Team performance offers the potential for synergistic performance gains that are greater than the typical or best individual team members' capabilities and efforts. This study compared the effectiveness of different classes of individual difference variables—including demographics, cognitive abilities, knowledge, and attitudes—in the prediction of individual and team performance.

Andrew M. Naber, Texas A&M University
Craig D. White, Texas A&M University
Gonzalo J. Munoz, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Olabisi A. Asenuga, Texas A & M University
Ryan M. Glaze, Texas A&M University
Steven Jarrett, Select International
Ira Schurig, Texas A&M University
Winfred Arthur, Texas A&M University
Winston R. Bennett, Training Research Laboratory
Submitter: Andrew Naber, andrewmnaber@gmail.com

116-20 Team Performance Effects on Self- and Team Efficacy

This study corroborated published findings that individual performance affects self-efficacy and team performance affects team efficacy; however, it also showed that team performance affects self-efficacy. Results also indicated that GMA moderates the relationship between individual performance and self-efficacy. Surprisingly, GMA also moderated the relationship between team performance and team efficacy.

Andrew M. Naber, Texas A&M University
Gonzalo J. Munoz, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Winfred Arthur, Texas A&M University
Submitter: Andrew Naber, andrewmnaber@gmail.com

116-21 Meta-Analytical Investigations of Shared Leadership in Teams

This meta-analytical investigation examines the relationship between shared leadership and team performance. Mediation analyses supported the notion that team confidence partially transmits the effects of shared leadership on to team performance. Finally, shared leadership explained unique variance in team performance, over and above that of vertical leadership.

Vias Nicolaides, George Mason University
Kate LaPort, George Mason University
Tiffani R. Chen, George Mason University
Eric Weis, George Mason University
Alan J. Tomassetti, George Mason University
Stephen J. Zaccaro, George Mason University
Jose M. Cortina, George Mason University

Submitter: Vias Nicolaides, vnicolai@gmu.edu

116-22 Understanding Performance Variability: The Role of Group Personality Faultlines

This research examined the effects of group personality faultlines on individual performance trends over time. Focusing on communion-striving traits, the study found that group Conscientiousness and Emotionality faultlines resulted in decreased individual performance over time. Contrary to expectations, Agreeableness faultlines were positively associated with performance improvements over time.

Joseph A. Schmidt, University of Saskatchewan
Joshua S. Bourdage, Western University
Tunde Ogunfowora, Brock University

Submitter: Tunde Ogunfowora, togunfowora@brocku.ca

116-23 Transactive Memory and Team Performance: Moderating Effect of Diversity

This study examines whether member differences on Conscientiousness could strengthen the TMS–performance relationship by decreasing risks associated with members' sharing their unique knowledge. Findings from this study suggest that Conscientiousness diversity strengthens the TMS–team performance relationship. Perceived subgroup formation mediates this moderating effect of Conscientiousness diversity.

Ravi S. Gajendran, University of Illinois, Urbana-Champaign
Hong Ren, University of Wisconsin Milwaukee

Submitter: Hong Ren, renh@uwm.edu

116-24 Trust and Cohesion: Related but Affectively Different

This study utilized a pre–post design with technology-mediated communication constraints to examine changes in team trust and cohesion. Positive and negative affect were significant predictors of changes in trust but not of cohesion. Five factor model personality variables had no effect on reported changes in trust or cohesion.

Matthew J. Schuelke, Air Force Research Laboratory
Erin Gerbec, Air Force Research Laboratory
Gene Alarcon, Air Force Research Laboratory
Charlene K. Stokes, Air Force Research Laboratories (AFRL)
Joseph B. Lyons, Air Force Research Laboratory

Submitter: Matthew Schuelke, matthew.schuelke.ctr@wpafb.af.mil

116-25 Individual and Workgroup Perceptions of Overqualification on Performance

This paper examines the interaction between workgroup and individual levels of overqualification on task performance. Data from 830 employees reveal that overqualified employees perform better as workgroup perceptions of overqualification increase. Conversely, qualified employees perform worse as workgroup perceptions of overqualification increase.

Kerstin Alfes, Tilburg University
Amanda D. Shantz, York University
Leticia Dolenga, Kingston University

Submitter: Amanda Shantz, shantza@yorku.ca

116-26 Dyadic Crossover of Personality on Stress: Bad Apples or Reactions?

This study examined impact of the Big 5 on the development of strain between dyads following 2 laboratory tasks. Based theories of dysfunctional teammates, hypotheses are tested at the dyad and individual level of analysis. Actor-partner interdependence analyses reveal intra- and interindividual effects for all Big 5 characteristics on stress formation.

Daniel V. Simonet, The University of Tulsa
Anupama Narayan, The University of Tulsa
Nigel A. Cook, The University of Tulsa
Christopher A. Madaj, The University of Tulsa
Spandana E. Reddy, The University of Tulsa

Submitter: Dan Simonet, dvsimonet@gmail.com

116-27 Leadership Emergence and Group Development: Longitudinal Analysis of Project Teams

This study examined how the leader behavior related to leader emergence changes over the group development process. Social behaviors were more strongly associated with leader emergence during the initial phase; task behaviors were most strongly associated with leader emergence during later phases. Talkativeness interacted with social- and task-oriented behaviors.

Shawn Bergman, Appalachian State University
Erika E. Small, Coastal Carolina University
Jacqueline Z. Bergman, Appalachian State University
Jessica J. Bowling, Appalachian State University

Submitter: Erika Small, esmall@coastal.edu

116-28 How Persuasion and Group Membership Affect Social Identification and Helping

This study examined whether group membership of the target of influence moderated the effect of successful or failed persuasion on social identification with one's ingroup and helping behavior. Results indicated that successful or failed persuasion affects these outcomes regardless of the target's group membership.

Laura Sywulak, Baruch College & Graduate Center, CUNY
Kristin L. Sommer, Baruch College, CUNY
Martin Bourgeois, Florida Gulf Coast University

Submitter: Laura Sywulak, lasywula@gmail.com

116-29 Moderating and Mediating Variables on the Team Coaching-Attitudes Relationship

This study addresses moderating and mediating variables in the team coaching-attitudes relationship. A direct association was found between team coaching and team reflexivity, which in turn was positively related to team commitment. High clear direction and low workload sharing enhanced the effects of team leader coaching on team reflexivity.

Amanuel G. Tekleab, Wayne State University
Ans De Vos, Antwerp Management School

Submitter: Amanuel Tekleab, atekleab@wayne.edu

116-30 Comparing Predictors of Emergent Leadership in Face-to-Face and Virtual Teams

This study investigated whether Extraversion and general cognitive ability predicted leader emergence in face-to-face and virtual problem-solving teams. Extraversion was a significant predictor of leader emergence in the face-to-face condition but not in the virtual condition. Cognitive ability was not significantly related to leader emergence in either condition.

Travis Tubre, University of Wisconsin-River Falls
Bryan D. Edwards, Oklahoma State University
Kristin L. Cullen, Center for Creative Leadership
Shannon Sommer, University of North Dakota

Submitter: Travis Tubre, travis.tubre@uwrf.edu

116-31 Process and Outcome Satisfaction, Problem Construction, and Creativity in Teams

Problem construction has been empirically shown to facilitate the creative process in previous research. This study tests this notion at the team level. In addition, process and outcome satisfaction is expected to interact with problem construction with respect to its effects on creativity.

Brad Hullsiek, University of Nebraska Medical Center
Mackenzie Harms, University of Nebraska-Omaha
Nicholas J. Arreola, University of Nebraska Omaha
Ben Wigert, The Center for Collaboration Science
Danielle A. Crough, SilverStone Group
Erika Robinson-Morrall, American Institutes for Research
Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: Mackenzie Harms, mharms@unomaha.edu

116-32 Team Empowerment, Goal Orientations and Creative Performance: Cross-Level Interactions

This study investigated the indirect effects of team empowerment and goal orientations on creative performance through creative self-efficacy. Using multilevel multiwave data from 63 R&D teams in China, the researchers found besides the proposed indirect effects, learning orientation and performance approach orientation also interacted with team empowerment in influencing individual creative self-efficacy.

Yi Liu, University of Houston
Shuhong Wang, Radford University
Xiang Yao, Peking University

Submitter: Xiang Yao, yaoxiangpku@gmail.com

117. Symposium/Forum: 9:00 AM–9:50 AM**Grand D****Genes and Jingle-Jangle: Embracing and Evaluating New Personality Research**

Personality research matters because it is answering “big” scientific questions. With the explosion in research, it is a challenge to both embrace and evaluate these new scientific advancements. This symposium seeks to navigate this tension, presenting fresh genetic findings and critiquing “new” and old personality constructs using meta-analytic methods.

Deniz S. Ones, University of Minnesota, **Co-Chair**

Michael P. Wilmot, University of Minnesota-Twin Cities, **Co-Chair**

Wen-Dong Li, National University of Singapore, Nan Wang, National University of Singapore, Zhaoli Song, National University of Singapore, Richard D. Arvey, National University of Singapore, **Dopamine Transporter Gene, Proactive Personality, and Leadership Role Occupancy**

Kevin C. Stanek, University of Minnesota, **Meta-Analysis of Adaptive Personality Constructs and Relations to Cognitive Ability**

Michael P. Wilmot, University of Minnesota-Twin Cities, Deniz S. Ones, University of Minnesota, **Self-Monitoring: Meta-Analytic Relationships and Incremental Validity over the Big Five**

Stacy Eitel Davies, PDI Ninth House, **Discussant**

Submitter: Michael Wilmot, wilmo040@umn.edu

118. Roundtable/Conversation Hr: 9:00 AM–9:50 AM**Grand I****Perils of Academic Work Engagement: What Are Organizations Hearing?**

This session will examine work engagement and workaholism: How much work engagement is too much? Which organizational factors push employees from engagement to workaholism? Is this an absence/presence phenomenon or is it a temporal one? How can we identify workaholic employees and protect them from workaholism?

M. Gloria Gonzalez-Morales, University of Guelph, **Host**

Christopher Upton, University of Guelph, **Host**

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

119. Master Tutorial: 10:30 AM–11:50 AM**335 A**

1.5 CE credits for psychology purposes available

Ethical and Legal Issues in Individual Assessment and Intervention

Increasingly I-O psychologists are involved in individual assessment and coaching activities. Many ethical issues can arise, however, in such work including training, assessment tools and techniques, and interventions. This presentation will also consider some legal concerns that may arise in such work.

Rodney L. Lowman, Alliant International University, **Presenter**

Submitter: Rodney Lowman, rllowman@gmail.com

120. Master Tutorial: 10:30 AM–11:50 AM**335 BC**

1.5 CE credits for psychology purposes available

Replacing Culture Change With Culture Alignment for a Corporate Win

Culture change initiatives fail 70% of the time. This study proposes that failures stem from focus on comprehensively chang-

ing the hardwired behavior of employees. Personality and business research suggest culture change should be replaced by a culture alignment process designed to consistently align organizations around existing or modified culture values.

Natalie M. Baumgartner, University of Denver, **Presenter**

Submitter: Natalie Baumgartner, natalie@roundpegg.com

121. Symposium/Forum: 10:30 AM–11:50 AM**336 AB****Judgment and Empiricism in IRT and Rasch-Based Test Construction**

IRT and related models provide richer information to test developers compared to classical methods. As these models have become more popular, the role of expert judgment in test development has likewise evolved. Presenters discuss research highlighting current examples of expert judgment supplementing empirically-driven processes.

John D. Morrison, Independent Consultant, **Chair**

Phillip M. Mangos, Kronos Incorporated, Anne Thissen-Roe, Kronos Incorporated, John D. Morrison, Independent Consultant,

Rationally and Empirically Derived Psychometric Parameters: Bridging the Gap

Amanda Dainis, SHL, **Time and Time Again: Setting a Test-Level Timer**

Nathan T. Carter, University of Georgia, Kristin M. Delgado, Select International, Inc./Wright State University, Mei-Chuan Kung, Select International, Inc., Matthew S. O'Connell, Select International, Inc.,

Using Ideal Point Modeling for Validity Evidence in an SJT

Eric C. Popp, SHL, Yin Lin, SHL, **Empirical Versus Rational Ratings in an Adaptive Paired Comparison Model**

Stephen Stark, University of South Florida, **Discussant**

Submitter: John Morrison, jmorrison@plantationcable.net

122. Symposium/Forum: 10:30 AM–11:50 AM**337 AB****Adding Meat to the Bone: Integrating Qualitative and Quantitative Approaches**

The combined strengths of quantitative and qualitative approaches can result in powerful organizational research. However, using both can increase complexity, and integrating results that appear to be inconsistent is challenging. Presenters will share their experiences with projects in which both quantitative and qualitative approaches were used and offer recommendations.

Catherine C. Maraist, CEB Valtera, **Chair**

Diane L. Daum, CEB Valtera, Scott A. Young, CEB Valtera, **The Best of Both Worlds: Integrating Quantitative and Qualitative Data**

Ia Ko, Denison Consulting, Bryan E. Adkins, Denison Consulting, **Quantitative and Qualitative Data for Organizational Change: SubHub!s Case**

Michael D. Sykes, Manheim, Claire Joseph, CLC Genesee, **Using Comment Analytics to Drive a Deeper Understanding of Results**

Robert K. Beres, CEB Valtera, Diane L. Daum, CEB Valtera, Michael J. Howard, Microsoft Corporation, Elizabeth A. McCune,

Microsoft Corporation, **Examining the Divergence Between Intent to Stay and Actually Staying**

Submitter: Diane Daum, ddaum@executiveboard.com

**123. Community of Interest: 10:30 AM–11:50 AM
342****The Aging Workforce**Donald M. Truxillo, Portland State University, *Host*Gwenith G. Fisher, University of Michigan, *Host*Jessica M. Nicklin, University of Hartford, *Coordinator***124. Symposium/Forum: 10:30 AM–11:50 AM
343 AB****The Work–Family Interface and Objective Health Outcomes**

Limited research has examined the link between the work–family interface and objective measures of physical health. This symposium includes 3 papers on the work–family interface that have utilized unique methodologies to objectively measure health outcomes. A facilitated discussion will follow the presentations.

Leslie B. Hammer, Portland State University, *Co-Chair*Tori L. Crain, Portland State University, *Co-Chair*

Tori L. Crain, Portland State University, Leslie B. Hammer, Portland State University, Todd Bodner, Portland State University, Ellen E. Kossek, Purdue University, Orfeu M. Buxton, Harvard Medical School, *The Work–Family Interface and Objectively Measured Sleep Outcomes*

Mark D. Agars, California State University-San Bernardino, Kimberly A. French, University of South Florida, Daniel Martinez, California State University-San Bernardino, *Work, Family, and Health: Support for Low-Income Workers*

Zhuo Chen, University of Connecticut, Lindsey A. Graham, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, Anne Kenny, University of Connecticut Health Center, Nicholas Warren, University of Connecticut, Jeffrey Dussetschleger, University of Connecticut Health Center, Kandice Goguen, University of Connecticut, Martin G. Cherniack, University of Connecticut Health Center, *How Does Work–Life Spillover Contribute to Manufacturing Employees' Physical Health?*

Lois E. Tetrick, George Mason University, *Discussant*

Submitter: Tori Crain, tori.crain@pdx.edu

**125. Panel Discussion: 10:30 AM–11:50 AM
344 AB****Making M&A Work**

Panelists will discuss how our profession is equipped with a research-based perspective to bring value to the merger and acquisition process, share best practices for “making M&A work” and provide insight for those working or considering work on M&A transactions. The panel is balanced by practitioner and academic viewpoints.

Miriam T. Nelson, Aon Hewitt, *Chair*Kenneth P. De Meuse, Wisconsin Management Group, *Panelist*Patricia R. Pedigo, IBM, *Panelist*Mitchell L. Marks, San Francisco State University, *Panelist*Anna Matuszewska, Aon Hewitt, *Panelist*

Submitter: Miriam Nelson, miriam.nelson@aonhewitt.com

**126. Symposium/Forum: 10:30 AM–11:50 AM
346 AB****Effective Team Training: Lessons From Healthcare**

Team training interventions have been highlighted as optimizing teamwork and improving patient safety. This study presents 3

investigations, using different research methodologies, that collectively consider trainee, session, and contextual influences on the effectiveness of team training interventions in healthcare. Two expert discussants from academia and practice are featured.

John E. Mathieu, University of Connecticut, *Chair*Margaret M. Luciano, University of Connecticut, *Co-Chair*

Travis Maynard, Colorado State University, John E. Mathieu, University of Connecticut, Margaret M. Luciano, University of Connecticut, David Marshall, Safer Healthcare, *Training Teamwork in Healthcare: Participant, Session, and Contextual Effects*

Roni Reiter-Palmon, University of Nebraska-Omaha, Katherine Jones, University of Nebraska Medical Center, Anne Skinner, University of Nebraska Medical Center, Robin High, University of Nebraska Medical Center, *Effectiveness of Team Training: A Longitudinal Analysis of Safety Culture*

Michael A. Rosen, Johns Hopkins School of Medicine, Sallie J. Weaver, Johns Hopkins School of Medicine, *Two Case Studies of Frontline Healthcare Provider Driven Teamwork Improvement*

Eduardo Salas, University of Central Florida, *Discussant*Stephen Taplin, National Cancer Institute, *Discussant*

Submitter: Margaret Luciano, mluciano@business.uconn.edu

**127. Poster: 10:30 AM–11:20 AM
Ballroom of the Americas****Job Analysis/Selection/Validation****127-1 Communicating Selection Research to Hiring Managers: Favorability of Various Statistics**

This study examines which statistical and graphical formats hiring managers find accessible and persuasive. Results indicate that hiring managers prefer different statistical formats than those typically employed by selection researchers and inform how to communicate research outward to augment clarity and influence when communicating the value of selection research.

Jana Rigdon, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Submitter: Jana Rigdon, rigdo003@umn.edu

127-2 Robots in the Workplace: Communication With Visual Projection

The role of robots in the workplace is ever increasing. Effective communication is essential for successful human–robot interactions. This study evaluated a mobile robot's ability to communicate intentions with humans via visual projections of intended movements. Results reveal that this is an effective modality for human–robot communication.

Tiffany T. Lee, University of South Florida

Michael D. Covert, University of South Florida

Yu Sun, University of South Florida

Ivan Shindeev, University of South Florida

Submitter: Tiffany Lee, ttl@mail.usf.edu

127-3 Selecting for Multitasking: Problems With Polychronicity

An experimental investigation of the potential problems of using polychronicity measures for personnel selection purposes was conducted. This study concluded that applicants are

able to distort responses to polychronicity scales in order to present themselves as a strong match for a job. Practical issues and implications are discussed.

Nicole M. Ginther, Pennsylvania State University
Rick R. Jacobs, Pennsylvania State University
Submitter: Nicole Ginther, nicoleginther@gmail.com

127-4 Recency Effects and Need for Cognition in the Competency-Based 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 for both superior and inferior answers, regardless of need for cognition, were found. There was a main effect for need for cognition.

Kyle D. McNeal, University of Minnesota
Amy Lawton, LACOE
Janet L. Kottke, California State University-San Bernardino
Amanda Gonzalez, California State University, San Bernardino
Submitter: Janet Kottke, jkottke@csusb.edu

127-5 Mood Moderates the Indirect Relationship Between Interviewing Self-Efficacy and Performance

This study investigated the effect of mood on interview performance. Four types of mood based on Barrett and Russell's (1998) model were examined. It was found that pleasant-deactivation, unpleasant-activation, and unpleasant-deactivation mood weakened the positive indirect relationship between self-efficacy and performance via use of promotion interview strategies.

Jessica M. Santoro, University of Florida
Le Zhou, University of Florida
Mo Wang, University of Florida
John D. Kammeyer-Mueller, University of Florida
Marie D. Halvorsen-Ganepola, University of Florida
Stephanie S. Grass, University of Florida
Submitter: Le Zhou, zhoule2007@gmail.com

127-6 Development of a Construct-Oriented Situational Judgment Test of Sensemaking Skills

A novel, construct-oriented approach for developing a multidimensional situational judgment test (SJT) of sensemaking skills is outlined. Support for the sub-scales varied across several types of validation evidence examined. Some subscales showed more promise than others, but overall results are encouraging for multidimensional SJTs developed with a construct-oriented approach.

Olivia D. Cooper, University of Oklahoma
Eric A. Day, University of Oklahoma
Shane Connelly, University of Oklahoma
Matthew L. Arsenault, University of Oklahoma
Jay H. Hardy, University of Oklahoma
Derek L. Mracek, University of Oklahoma
Submitter: Olivia Cooper, oli.d.cooper@ou.edu

127-7 Validity of Selection Tests: An Applicant Versus Job Incumbent Comparison

This study examined the equivalence of selection test validity across an applicant and an incumbent sample using the same selection tests, items, job, and organization. The goal was to provide a clearer understanding of the generalizability of person-

ality tests, situational judgment tests, and biodata inventories.

Jenna C. Cox, University of Missouri-St. Louis
James A. Breaugh, University of Missouri-St. Louis
Submitter: Jenna Cox, jcc2fb@mail.umsi.edu

127-8 Construct Validation of a Situational Judgment Test of Integrity

SJTs have been designed to measure a broad range of constructs, including teamwork knowledge and skill, interpersonal skill, and problem-solving skill. This study develops an SJT to assess the important leadership trait of integrity at the class, rather than the individual, level.

Michael J. Cullen, Human Resources Research Organization
Amanda J. Koch, University of Minnesota
Submitter: Michael Cullen, mcullen@humro.org

127-9 Self-Efficacy: Incremental Validity Beyond Ability and Implications for Differential Prediction

In a large dataset ($N > 145,000$), self-efficacy accounted for incremental validity over ability in 2 separate domains. However, this effect was mostly driven by the White subsample instead of the Asian, Black, or Hispanic subsamples. Controlling for self-efficacy also did not account for differential prediction of performance for non-White subgroups.

Christen L. Dovalina, Texas A&M University
Christopher M. Berry, Texas A&M University
Paul R. Sackett, University of Minnesota
Submitter: Christen Dovalina, cldovalina@tamu.edu

127-10 Measuring Hunches—Is Intuition Separable From Intelligence?

Neuropsychological evidence suggests that ventromedial based decision making (DM) is separable from intelligence. The relationship between a prominent measure of DM, the Iowa Gambling Task, and intelligence is meta-analyzed in order to assess evidence for divergent validity. A weak effect $\rho = .22$ is identified.

Allen P. Goebel, University of Minnesota
Submitter: Allen Goebel, Goebel005@umn.edu

127-11 Impact of Test Design Features on Cognitive Ability Score Differences

This research examines the impact of manipulating the verbal demands and level of prior knowledge on cognitive ability score differences between native and nonnative English speakers. The results indicate that reducing the verbal load alone does not have an impact, but reducing reliance on prior knowledge may impact scores.

Juliya Golubovich, Michigan State University
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY
Submitter: Juliya Golubovich, JGolubovich@gmail.com

127-12 Cognitive- and Personality-Based Discriminant Validity Concerns Regarding Stemler-Sternberg SJTs

This study evaluated the Stemler-Sternberg methodology for developing situational judgment tests (SJTs), assessing discriminant validity against g -loaded and personality scales. Results ($N = 766$) identified concerns regarding a lack of independence

among the a priori Stemler-Sternberg SJT constructs, and empirical redundancy with cognitive and noncognitive traits.

Robert J. Harvey, Virginia Tech

Submitter: Robert Harvey, harveyrj@vt.edu

127-13 Exploring Omitted Variables: Why Cognitive Tests Overpredict Minority Performance

When examining differential prediction by race for cognitive predictors, it is sometimes found that minority performance is overpredicted. This study explores variables related to students' abilities, family background, self-efficacy, goals, and high school experiences that may help to explain overprediction of college performance for racial minorities.

Amanda J. Koch, University of Minnesota

Paul R. Sackett, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Adam Beatty, University of Minnesota

Philip T. Walmsley, University of Minnesota

Submitter: Amanda Koch, koch0163@umn.edu

127-14 Predictive Validity of Undergraduate GPA Adjusted for College Quality

To account for differences in quality across universities attended by job applicants, this research examines the effects of weighting undergraduate GPA to account for college quality. Predictive validity and subgroup differences of the weighted GPA are compared to GPA and a cognitive ability measure.

Amanda J. Koch, University of Minnesota

Bethany H. Bynum, Human Resources Research Organization

Mark C. Young, U.S. Army Research Institute for the Behavioral and Social Sciences

Nehama E. Babin, U.S. Army Research Institute for the Behavioral and Social Sciences

Teresa L. Russell, Human Resources Research Organization

Submitter: Amanda Koch, koch0163@umn.edu

127-15 Are Forced Choice Personality Measures Contaminated by General Mental Ability?

Forced-choice formats are a promising way to combat applicant faking, but there is concern that their validity is due to contamination by general mental ability. This study examines the degree to which single-stimulus and forced-choice personality measures were contaminated by mental ability, dispositional intelligence, and desirable responding.

Nicole L. Larson, University of Calgary

Rhys J. Lewis, Sigma Assessment Systems Inc.

Thomas A. O'Neill, University of Calgary

Julie J. Carswell, Sigma Assessment Systems

Submitter: Nicole Larson, nicolelynnlarson@gmail.com

127-16 Investigating Predictors of Sales Performance: A Longitudinal Study

This study was conducted to investigate the relationships of personality and cognitive ability on subsequent sales performance in an applied setting over a 4-year period. The relationship between personality and cognitive ability was evaluated to determine what predicted sales performance at different stages of the employee's tenure.

Mei-Chuan Kung, Select International, Inc.

Paul E. Glatzhofer, Select International, Inc.

Amie D. Lawrence, Select International, Inc.

Steven Jarrett, Select International, Inc.

Submitter: Amie Lawrence, alawrence@selectintl.com

127-17 Proposing a Taxonomy for Simulation Tests

This study proposes a general taxonomy for simulation tests in order to facilitate understanding and discussion of their psychometric properties. Generalizability theory is used to explain how the dimensions under this taxonomy determine reliability and validity of the tests. Findings can help researchers and practitioners in evaluating and developing simulation tests.

Huy Le, University of Nevada, Las Vegas

Submitter: Huy Le, huyanhle@gmail.com

127-18 Creation and Validation of a Technological Adaptation Scale

This study created a technological adaptation scale. Technological adaptation is a new construct and this scale seeks to measure that construct. Through the use of Confirmatory Factor Analysis, discrepancy matrix analyses, and convergent and discriminant validity analyses, this study arrived at a final scale.

Rachel E. Marsh, Colorado State University

Travis J. Drake, Colorado State University

Mark Perkins, Colorado State University

Alyssa M. Gibbons, Colorado State University

Submitter: Rachel Marsh, rachel.marsh@colostate.edu

127-19 Mean Sex Differences in Psychomotor Ability: A Meta-Analysis

Psychomotor tests measure the ability to manipulate and control objects. They are used in personnel selection for various occupations. Based on 287,374 observations and 410 effect sizes, this paper reviews and summarizes sex differences in 10 general categories of psychomotor tests and 36 subcategories grouped under the 10 general categories.

Timothy E. Thorley, Virginia Commonwealth University

Michael A. McDaniel, Virginia Commonwealth University

Submitter: Michael McDaniel, mamcdani@vcu.edu

127-20 Testing a New Conceptual Model of Assessment Center Ratings

This study was conducted to test a new conceptual model for assessment center ratings that included broad dimension factors, exercise factors, and a general performance factor as the building blocks of ACs. Further, the nomological network of the new AC components was examined to determine their construct validity.

Natalia Merkulova, University of Zurich

Klaus G. Melchers, University of Ulm

Martin Kleinmann, University of Zurich

Hubert Annen, Swiss Military Academy at ETH Zurich

Tibor Szvircsev Tresch, Swiss Military Academy at ETH Zurich

Submitter: Natalia Merkulova, n.merkulova@psychologie.uzh.ch

127-21 Equivalence of Assessments on Mobile Devices: A Replication and Extension

This study replicated preliminary findings from research investigating the equivalency of noncognitive assessments delivered via

mobile and nonmobile devices. Using applicant data from a novel job family and Internet-based noncognitive assessment, the results demonstrated the generalizability of earlier findings, providing support for the delivery of assessments on mobile devices.

Neil Morelli, APTMetrics, Inc.
A. James Illingworth, APTMetrics, Inc.
Simon M. Moon, La Salle University
John C. Scott, APTMetrics, Inc.
Scott Boyd, Best Buy Co., Inc.
Submitter: Neil Morelli, neil.morelli@gmail.com

127-22 Fluid Ability, Crystallized Ability, and Real-World Performance: A Meta-Analysis

Using meta-analysis, this study examined the relative validities of fluid ability (Gf, or novel problem solving ability) and crystallized ability (Gc, or acquired knowledge) for predicting real-world performance. For both training and job performance, Gc was found to be a stronger predictor than Gf both overall and for medium-complexity jobs.

Bennett E. Postlethwaite, Pepperdine University
Tamara Giluk, Xavier University
Frank L. Schmidt, University of Iowa
Submitter: Bennett Postlethwaite, ben.postlethwaite@pepperdine.edu

127-23 Theoretical and Practical Considerations for Retest Performance

This paper reviews the literature on retest effects and proposes a framework of relevant factors including the construct of interest, organization-specific policies and constraints, assessment-specific psychometric properties, methodological procedures and contextual influences, and individual differences that interact to affect retest performance. An agenda for research and theory development is established.

Jason G. Randall, Rice University
Submitter: Jason Randall, jason.randall@rice.edu

127-24 Cross-Sample Generalization of Diversity Indices for Two-Predictor Composites: A Demonstration

This study demonstrates the variability and error of diversity indices when generalizing from validation samples of various sizes to an applicant pool. Variability and error were sometimes large and could lead to varying conclusions concerning demographic representation. Thus, diversity indices are often unstable when estimated on sample sizes typifying validation research.

Matthew C. Reeder, Michigan State University
Neal W. Schmitt, Michigan State University
Submitter: Matthew Reeder, reederm1@msu.edu

127-25 Relative Importance of Spatial Abilities for Predicting Pilot Performance

This study was conducted to compare the relative importance of (a) spatial orientation, (b) visualization, (c) closure flexibility, and (d) perceptual speed for U.S. Air Force pilot performance. Analyses compared the relevant spatial abilities for predicting pilot performance ($N = 1440$), with further comparisons between fighter-bomber and tanker-transport performance.

Laura G. Barron, U.S. Air Force
Mark Rose, U.S. Air Force
Submitter: Mark Rose, Mark.Rose.7@us.af.mil

127-26 Examining the Transparency of the Conditional Reasoning Test of Aggression

Two studies investigated the indirect nature of the Conditional Reasoning Test of Aggression (CRT-A). Participants completed the CRT-A and, via a check-list (Study 1) or open-ended questionnaire (Study 2), reported what they believed the test measured. Overall, results indicated that college-educated participants cannot identify the purpose of the CRT-A.

Megan Moody, Purdue University
Devon Hopkins, Purdue University
Kelly T. Scherer, Purdue University
James M. LeBreton, Purdue University

Submitter: Kelly Scherer, scherer0@purdue.edu

127-27 Decision-Making Style, Accountability and Responsibility: Influences on Preferred Hiring Approach

This study examines to what degree decision-making style, procedural accountability, and decision responsibility predict preference for holistic or mechanical hiring approach in personnel selection. The results show that context does not impact preference for hiring approach and that individuals scoring high on intuitive decision-making style prefer a holistic approach.

Kristina T. Langhammer, Stockholm University
Anders Sjöberg, Stockholm University
Sofia Sjöberg, Pearson Sweden
Thomas Lindevall, Stockholm University
Submitter: Sofia Sjöberg, sofia.sjoberg@pearson.com

127-28 That Middle Option: Response Scale Exchange Under Response Set Conditions

This study evaluates the utility of two intrinsically multidimensional polytomous item response models for relating adjacent even- and odd-category Likert response scales under conditions of a prevalent extreme response set. Results suggest simple concordance rules which predict the parameters of an odd-category Likert item from its even-category counterpart, and vice versa.

Anne Thissen-Roe, Kronos
Submitter: Anne Thissen-Roe, anne.thissenroe@kronos.com

127-29 An Investigation of the Viability of Self-Report Ability Assessments

This study examined the viability of self-report ability estimates by investigating the reliability and validity of 2 types of self-report ability assessments (transparent and nontransparent). The results suggest self-report ability assessments are relatively stable and demonstrate criterion-related validity. The presenters will discuss the implications for the potential use of self-report ability assessments.

Christina L. Upchurch, Rice University
Anton J. Villado, Rice University
Jason G. Randall, Rice University
Submitter: Christina Upchurch, clupchurch@gmail.com

127-30 A Method for Displaying Incremental Validity With Expectancy Charts

Providing assessment validity information to decision makers in a clear and useful format is an ongoing challenge for psycholo-

gists. This session offers a straightforward technique for displaying incremental validity among predictors in reference to a criterion measure that improves upon previous authors' suggestions for creating expectancy charts for similar information.

Philip T. Walmsley, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Paul R. Sackett, University of Minnesota
Amanda J. Koch, University of Minnesota
Adam Beatty, University of Minnesota

Submitter: Philip Walmsley, walmsley.phil@gmail.com

127-31 Which Noncognitive Attributes Are Most Important for Workplace Readiness?

There is little integrative literature examining noncognitive attributes most important for workplace readiness. Evidence is integrated from 3 distinct research strategies to provide a data-based view on the most important noncognitive attributes for job success. Results converge on the importance of Conscientiousness, Agreeableness, and Emotional Stability for work success.

Philip T. Walmsley, University of Minnesota
Paul R. Sackett, University of Minnesota

Submitter: Philip Walmsley, walmsley.phil@gmail.com

127-32 Within-High-School Versus Across-High-School Predictors in Admissions: Validity and Diversity Effects

This study examines whether within versus across levels of analysis differences affect conclusions drawn about predictors in admissions testing. Using large databases, the study demonstrates that some implications for validity and diversity differences among ability (SAT) and achievement (HSGPA) assessments are attributable to their level of analysis, with implications for workplace assessment.

Adam Beatty, University of Minnesota
Philip T. Walmsley, University of Minnesota
Paul R. Sackett, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Amanda J. Koch, University of Minnesota

Submitter: Philip Walmsley, walmsley.phil@gmail.com

128. Symposium/Forum: 10:30 AM–11:50 AM Grand A

Adaptive Performance: Unpacking the Black Box

Adaptive performance is a critical part of many jobs, but the extant literature provides little perspective on how individuals adapt to task changes over time. This symposium focuses on recent statistical, conceptual, theoretical, and empirical developments that can help to unpack this "black box" and facilitate understanding adaptive performance.

Dustin K. Jundt, Saint Louis University, **Chair**
Mindy K. Shoss, Saint Louis University, **Co-Chair**
Jonas W. B. Lang, Maastricht University, Paul D. Bliese, Walter Reed Army Institute of Research, **Using Discontinuous Growth Modeling to Compare Conceptualizations of Adaptive Reactions**
Dustin K. Jundt, Saint Louis University, Mindy K. Shoss, Saint Louis University, **Toward a Process Model of Adaptive Performance**
Lawrence Roth, St. Cloud State University, L. A. Witt, University of Houston, Lars Johnson, University of Houston, Sophie Romay, University of Houston, Benjamin A. Farmer, University of

Houston, **Seek, and Ye Shall Adapt**

Justin L'Hommedieu, Saint Louis University, Dustin K. Jundt, Saint Louis University, Clair A. Reynolds, Saint Louis University, Maria Chushak-Polevska, Saint Louis University, **Mastery Goal Orientation and Controllability Attribution Effects on Adaptive Performance**

Submitter: Dustin Jundt, djundt@slu.edu

129. Panel Discussion: 10:30 AM–11:50 AM Grand B

You're Changing What? Change Management for New Selection Systems

I-O psychologists often specialize in designing and validating selection systems; however, at times I-Os struggle to implement them effectively in organizations. For this panel, a leading group of I-O practitioners will share ideas and lessons learned for managing the implementation of new selection systems in various organizations.

Hailey A. Herleman, Kenexa, an IBM Company, **Chair**
Mary Amundson, Land O' Lakes, **Panelist**
Theodore L. Hayes, U.S. Office of Personnel Management, **Panelist**
Ren Nygren, Development Dimensions International (DDI), **Panelist**
Amanda Klabzuba, Kenexa, an IBM Company, **Panelist**
Sarah Evans, Walmart, **Panelist**

Submitter: Hailey Herleman, hailey.herleman@kenexa.com

130. Debate: 10:30 AM–11:50 AM Grand C

Identified Employee Surveys: Potential Ethical Issues and Appropriate Actions

A departure from anonymous employee surveys is so-called identified surveys. These are surveys that retain identifying information on each employee. Given their unique nature, ethical issues may arise. The purpose of this session is to pose ethical issues that can occur with identified surveys and discuss appropriate actions.

Lise M. Saari, NYU/Baruch, **Moderator**
Andrew Biga, JetBlue Airways, **Presenter**
Ralf Kloeckner, Google, **Presenter**
Peter J. Rutigliano, Sirota Consulting, **Presenter**
Sara P. Weiner, Kenexa, an IBM Company, **Presenter**
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Presenter**
Justina M. Froelich, Baruch College and the Graduate Center, CUNY, **Presenter**

Submitter: Lise Saari, Lise.Saari@nyu.edu

131. Symposium/Forum: 10:30 AM–11:50 AM Grand D

Personality at Work: Expanding the Nomological Network

Research underscoring the importance of personality constructs for understanding how people behave at work is abundant. This symposium brings together 4 areas of work psychology where personality has been applied, providing review and analysis of personality development, structure, configural profiles, and how traits are expressed as work behavior.

Neil Christiansen, Central Michigan University, **Chair**

Christopher D. Nye, Bowling Green State University, Brent W. Roberts, University of Illinois at Urbana-Champaign, **Theoretical**
Advances in Understanding Personality Trait Change at Work
 Jisoo Ock, Rice University, Fred Oswald, Rice University, Leaetta M. Hough, Dunnette Group, Ltd., **Theoretical and Empirical**
Structures of Personality
 L. A. Witt, University of Houston, Mindy K. Shoss, Saint Louis University, **Considering Trait Interactions: A Configurational Approach to Personality**
 Daniel V. Simonet, University of Tulsa, Robert P. Tett, University of Tulsa, **Conceptualizing Personality at Work: Three Advances in Trait Activation Theory**
 Chet Robie, Wilfrid Laurier University, **Discussant**
 Submitter: Neil Christiansen, chris1nd@cmich.edu

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

Grand E

Making an Impact With Research: Best Practices in Academic–Practitioner Collaborations

Interest in improving the practical impact of academic research has grown. One way to do this is through academic/practitioner research collaborations; however, such partnerships present tensions and difficulties. In this panel, pairs of academics/practitioners who are collaborating will discuss best practices for working together to generate rigorous research with impact.

Kathryn Dekas, Google, **Co-Chair**
 Brian Welle, Google, **Co-Chair**
 Talya N. Bauer, Portland State University, **Panelist**
 Berrin Erdogan, Portland State University, **Panelist**
 Submitter: Kathryn Dekas, kdekas@google.com

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

Grand F

From the Classroom to the Workforce: Tips for New Practitioners

I-O psychologists must continue to learn while on the job. The objective of this panel discussion is to provide new Master's and Doctoral level practitioners with tips for contributing to I-O projects and offer suggestions for how they can continue to learn during the early stages of their careers.

Timothy P Clayton, American Institutes for Research, **Chair**
 Ashley A. Miller, American Institutes for Research, **Panelist**
 Taylor E. Sparks, HumRRO, **Panelist**
 Sean P. Baldwin, HumRRO, **Panelist**
 Ryan M. Weber, RTI International, **Panelist**
 Catherine Buria, East Carolina University, **Panelist**
 Submitter: Ashley Miller, amiller@air.org

134. Special Events: 10:30 AM–11:20 AM

Grand G

I-O in the C-Suite: Perspectives From Heads of Human Resources

This panel brings together chief human resource officers who have been trained in I-O psychology. These distinguished corporate HR leaders will discuss challenges and opportunities for I-Os in industry. The panelists will offer insights for those pursuing a leadership role in HR or consulting to HR business leaders.

Matthew J. Monnot, PLU, **Chair**
 Loren Heeringa, Land O'Lakes, Inc., **Panelist**

Peter M. Fasolo, Johnson & Johnson, **Panelist**
 Leslie W. Joyce, Novelis, **Panelist**
 Submitter: Matthew Monnot, monnotmj@plu.edu

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

Grand H

Individual Psychological Assessment: Integrating Science and Practice

Individual psychological assessment has become a core area of practice for industrial-organizational psychologists. Assessment practices are quite varied, and empirical research on the topic is limited. By combining research and practice perspectives, this session will provide guidance for effective assessment practices and directions for future research.

Scott B. Morris, Illinois Institute of Technology, **Chair**
 Robert C. Barnett, MDA Leadership Consulting, **Co-Chair**
 Scott B. Morris, Illinois Institute of Technology, Megan Wheeler, Illinois Institute of Technology, Peggy N. Boyer, Illinois Institute of Technology, Rebecca Roller Daisley, Advocate Health Care, **Validity of Individual Assessments: A Meta-Analysis**
 Robert C. Barnett, MDA Leadership Consulting, Adam Beatty, University of Minnesota, **The Validity of Assessor Judgment in Individual Psychological Assessment**
 Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Practice in Individual Psychological Assessment: Core Challenges and Future Directions**
 S. Morton McPhail, The Corporate Executive Board Company, **Validating Individual Psychological Assessment**
 Paul R. Sackett, University of Minnesota, **Discussant**
 Submitter: Scott Morris, scott.morris@iit.edu

136. Roundtable/Conversation Hr: 10:30 AM–11:50 AM

Grand I

A Cross-Cultural Research Incubator on Disability and Work

This research incubator is designed to bring researchers together from around the world who are working on disability and employment issues. The aim of this session is to generate a rich vein of ideas and proposals for the development of international collaborations and extending existing collaborative projects.

Stephan Boehm, University of St. Gallens, Switzerland, **Host**
 Adrienne J. Colella, Tulane University, **Host**
 Alison M. Konrad, University of Western Ontario, **Host**
 Submitter: Adrienne Colella, acolella@tulane.edu

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

Grand J

Employee Engagement Linkage to Business Performance: Best Practices and Implications

Establishing a clear linkage between fiscal performance metrics and employee engagement is critical to ensure leadership support and perceived business necessity. Practitioners face a number of measurement-related challenges in establishing this link. Panelists from Walmart, Marriott, and Aon Hewitt will discuss their experiences and best practices of linkage strategies.

Christopher K. Adair, DePaul University, **Co-Chair**
 Darryl Roberts, Aon Hewitt, **Co-Chair**
 Ken Oehler, Aon Hewitt, **Panelist**
 Courtney L. Morewitz, Marriott International, Inc., **Panelist**

David L. Van Rooy, Walmart Stores, **Panelist**

Daniel Rubin, Aon Hewitt, **Panelist**

Rush Smith, Walmart Stores, Inc., **Panelist**

Submitter: Christopher Adair, cadair1@depaul.edu

138. Poster: 11:30 AM–12:20 PM

Ballroom of the Americas

Personality

138-1 Examining the Effect of Idiosyncratic Deals: The Role of Self-Efficacy

This study extends previous idiosyncratic deals (i-deals) research by utilizing a concept of self-efficacy as a mediating mechanism between i-deals and employee outcomes. Using survey responses from 354 employees in the hotel industry, self-efficacy mediates the relationship between development i-deals and job satisfaction and organizational commitment.

Jihae You, University of Illinois at Urbana-Champaign
Woonki Hong, University of Illinois at Urbana-Champaign
Eun Kyung Lee, University of Illinois at Urbana-Champaign

Submitter: Jihae You, jihae.you@gmail.com

138-2 The Incremental Variance in Work Attitudes Explained by Political Skill

Social effectiveness constructs are popular variables that predict attitudinal work outcomes. This study examined the incremental variance in satisfaction and turnover intentions explained by political skill beyond other social effectiveness constructs. Results indicated that political skill explained unique variance above and beyond social intelligence, emotional intelligence, Agreeableness and Conscientiousness.

Christina M. Banister, Kenexa, an IBM Company
John P. Meriac, University of Missouri-St. Louis

Submitter: Christina Banister, christina.banister@gmail.com

138-3 The Construct and Predictive Validity of Approach and Avoidance Temperament

Three studies investigated the factorial, construct, and predictive validity of 2 basic personality dimensions: approach and avoidance temperament. Individual differences in terms of a disposition for the orientation and reaction to (positive or negative) stimuli across situations can be used successfully to increase the understanding of work behavior.

Tanja Bipp, Eindhoven University of Technology
Ad Kleingeld, Eindhoven University of Technology

Submitter: Tanja Bipp, T.Bipp@tue.nl

138-4 The Relationship Between OCB and Locus of Control: A Meta-Analysis

A meta-analysis was conducted examining the relationship between organizational citizenship behavior (OCB) and locus of control (LOC). Uncorrected correlation coefficient of .26 (.32 corrected) was found between the 2 variables, but was not moderated by the source of OCB ratings nor the type of measure used.

Jeffrey S. Conway, Aon Hewitt/University of South Florida
Matthew R. Grossman, University of South Florida

Submitter: Jeffrey Conway, jconway@mail.usf.edu

138-5 Interactive Effects of Machiavellianism and Organizational Constraints on Task Performance

A model grounded in sociotechnical systems theory is tested in which organizational resource constraints help high Machiavellianism employees outperform their low Machiavellianism peers. Consistent with expectations, self-interested Machiavellians received higher performance ratings than low Machiavellians when constraints were high but worse ratings when constraints were low.

Daniel Kuyumcu, Pennsylvania State University

Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

138-6 Personality Strength and the Attenuation of Situation–Behavior Relationships

This project draws from recent industrial-organizational psychology research on situational strength to examine a parallel concept: personality strength. Strong personalities shape situations to be homogeneous, emphasize homogeneous aspects of situations, and attenuate the impact of situations on performance. Construct operationalizations and practical implications for individuals and organizations are discussed.

Rustin D. Meyer, Georgia Tech

Reeshad S. Dalal, George Mason University

Submitter: Reeshad Dalal, rdalal@gmu.edu

138-7 Person–Environment Fit and Performance: The Mediating Role of Regulatory Focus

Person–environment (P–E) fit was examined as a predictor of student citizenship behavior and counterproductive behavior. In addition, regulatory focus was examined as a mediator of these relationships. Results indicated that promotion focus partially mediated the relationships between P–E fit and citizenship and disengagement behaviors.

Ryan J. Hirtz, University of Missouri-St. Louis

Kelli Huber, University of Missouri-St. Louis

Matthew R. Milunski, University of Missouri-St. Louis

John P. Meriac, University of Missouri-St. Louis

Submitter: Ryan Hirtz, ryanjhirtz@mail.umsf.edu

138-8 Effects of Impression Management on Personality Measures: A Meta-Analysis

This study compared the magnitude of impression management occurring on self-report personality measures across 618 effects in laboratory and field environments. After identifying relevant moderators, the researchers concluded that the magnitude of impression management in the lab and field is (a) more similar than expected and (b) nontrivial.

Amy C. Hooper, Gettysburg College

Paul R. Sackett, University of Minnesota

Erica K. Barbuto, Gettysburg College

Submitter: Amy Hooper, ahooper@gettysburg.edu

138-9 Personality and Job Performance: Emic and Etic Approaches

This study investigated the relationship between personality and performance using a unique setting: Chinese and

Romanian employees from the same organization, working in Romania. Personality measured by the CPAI-2 has incremental validity over cognitive abilities, but the emic personality constructs only show incremental validity for the Chinese sample.

Dragos Iliescu, Bucharest University
Alexandra Ilie, Illinois State University
Dan Ispas, Illinois State University
Andrew Salmonson, Illinois State University

Submitter: Dan Ispas, dispas@gmail.com

138-10 Interactive Effects of Agreeableness and Openness on Organizational Deviance

A recent meta-analysis suggests that Disagreeableness is most strongly related to workplace deviance among the Big 5 factors of personality (Berry, Carpenter, & Barratt, 2012). Drawing on the personality configurations perspective, this study proposes that high Openness may mitigate the negative relationship between Agreeableness and organizational deviance.

Gahyun Jeon, University of Illinois at Urbana-Champaign
Nate Hudson, University of Illinois at Urbana-Champaign
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign
Daniel A. Newman, University of Illinois at Urbana-Champaign

Submitter: Gahyun Jeon, jeon29@illinois.edu

138-11 Vocational Interests and Goal Orientation in Continuing Professional Education

Six vocational interests and interest-occupation congruence differentially predicted professionals' participation in and application of continuing education (CE). Three dimensions of goal orientation also showed differential relationships with participation in and application of CE. Only 1 potential mediating effect of goal orientation between vocational interests and participation in CE was found.

Valerie A. Johnson, Central Michigan University
Terry A. Beehr, Central Michigan University

Submitter: Valerie Johnson, johnva15@gmail.com

138-12 Increasing Validity in Personality Prediction: A Trait Interaction Approach

This study investigated the interaction of personality constructs in predicting job performance. Results support the usefulness of exploring moderation as a method to improve the strength of personality predicting performance in the workplace.

Brandon W. Jordan, Kenexa, an IBM Company
Jeffrey R. Labrador, Kenexa, an IBM Company

Submitter: Brandon Jordan, brandon.jordan@kenexa.com

138-13 Moderating Roles of Social Exchange Concepts on Personality-Outcome Relationship

This longitudinal study tries to resolve the previously inconsistent relationship between learning goal orientation and task performance by suggesting moderators. Results showed that this relationship exists only under the situation low in perceived organizational support and that the above interaction effect was strongest when employees were high in exchange ideology.

YeunJoon Kim, Seoul National University

Submitter: YeunJoon Kim, dean.kim21@gmail.com

138-14 Reciprocal Relationships Between Proactive Personality and Work Experiences

This study examines reciprocal relationships between proactive personality and work experiences. Latent change score modeling on 3-wave longitudinal data shows such reciprocal relationships of proactive personality with job demands, job control, and job satisfaction, not on supervisory support, coworker support, and organizational hindrance.

Wen-Dong Li, National University of Singapore
Michael Frese, National University of Singapore
Doris Fay, Potsdam University

Submitter: Wen-Dong Li, oceanbluepsy@gmail.com

138-15 I'm Too Good for This Job: The Narcissism-Overqualification Link

This study examined the role of narcissism in moderating the relationships between overqualification and several outcomes ($N = 292$). As compared to nonnarcissistic employees, narcissistic employees were more likely to perceive themselves as overqualified and experience career-related work stress, regardless of whether they actually held surplus education.

Doug C. Maynard, SUNY New Paltz
Elena Brondolo, SUNY New Paltz
Carrie Sauer, SUNY New Paltz
Catherine E. Connelly, McMaster University

Submitter: Doug Maynard, maynadd@newpaltz.edu

138-16 Personality Correlates of Preference for Multitasking

Work-related personality correlates of multitasking preference were investigated using a sample of 527 managers in the financial sector. Assertive and sociable individuals and those who prefer a fast-paced work environment seem to prefer multitasking. Individuals who are detail-oriented, organized, and serious minded are less likely to prefer multitasking.

Jessica Mesmer-Magnus, University of North Carolina-Wilmington
Chockalingam Viswesvaran, Florida International University
Valentina Bruk Lee, Florida International University
Kristin R. Sanderson, Florida International University
Nila Sinha, Assess Systems

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

138-17 Dispositional Correlates of Entitlement in Young Workers

In a sample of young workers, work ethic and Conscientiousness were negatively related to work entitlement. Three subscales of Machiavellianism—amorality, desire for status, and distrust of others—were positively related to entitlement, and although desire for control was statistically significant, it was inversely related to entitlement.

Brian K. Miller, Texas State University
Robert Konopaske, Texas State University

Submitter: Brian Miller, bkmiller@txstate.edu

138-18 Attributions in Mobile Computer-Mediated Communication

This study sought to determine what attributions individuals make about those who send emails using smartphones. The results demonstrate that individuals do make negative attributions when

presented with brevity and spelling errors in emails, and a tagline (e.g., "Sent from my iPhone") does not mitigate these effects.

Kyle Morgan, North Carolina State University
Lori Foster Thompson, North Carolina State University
Submitter: Kyle Morgan, kmorgan@ncsu.edu

138-19 Role of Extraversion and Agreeableness in Actor and Partner Satisfaction

This study examined crossover relationships between personality and satisfaction in dyads working on an interdependent creative task. Using the actor-partner interdependence model, significant relationships between Extraversion and Agreeableness on performance satisfaction and relationship satisfaction were found. Extraverted individuals influence their partner's satisfaction with the team, and agreeable individuals do not.

Spandana E. Reddy, The University of Tulsa
Christopher A. Madaj, The University of Tulsa
Nigel A. Cook, The University of Tulsa
Anupama Narayan, The University of Tulsa
Daniel V. Simonet, The University of Tulsa

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

138-20 A Longitudinal Study of Collective Personality: Stability, Antecedents, and Consequences

Recent research has examined the extent to which teams possess collective personalities. This study tested the antecedents and consequences of collective personality. First, collective personality was stable over 3 months. In addition, team personality composition predicted corresponding collective personality traits. Finally, collective personality predicted team performance, social loafing, and conflict.

Tunde Ogunfowora, Brock University

Submitter: Tunde Ogunfowora, togunfowora@brocku.ca

138-21 Relationships Among Big Five Diagonals, Turnover Intent, and Accidents

This study investigates the connections among Big 5 circumplexes, turnover intent, and accidents. Statistical analysis reveals that in some cases, the circumplexes exercise higher relative importance than the Big 5 factors themselves in relationships with turnover intent and workplace accidents.

David A. Periard, Wright State University
Megan B. Morris, Wright State University
Elizabeth A. Shoda, Wright State University
Gary N. Burns, Wright State University

Submitter: David Periard, periard.2@wright.edu

138-22 Further Investigating the Predictive Validity of Polychronicity

This study examined the incremental validity of polychronicity in predicting 2 work-related criteria above and beyond that of personality variables. As expected, polychronicity explained incremental variance in both creative self-efficacy and intrinsic motivation above Extraversion, Conscientiousness, and Openness to Experience. Implications for research and practice are discussed.

Angela C. Reaves, Florida International University
Kristin R. Sanderson, Florida International University
Victoria L. Pace, Florida International University

Submitter: Angela Reaves, areav001@fiu.edu

138-23 A Competitive Dynamics Perspective on CEO Openness to Experience

This study proposes that CEO Openness to Experience (OTE) personality traits are related to firm competitive dynamics. Across 111 CEOs, results indicate that OTE is positively related to competitive action speed and complexity for high power CEOs but negatively related for low power CEOs.

Jaclyn Shor, Drexel University
Christian J. Resick, Drexel University
Jianhong Chen, Drexel University
Sucheta Nadkarni, Drexel University
Tyra (Ping) Shao, California State University, Sacramento
Submitter: Jaclyn Shor, jaclynannshor@gmail.com

138-24 Validating Word Fragment Completion Scales of Affectivity: A Field Study

Results from a field study ($N = 1168$) found that implicit word-fragment completion scales of positive and negative affect outperformed explicit self-report affect measures in the prediction of work performance metrics for call center staffers. The presenters will discuss implications for research and practice.

Brian Siers, Roosevelt University
Minnie Kaur, Roosevelt University
Mee Ting Ee, Roosevelt University
Sarah E. Jones, Roosevelt University

Submitter: Brian Siers, briansiers@gmail.com

138-25 Social Desirability in Personality Assessment: Are We Asking for It?

Historically, there has been debate regarding the role of social desirability in personality assessment. This study proposes that patterns of social desirability responding can be reasonably interpreted as arising from a constant respondent motive with variable item contamination.

Alicia Stachowski, University of Wisconsin-Stout
John Kulas, Saint Cloud State University

Submitter: Alicia Stachowski, stachowskia@uwstout.edu

138-26 Conscientiousness as a Moderator of Within-Person Level Self-Efficacy Effects

This study adopts a contingent view of self-efficacy's effects and examines conscientiousness as a moderator. A 3-week diary study in an academic learning context reveals that Conscientiousness plays a moderating role in the effect of self-efficacy on both planned and actual study time. The findings suggest designing better efficacy-enhancing interventions.

Shuhua Sun, National University of Singapore
Huaizhong Chen, National University of Singapore
Zhaoli Song, National University of Singapore

Submitter: Shuhua Sun, sunshuhua@nus.edu.sg

138-27 A Meta-Analysis of Conscientiousness-Cognitive Ability Relations

This meta-analytic study examined the relations of Conscientiousness and its facets with cognitive ability variables. Even though analyses at the overall level replicate previous findings of a zero relation between global Conscientiousness and gen-

eral mental ability, facet-level investigations revealed differing relations by Conscientiousness facet and by cognitive ability variable measured.

James R. Updyke, University of Minnesota

Kevin C. Stanek, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitter: James Updyke, updyk002@umn.edu

138-28 The Influence of Personality on Social Media Usage

The researchers examined the extent that personality type (as defined by the Myers-Briggs Type Indicator Instrument) differentiated individuals when utilizing various social networking sites. Individuals differed in opinions and frequency of use among the differing sites, however most of the differences were observed through preference pairs rather than whole type.

Amanda Weber, Saint Cloud State University

Nancy Schaubhut, CPP, Inc.

Richard C. Thompson, CPP, Inc.

Submitter: Amanda Weber, weam0603@stcloudstate.edu

138-29 Understanding the Personality Profile of Individuals Interested in Blue-Collar Jobs

Relationship between Big 5 personality variables and blue-collar occupational interests were investigated using profile pattern analysis techniques. Interests in producing jobs were driven by high intraindividual Openness and low Extraversion. Adventuring interests were marked by high intraindividual Extraversion and low Agreeableness. Across jobs, profile-pattern, not absolute level, drove predictive power.

Brenton M. Wiernik, University of Minnesota

Deniz S. Ones, University of Minnesota

Stephan Dilchert, Baruch College

Submitter: Brenton Wiernik, wiern001@umn.edu

138-30 Plasticity and Instability: Nomological Nets of Two Self-Monitoring Factors

To test the 2-factor model of self-monitoring, relationships between the Self-Monitoring Scale-Revised and the Big 5 Aspects Scale were calculated. Factor analytic and correlational evidence supported hypotheses. Acquisitive SM related positively to plasticity traits (Extraversion and Openness/Intellect), whereas Protective SM related negatively to stability traits (Emotional Stability, Agreeableness, and Conscientiousness).

Michael P. Wilmot, University of Minnesota-Twin Cities

Submitter: Michael Wilmot, wilmo040@umn.edu

138-31 The Latent Bidimensionality of Self-Monitoring

A meta-analysis of self-monitoring scales and subscales was conducted. A multitrait-multimethod meta-matrix was used to organize relationships. Patterns were indicative of 2 latent traits (i.e., acquisitive and protective SM) underlying the 2 methods (i.e., construct operationalizations). Results of second-order factor analysis provided strong support for the 2-factor model.

Michael P. Wilmot, University of Minnesota-Twin Cities

Deniz S. Ones, University of Minnesota

Submitter: Michael Wilmot, wilmo040@umn.edu

138-32 Personality Perceptions Based on Social Networking Sites

Social networking sites are increasingly used as a source of information about job candidates. This study examined accuracy of personality perceptions based on these sites. Results indicated more information and higher perceiver Achievement, Organization, Openness to Experience, and Dispositional Intelligence were associated with greater accuracy.

Matthew Merbedone, Florida Tech

Patrick D. Converse, Florida Institute of Technology

Submitter: Patrick Converse, pconvers@fit.edu

139. Special Events: 11:30 AM–12:50 PM Grand G

Research Incubator on Happiness and Subjective Well-Being

This incubator aims to provide a forum for researchers around the world to develop a research agenda for the study of happiness; discuss and debate outstanding issues in definition, measurement, and conceptualization of the construct; and identify testable hypotheses that can be studied beyond this session.

Berrin Erdogan, Portland State University, **Chair**

John D. Kammeyer-Mueller, University of Florida, **Presenter**

Jose M. Peiró, University of Valencia, **Presenter**

Sabine Sonnentag, University of Mannheim, **Presenter**

Piers Steel, University of Calgary, **Presenter**

Mo Wang, University of Florida, **Presenter**


Submitter: Berrin Erdogan, berrine@sba.pdx.edu


FRIDAY AM

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Please Attend Our Presentations:

"International Perspectives on Combining Personality and Multirater Feedback Data"
4/11/2013 @ 11:00 AM

"Personality Correlates of Preference for Multitasking" (Poster)
4/12/2013 @ 11:30 AM

"eHarmony for Mentorship? Lesson Learned from Mentor-Mentee Matching"
4/13/2013 @ 1:30 PM

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140. Symposium/Forum: 12:00 PM–1:20 PM 335 A

From Scorelines to Bottom Lines: Sports Data and Management Theory

This symposium brings together studies that use theories from management research to analyze the productivity of professional athletes, teams, and coaches from the NFL, NBA, and MLB. Conclusions center on the appropriateness of metrics in forecasting performance, the potential for deviant behavior among elite athletes, and the leadership of coaches.

Brian J. Hoffman, The University of Georgia, **Chair**

Brian D. Lyons, Wright State University, **Co-Chair**

Alexander C. LoPilato, The University of Georgia, Ben Overstreet, The University of Georgia, Brian J. Hoffman, The University of Georgia, **Team Distributional Performance and Team Outcomes**

Nathan A. Bowling, Wright State University, **Play Ball! Predicting Winning Percentage Among Major League Baseball teams**

Brian D. Lyons, Wright State University, Alexander C. LoPilato, The University of Georgia, Jacob L. Martin, The University of Georgia, Brian J. Hoffman, The University of Georgia, **More Talent Equals More Problems? Investigating Deviance in High Performers**

Samuel T. Hunter, Pennsylvania State University, Joshua Fairchild, Pennsylvania State University, Lily Cushenbery, Pennsylvania State University, **Leadership on the Gridiron: A Tale of Two Studies**

David V. Day, University of Western Australia, **Discussant**

Submitter: Brian Lyons, brian.lyons@wright.edu

141. Panel Discussion: 12:00 PM–1:20 PM 335 BC

Evaluating Leadership Development Programs: Balancing Science and Practice

The purpose of this panel discussion is to shed light on how to balance scientific rigor with practical constraints when evaluating leadership development programs targeting organizational-level outcomes. Topics to be discussed include integrating theory into evaluation, establishing meaningful metrics, limitations of traditional evaluation frameworks, and how to navigate unforeseen hurdles.

Taylor E. Sparks, HumRRO, **Co-Chair**

Beverly A. Dugan, HumRRO, **Co-Chair**

Jazmine E. Boatman, Development Dimensions International (DDI), **Panelist**

Tracy Patterson, Center for Creative Leadership, **Panelist**

Submitter: Taylor Sparks, sparks.taylor@gmail.com

142. Panel Discussion: 12:00 PM–1:20 PM 336 AB

Master's Degrees in I-O: Candid Conversations With Senior I-O Leaders

MA graduates in SIOP appear to be having a more difficult time staying within the field of I-O psychology. In bringing together 3 very well known master's degree recipients and one PhD, the aim is to empower and give guidance to these individuals seeking to stay within I-O psychology.

Adam Hilliard, Select International, **Chair**

Trent J. Burner, Wal-Mart Stores, Inc., **Panelist**

David Cohen, DCI Consulting Group Inc, **Panelist**

William C. Byham, Development Dimensions International (DDI),

Panelist

Frances Svyantek, Auburn University, **Panelist**

Submitter: Adam Hilliard, ahilliard@selectintl.com

143. Panel Discussion: 12:00 PM–12:50 PM 337 AB

Pay It Forward: Giving Back as I-O Psychologists

I-O psychologists are increasingly sharing their time and talent to support and strengthen communities and the world at large. This panel brings together practitioners and academics who are utilizing their I-O expertise to make a positive impact through service to others.

Laura L. Koppes Bryan, University of Baltimore, **Chair**

Jaci Jarrett Masztal, Burke, Inc., **Panelist**

Julie B. Olson-Buchanan, California State University-Fresno, **Panelist**

Tracey E. Rizzuto, Louisiana State University, **Panelist**

Jennifer Weiss, HR Alignment Consulting, **Panelist**

Submitter: Jennifer Weiss, jennifer.weiss@hralignment.net

144. Friday Seminars: 12:00 PM–3:00 PM 339 AB

3 CE credits for psychology purposes available.
Preregistration and extra fee required

Multilevel Models: Theory, Methods, and Analyses

Multilevel models are in vogue these days. Yet much confusion remains regarding their theoretical foundations; sampling, measurement, and experimental designs; and associated analytical techniques. This seminar will focus on how the above facets are all interrelated, highlight critical decision points for researchers, and illustrate advanced inferential and analytic techniques.

John E. Mathieu, University of Connecticut, **Presenter**

Gilad Chen, University of Maryland, **Presenter**

Russell E. Johnson, Michigan State University, **Coordinator**

Submitter: Russell Johnson, johnsonr@bus.msu.edu

145. Friday Seminars: 12:00 PM–3:00 PM 340 AB

3 CE credits for psychology purposes available.
Preregistration and extra fee required

Bullying at Work: Perspectives From Europe and North America

This seminar is presented by pioneering scholars of workplace bullying. Issues include definitions, labeling, measurement, power relationships, intent, perspective, causes, consequences, and efforts by organizations in the UK, continental Europe and North America to develop anti-bullying guidelines and practices.

Charlotte Rayner, Portsmouth Business School, **Presenter**

Loreleigh Keashly, Wayne State University, **Presenter**

Suzy Fox, Loyola University-Chicago, **Coordinator**

Submitter: Suzy Fox, sfox1@luc.edu

146. Community of Interest: 12:00 PM–1:20 PM 342

Expatriate Selection

Jessica L. Wildman, Florida Institute of Technology, **Host**

Thomas Rockstuhl, Nanyang Technological University, **Host**

Jeffrey M. Cucina, U.S. Customs and Border Protection,

Coordinator

147. Symposium/Forum: 12:00 PM–1:20 PM 343 AB

Understanding Identity Management of Stigmatized Individuals in the Workplace

Individuals with concealable stigmas constantly face identity management decisions in the workplace. Identity management is a complex, dynamic, and understudied process. This symposium presents 4 field studies that consider how disabled, religious, lesbian, gay, bisexual, and transgender (LGBT) employees manage their identities at work.

Eden B. King, George Mason University, **Chair**
 Afra S. Ahmad, George Mason University, **Co-Chair**
 Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Afra S. Ahmad, George Mason University, Rachel Trump, George Mason University, **Potential Consequences of Identity Management for LGBT Individuals**
 Larry R. Martinez, , Enrica N. Ruggs, Rice University, Katharine R.O. Bachman, Rice University, Michelle (Mikki) Hebl, Rice University, **Disabling the Stigma: Dual Perspectives of Acknowledgment Behaviors Concerning Disability**
 Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Amanda Anderson, George Mason University, Isaac Sabat, George Mason University, **Religious Identity Management and Discrimination: A Field Experiment**
 Jacob M. Waldrup, Florida International University, Jose F. Rodriguez, , **Embrace Yourself at Work: Disclosure and Authenticity Among LGB Employees**
 Ann Marie Ryan, Michigan State University, **Discussant**
 Submitter: Afra Ahmad, aahmad14@masonlive.gmu.edu

148. Symposium/Forum: 12:00 PM–1:20 PM 344 AB

Innovations in Online Simulations: Design, Assessment, and Scoring Issues

The presentations in this symposium focus on design- and measurement-related innovations in online, simulation-based assessment. These innovations relate to the construction of the scenario itself, including evoking targeted competencies through a variety of question types and how customized “branching” increases the realism of virtual role plays and other related assessments.

Patrick Gavan O'Shea, Human Resources Research Organization (HumRRO), **Chair**
 Deb Cohen, Society for Human Resources Management, Alexander Alonso, Society for Human Resource Management, David S. Geller, George Mason University, **Trends in Simulation-Based Assessments: Why Should You Consider One?**
 Paul R. Bernthal, Development Dimensions International (DDI), Aaron M. Stehura, Development Dimensions International (DDI), **Designing Virtual Assessments to Elicit Competency Relevant Behavior**
 Jennifer L. Geimer, Human Resources Research Organization (HumRRO), Dan J. Putka, Human Resources Research Organization (HumRRO), **Design and Scoring Innovations for Online Simulations**
 Suzanne Tsacoumis, Human Resources Research Organization (HumRRO), **Discussant**
 Submitter: Patrick O'Shea, goshea@humrro.org

149. Symposium/Forum: 12:00 PM–1:20 PM 346 AB

Interactions Among Support, Work, and Family: Who, When, and Where?

Building on research showing the value of workplace support for working families, this symposium empirically integrates different sources of workplace support with ethnicity, culture, and family context. Results indicate the associations among social support, work–family conflict, and strain vary across several contextual and individual factors.

Michael T. Ford, University at Albany, SUNY, **Chair**
 Michael M. Denunzio, Baruch College and The Graduate Center, CUNY, Kristen M. Shockley, Baruch College, CUNY, **The Never-Ending Cycle: Work–Family Conflict Loss Spirals**
 Michael T. Ford, University at Albany, SUNY, Jia Fei Jin, Southwestern University of Finance and Economics, **Support and Psychological Contracts: Familial Crossover in America and China**
 Lisa Kath, San Diego State University, Ashley M. Fierro, San Diego State University, Mark G. Ehrhart, San Diego State University, Michael Gates, San Diego State University, Jaynelle F. Stichler, San Diego State University, **Relative Importance of Social Support as Predictors of Work–Family Conflict**
 Cristina Rubino, California State University, Northridge, **Integrating Racioethnicity in Exploring Benefits of Organizational Support on Well-Being**
 Lauren Murphy, Harvard University, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Purdue University, Jack Dennerlein, Northeastern University/Harvard School of Public Health, **The Influence of Work–Family Conflict on Self-Reported Functional Ability**

Submitter: Michael Ford, mford@albany.edu

150. Symposium/Forum: 12:00 PM–1:20 PM Grand A

The Meaning and Measurement of Entitativity in Complex Organizational Forms

Research on emergent states and processes in teams is generally limited to individual, isolated small groups and neglects the complex team and organizational structures that characterize the modern workplace. Presentations in this symposium will share conceptual theories and empirical findings on the characteristics and functioning of these complex team formations.

Leslie A. DeChurch, Georgia Institute of Technology, **Chair**
 Gia DiRosa, U.S. Army Research Institute, **Co-Chair**
 Michael T. Braun, Michigan State University, Toshio Murase, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, **Understanding the Social Network: A Study of Dynamic Emergent States**
 Kara L. Orvis, Pacific Science & Engineering, Arwen Hunter DeCostanza, U.S. Army Research Institute, **Shared Mental Models of Command Intent**
 Raquel Asencio-Hodge, Georgia Institute of Technology, Toshio Murase, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Barthelémy Chollet, Grenoble Ecole de Management, Stephen J. Zaccaro, George Mason University, **Innovation in Cross-Functional Multiteam Systems**
 Andrew J. Slaughter, Texas A&M University, Gia DiRosa, U.S. Army Research Institute, Arwen Hunter DeCostanza, U.S. Army Research Institute, **Studying Group Cohesion Using Multirater Multiplex Networks**
 Travis Maynard, Colorado State University, **Discussant**
 Submitter: Gia DiRosa, gia.dirosa@gmail.com

151. Symposium/Forum: 12:00 PM–1:20 PM Grand B

Industry Differences: Mine Is Unique...Right?

Organizations believe important differences between industries exist and request industry-specific comparisons. This symposium will explore the size of differences in personality traits, values, competencies, and attitudes between industries. Job function and managerial level differences are also presented. Implications, including those for selection and development, are discussed.

Stacy Eitel Davies, PDI Ninth House, **Co-Chair**

Maynard Goff, PDI Ninth House, **Co-Chair**

Maynard Goff, PDI Ninth House, Sean Knudsen, PDI Ninth House,

An Exploration of Personality and Industry

Stephen Nichols, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, **Examining Values Across Industries and Job Families**

Rena Lenore Rasch, Kenexa, an IBM Company, **Industry**

Differences in Work Attitudes

Linda Halliburton, University of Minnesota, Bruce Center, University of Minnesota, Chu-Ting Chung, University of Minnesota, Alison Phillips, University of Minnesota, Louis N. Quast, University of Minnesota, **Enhancing Competency Through Leadership Development Programs**

Submitter: Stacy Davies, stacy.davies@pdinh.com

152. Panel Discussion: 12:00 PM–1:20 PM Grand C

Five Perspectives on Sharing Data for Large Scale Meta-Analyses

Access to unpublished research and databases owned by test publishers and organizations can be of value to meta-analytic research. There are many benefits, concerns, and complexities associated with sharing unpublished studies or data. This panel will discuss the academic, test publisher, organizational, legal, and journal editor perspectives of data sharing.

Kelly D. Dages, Vangent, Inc., **Chair**

Deniz S. Ones, University of Minnesota, **Panelist**

John W. Jones, Vangent Human Capital, **Panelist**

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

Gerald V. Barrett, Barrett & Associates, Inc., **Panelist**

Eric E. Brasher, Advocate Health Care, **Panelist**

Submitter: Kelly Dages, kelly.dages@vangent.com

153. Master Tutorial: 12:00 PM–1:20 PM

Grand D 1.5 CE credits for psychology purposes available

MQ/PQ Best Practices: Valid Selection at the First Hurdle

There is little practical information regarding the development and validation of legally defensible minimum and preferred qualifications (MQs/PQs). In this tutorial, the audience will learn about (a) MQ/PQ case law and legal guidelines, (b) best practices for developing MQs/PQs, and (c) MQ/PQ content validation methodologies.

Lisa J. Lewen, Aon Hewitt, **Presenter**

A. James Illingworth, APTMetrics, Inc., **Presenter**

Submitter: Lisa Lewen, Lisa.Lewen@aonhewitt.com

154. Panel Discussion: 12:00 PM–1:20 PM Grand E

Big Data: A Big Opportunity for Industrial and Organizational Psychology

The emergence of big data and talent analytics represents an opportunity for our profession. The opportunity is to promote evidence-based decision making in HR that capitalizes on our unique professional capabilities. This session provides a forum to hear from early adopters of talent analytics about their experiences, lessons, and guidance.

Jeffrey D. Fecteau, SHL, **Chair**

Debra D. Mitchell, Sprint, **Panelist**

Janet Manzuolo, Time Warner Cable, **Panelist**

Todd Carlisle, Google, **Panelist**

Eugene Burke, SHL Group Ltd., **Panelist**

Submitter: Jeffrey Fecteau, jfacteau@previsor.com

155. Symposium/Forum: 12:00 PM–1:20 PM Grand F

Why Is the Leadership Development Industry Failing?

Since 1995, leadership development has grown 30% into a \$12B industry in the U.S. In the same time, public confidence in leadership has declined 30%, and most corporations report lacking adequate leadership capacity. This session discusses why the leadership industry seems to be failing and what to do about it.

Robert B. Kaiser, Kaiser Leadership Solutions, **Chair**

Robert B. Kaiser, Kaiser Leadership Solutions, **The Disconnect Between Development and the Evolutionary Laws of Leadership**

Gordon J. Curphy, Independent Consultant, **Investing in the Wrong Vehicle: The Neglect of Team Leadership**

Barbara Kellerman, Harvard University, **Things Change:**

Leadership, Followership, and the Indolence of an Industry

Robert Hogan, Hogan Assessment Systems, **Rethinking Leadership Training**

Larry W. Norton, Hostess Brands, Inc., **Discussant**

Submitter: Robert Kaiser, robertbkaiser@gmail.com

156. Panel Discussion: 12:00 PM–1:20 PM Grand H

Serving as an Expert Witness: Advice From the Trenches

I-O psychologists with extensive experience serving as expert witnesses and a civil rights lawyer share their views on the challenges and rewards of this line of work. Topics for discussion include ethical issues and responsibilities, the pressures of being deposed and taking the stand, and KSAOs required to be successful.

Jessica Keeney, APTMetrics, **Co-Chair**

Michael E. Moomaw, APTMetrics, Inc., **Co-Chair**

James L. Outtz, Outtz and Associates, **Panelist**

Nancy T. Tippins, CEB Valtera, **Panelist**

Kathleen Kappy Lundquist, APTMetrics, **Panelist**

Harold W. Goldstein, Baruch College, CUNY, **Panelist**

Cyrus Mehri, Mehri & Skalet, PLLC, **Panelist**

Submitter: Jessica Keeney, jkeeney@aptmetrics.com

**157. Roundtable/Conversation Hr: 12:00 PM–1:20 PM
Grand I****Assessing at the Top: Lessons for Senior Executive Assessment**

This session will encourage a candid discussion of how to best assess talent at a level of the organization that may have little time or tolerance for traditional leadership assessment methods. Challenges, tradeoffs, successes, and failures will be highlighted to help determine the best approaches for assessment at this level.

Brian J. Ruggeberg, Aon Hewitt, *Host*
Lorraine C. Stomski, Aon Hewitt, *Host*
Megan Morreale, Microsoft, Corporation, *Host*

Submitter: Brian Ruggeberg, brian.ruggeberg@aonhewitt.com

**158. Panel Discussion: 12:00 PM–1:20 PM
Grand J****Horses for Courses: Talent Strategies for Asia**

Most popular talent strategies were developed and tested in developed markets. But market, culture, and workforce characteristics may require different practices. Providing an applied and research-based perspective, this session will share insights into what works and what doesn't when transported to Asia and into Asian organizations.

Alison R. Eyring, Organisation Solutions Pte, Ltd., *Chair*
James D. Eyring, Organisation Solutions Pte, Ltd., *Panelist*
Karen B. Paul, 3M, *Panelist*
Stephane Michaud, Mitsubishi Corporation, *Panelist*
Richard D. Arvey, National University of Singapore, *Panelist*

Submitter: Alison Eyring, areyring@organisationsolutions.com

159. Poster: 1:00 PM–1:50 PM**Ballroom of the Americas****Judgment & Decision Making/Training****159-1 The Effect of Problem Construction on Solution Quality and Originality**

The purpose of this study was to examine the relationship between the quality and originality of the problem-construction process and solution creativity to real-world problems. Problem construction quality and originality significantly influenced solution creativity, but the nature of this relationship varied by problem.

Nicholas J. Arreola, University of Nebraska-Omaha
Roni Reiter-Palmon, University of Nebraska-Omaha
Submitter: Nicholas Arreola, narreola@unomaha.edu

159-2 Creativity Training: Examining Content, Format, and Activity Type

Innovation is becoming an important force in today's turbulent economy. This study examined 1 method to improve creative performance. In particular, various types of training delivery methods were compared. The results suggest a need to match activity types with the type of knowledge used during training to maximize effectiveness.

Cristina L. Byrne, Federal Aviation Administration
Amanda Klabzuba, Kenexa, an IBM Company

Kimberly S. Hester, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Cristina Byrne, cristina.byrne@faa.gov

159-3 Conscious and Nonconscious Drivers of Social Influence Resistance at Work

A model of resistance to social influence behavior is proposed explaining the role of social perceptions and goal attainment, both conscious and nonconscious, in determining likelihood of resistance. The process is (a) iterative, in that past interactions shape future ones, and (b) shaped by needs, monitoring functions, and regulatory factors.

Jeffrey R. Bentley, State University of New York at Buffalo
Brooke A. Shaughnessy, State University of New York at Buffalo
Darren C. Treadway, State University of New York at Buffalo

Submitter: Jeffrey Bentley, Bentley.Jeff@gmail.com

159-4 Prophets Versus Profits: How Market Competition influences Leaders' Disciplining Behavior

This study investigated how market competition affects leaders' disciplining behavior. Three studies found that with increased market competition, leaders' evaluation standards for wrongdoings become more instrumental and less moral. Leaders in competitive markets are more led by the profitability of the transgressions for the company than leaders in less competitive markets.

Pieter Desmet, Rotterdam School of Management
Niek Hoogervorst, Rotterdam School of Management

Submitter: Pieter Desmet, desmet@law.eur.nl

159-5 Experts' and Novices' Success and Failure in a Business Simulation

This study investigates complex problem solving and dynamic decision making of novices and experts in a highly complex computer simulation. Experts outperformed novices and showed in their strategies more in-depth information collection and fewer changes in their advertising, market research, and personnel decisions.

C. Dominik Guess, University of North Florida
Edelstein Hannah, University of North Florida
Junior A. Badibanga, University of North Florida

Submitter: C. Dominik Guess, dguess@unf.edu

159-6 Sunk Cost: Going For Broke or Staying in the Game

Sunk costs bedevil decision makers in risky ventures. Three studies explored the effect of construct measurement and decision structure on the sunk cost effect. If a binary choice variable is used, sunk costs dominate decision making. However, if a continuous variable is used sunk costs have no effect.

Bess Puvathingal, Temple University
Donald A. Hantula, Temple University

Submitter: Donald Hantula, hantula@temple.edu

159-7 Infatuated by Their Own Reflections: Why Narcissists Won't Listen

This study examined how narcissism relates to advice taking, and mechanisms that explain this relationship. Using a field

and a laboratory study, the researchers found that narcissism and advice taking are negatively related. This relationship was mediated by the perceived usefulness of the advice.

Edgar E. Kausel, University of Chile
Pedro Ig Leiva, University of Chile
Satoris S. Culbertson, Kansas State University
Jerel E. Slaughter, University of Arizona

Submitter: Edgar Kausel, ekausel@unegocios.cl

159-8 Greedy Groups Fear No Evil: Motives Behind the "Discontinuity Effect"

This study extended previous research where the discontinuity effect has been demonstrated in interactive decision tasks that involved both fear and greed as potential motives for competition. Though using 3 different decision paradigms, it was found that greed, not fear, is the only motive that drives the discontinuity effect.

Ke Mai, University of Arizona
Tamar Kugler, University of Arizona
William Becker, Texas Christian University

Submitter: Ke Mai, kemai@email.arizona.edu

159-9 Gender Differences in the Effectiveness of Trust Repair Efforts

This laboratory study investigates the conditions under which 3 types of repair efforts (apologies, reparations, and regulations) are effective by examining the moderating role of the type of trust breach (integrity, competence), the gender of the manager violating trust, and the gender of the participant whose trust is violated.

Kristie L. McAlpine, Cornell University
Haeseen Park, Cornell University
Heeman Park, Ohio State University
Lisa Dragoni, Cornell University

Submitter: Kristie McAlpine, klm325@cornell.edu

159-10 The Effects of Manipulated Regulatory Focus on Goal Disengagement

This study investigated the effects of manipulated regulatory focus on goal disengagement. To explore disengagement, participants engaged in a computerized business simulation. Regulatory focus was manipulated through the managerial position description given to participants. Results reveal that manipulated regulatory focus significantly influences disengagement behavior.

Yael Oelbaum, Baruch College, CUNY
Loren J. Naidoo, Baruch College, CUNY
Submitter: Yael Oelbaum, yael.fligelman@gmail.com

159-11 Decision-Making Processes Underlying Work-Family Conflict

This study examined key decision-making processes underlying work-family conflict. Grounded in behavioral reasoning theory, results indicated that behavioral reasons to work extra hours not only predicted behavior (beyond the theory of planned behavior) but also directly predicted work-family conflict. New approaches for mitigating work-family conflict through decision processes are discussed.

Rebecca R. Zusman, SRA International
James D. Westaby, Columbia University, TC
Submitter: Rebecca Zusman, rebecca.zusman@gmail.com

159-12 Case-Based Instructional Strategies: Effects on Learning and Ethical Decision Making

Elaboration and writing of ethics cases, 2 well-established instructional strategies, were examined with regard to learning and ethical decision making (EDM). Findings indicated that participants who elaborated on a structured case, and the control group, outperformed the other groups in terms of knowledge acquisition, execution of sensemaking processes, and EDM.

Zhanna Bagdasarov, University of Oklahoma
Lauren N. Harkrider, Kenexa, an IBM Company
James F. Johnson, University of Oklahoma
Alexandra E. MacDougall, University of Oklahoma
Lynn D. Devenport, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Zhanna Bagdasarov, zhannab@ou.edu

159-13 Contextual and Individual Factors in Cases: Influences on Ethical Decision Making

The influences of contextual and individual factors embedded in case content were explored with regard to ethical decision making (EDM). Cases were manipulated to include descriptions of the social context and characters' goals. Results indicated that a description of the social context facilitated execution of sensemaking processes and improved EDM.

Zhanna Bagdasarov, University of Oklahoma
James F. Johnson, University of Oklahoma
Chase E. Thiel, Central Washington University
Lauren N. Harkrider, Kenexa, an IBM Company
Shane Connelly, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Zhanna Bagdasarov, zhannab@ou.edu

159-14 Goal Orientation and Attribution Style Predict Disaster Relief Training Outcomes

This study explored whether goal orientation and attribution style predicted success in disaster training. Undergraduates ($N = 257$) received Red Cross training in disaster shelter management. Learning goal orientation predicted training retention 3 weeks later, and attribution style predicted both retention and subsequent self-efficacy. Implications for disaster relief organizations are discussed.

Cody B. Cox, Texas A&M University-San Antonio
Rosa Law, University of Texas at Brownsville
William Davis, University of Texas at Brownsville
Deborah Huerta, University of Texas at Brownsville
Submitter: Cody Cox, ccox@tamusa.tamusc.edu

159-15 Optimizing Demonstration-Based Training in Management Education Contexts Through Instructional Features

Considering the nature of work as increasingly complex, demonstration-based training (DBT) becomes a viable option to promote active learning and maximize effectiveness. Consequently, this study provides a theoretical framework of

instructional features, describes them, and provides guidelines to enhance DBT for management education.

Rebecca Grossman, University of Central Florida
Jennifer Feitosa, University of Central Florida
Eduardo Salas, University of Central Florida
Davin Pavlas, Riot Games
Michael A. Rosen, Johns Hopkins University School of Medicine
Submitter: Jennifer Feitosa, jfeitosa@ist.ucf.edu

159-16 Investigating the Dynamics of Transfer Over Time

This qualitative study attempts to better understand long-term transfer. Interviewers asked Fellows what, how, and why they transferred what they learned in training to their job. These autonomous professionals chose to use varied ideas in different ways over time.

Stephen L. Yelon, Michigan State University
Simon J. Golden, Michigan State University
J. Kevin Ford, Michigan State University
Submitter: Simon Golden, goldensi@msu.edu

159-17 Exploration and Complex Task Learning: A Between- and Within-Person Examination

This study examined the direct role of exploratory behavior in active-learning training. Findings provide evidence for the beneficial effects of exploratory behavior on learning and reveal important environmental and individual-difference antecedents. Results are discussed in relation to classic criticisms of discovery learning and the role of guidance in exploration-based training.

Jay H. Hardy, University of Oklahoma
Eric A. Day, University of Oklahoma
Michael G Hughes, University of Oklahoma
Xiaoqian (Stella) Wang, Mobley Group Pacific Ltd.
Matthew J. Schuelke, U. S. Air Force Research Laboratory
Submitter: Jay Hardy III, jhhardy@ou.edu

159-18 Structuring Case-Based Ethics Training: Effects of Comparing Cases and Prompts

Effects of case presentation and prompts on case-based ethics training effectiveness were examined. Some structure, either comparing cases with unstructured prompts or sequential cases with structured prompts, improved transfer performance. Too much structure decreased ethical decision making, suggesting there can be too much of a good thing when structuring training.

Lauren N. Harkrider, Kenexa, an IBM Company
Alexandra E. MacDougall, University of Oklahoma
Zhanna Bagdasarov, University of Oklahoma
James F. Johnson, University of Oklahoma
Michael D. Mumford, University of Oklahoma
Submitter: Lauren Harkrider, Lauren.Harkrider@Kenexa.com

159-19 Assessing the Indirect Effects of Self-Efficacy Sources on Learning

This study developed and validated a diagnostic assessment method to identify sources of low pretraining self-efficacy. These self-efficacy sources indirectly related to learning outcomes through training self-efficacy. Results suggest that person analysis in training should focus on assessing motivational pathways rather than constructs in isolation.

Garett N. Howardson, George Washington University
Tara S. Behrend, George Washington University
Submitter: Garett Howardson, garett.howardson@gmail.com

159-20 Does College Teach Critical Thinking? A Meta-Analysis

Employers and educators view critical thinking as an essential skill, yet it remains unclear how effectively it is being taught. This study synthesizes effect sizes for gains on critical thinking over the span of college. Additional focus on critical thinking may represent a misallocation of valuable resources.

Christopher R. Huber, University of Minnesota
Nathan R. Kuncel, University of Minnesota
Submitter: Christopher Huber, huber195@umn.edu

159-21 Comparative Effectiveness of AARs in Colocated and Distributed Training Environments

The comparative effectiveness of colocated and distributed after-action reviews (AAR) is relatively unknown. This study indicates that the AAR improves performance in colocated and distributed training environments over non-AAR conditions; however, there were no differences between the colocated and distributed conditions. In addition, there were no differences for declarative knowledge.

Steven Jarrett, Select International
Ryan M. Glaze, Texas A&M University
Ira Schurig, Texas A&M University
Winfred Arthur, Texas A&M University
Gonzalo J. Munoz, Texas A&M University
Andrew M. Naber, Texas A&M University
Jennifer N. McDonald, Texas A&M University
Winston R. Bennett, Training Research Laboratory
Submitter: Steven Jarrett, sjarrett@selectintl.com

159-22 Learner Control: Individual Differences, Control Perceptions, and Control Usage

This study examined learner control perceptions and usage as mediators of the relationship between individual differences and learning in learner-controlled training. Cognitive ability increases learning both directly and indirectly by decreasing control perceptions and control usage, and maximization indirectly decreases learning by increasing control perceptions and usage.

Michael N. Karim, George Washington University
Tara S. Behrend, George Washington University
Submitter: Michael Karim, mnkarim@gwmail.gwu.edu

159-23 Interaction Between Modeling Strategies and Goal Orientations on Training Outcomes

This study investigates the joint effect of modeling strategies and goal orientations on different training outcomes. 275 trainees were randomly distributed in conditions showing either a positive or a mixed-model display. Results show distinct effect of model displays on attitudes and behaviors of trainees depending of their goal orientation.

Martin Lauzier, UQO
Robert R. Haccoun, University de Montreal
Submitter: Martin Lauzier, martin.lauzier@uqo.ca

159-24 Complicating Case-Based Ethics Instruction Through Incrementally Built Cases

Case-based reasoning has long been used to facilitate instructional effectiveness. Nonetheless, there is uncertainty concerning the most beneficial way to present case material. The purpose of this study was to examine the influence of incremental case building and forecasting outcomes, 2 teaching techniques, on learning and transfer in ethics education.

Alexandra E. MacDougall, University of Oklahoma
Lauren N. Harkrider, Kenexa, an IBM Company
Zhanna Bagdasarov, University of Oklahoma
James F. Johnson, University of Oklahoma
Michael D. Mumford, University of Oklahoma

Submitter: Alexandra MacDougall, amacdougall@ou.edu

159-25 The Relationship Between Training Scores and Store-Level Outcomes

This study investigated the relationship between individual training scores and organizational performance indicators across 304 gas and convenience stores. Sufficient evidence for aggregation of training scores was present in the data. Results demonstrated that stores with higher training scores had less turnover and better customer service ratings.

Courtney A. Nelson, The University of Tulsa
Bradley J. Brummel, The University of Tulsa
Christopher Wright, Corporate Survey.com

Submitter: Courtney Nelson, nelsonca2@gmail.com

159-26 Third Generation Training: An Empirical Investigation

This study outlines some defining characteristics of a third generation approach to training design, differentiates this approach from first and second generation approaches, and compares first and third generation approaches to training design in terms of 3 dependent variables: recall, near transfer, and far transfer.

Tristan Q. Nelson, Colorado State University
Kurt Kraiger, Colorado State University

Submitter: Tristan Nelson, tristqnelson@gmail.com

159-27 Comparison of Instructional Methods Effects on Army Training Course Outcomes

Army noncommissioned officers (NCOs) evaluate subordinates' performance using NCO Evaluation Reports (NCOERs). This study compared 2 approaches to training NCOs to use NCOERs: problem-centered instruction and direct instruction. With both approaches, NCOs exhibited more organized structural knowledge networks and increased task performance. The approaches exhibited some differences in the knowledge representations.

Brian Perdomo, Consortium Research Fellows Program/U. S. Army Research Institute

Robert J. Pleban, U. S. Army Research Institute
Paul N. Blankenbeckler, Northrop Grumman Corp.
Michael D. Dlubac, Northrop Grumman Corp

Submitter: Brian Perdomo, perdobl@auburn.edu

159-28 Feedback in Videogames: The Effects on Desired Learning Outcomes

This effort examined the relationships between assessment presentation (feedback) and declarative knowledge, knowl-

edge organization, application, and motivation. Sixty-two participants played a computer-based videogame. Results suggest that feedback content/timing (i.e., in-process or completion) differentially influences desired learning outcomes. Implications for training research and practice are discussed.

Scott Ramsay, University of South Florida
Wendy L. Bedwell, University of South Florida
Kyle Heyne, Institute for Simulation and Training
Eduardo Salas, University of Central Florida

Submitter: Philip Ramsay, PSRamsay@mail.usf.edu

159-29 Cognitive Resources, Directed Thought, and Task Performance: Meta-Analyzing Mind Wandering

This meta-analysis quantitatively summarizes research findings on the popular phenomenon of mindwandering, or task-unrelated thought (TUT; Smallwood & Schooler, 2006), along with its counterpart—task-related thought (TRT)—in order to determine their relationship with important antecedents (cognitive resources), moderators (task complexity and time on task), and outcomes (task performance).

Jason G. Randall, Rice University
Fred Oswald, Rice University

Submitter: Jason Randall, jason.randall@rice.edu

159-30 Core Proactive Motivational Processes in Continuing Professional Development Across Groups

This study examined motivation to participate in nonmandatory PD within a proactive motivation processes framework. A multi-group invariance analysis was undertaken to determine whether perceptions of these processes were similar for 2 groups of employees with distinctly different roles in a university setting.

Kim S. Sankey, University of Southern Queensland
Michael A. Machin, University of Southern Queensland

Submitter: Kim Sankey, sankeyk@usq.edu.au

159-31 Return on Investment of a Master's Education in Industrial-Organizational Psychology

This study estimates the financial return of a master's education in I-O psychology. Depending on the financial support received at the time of graduate training, the return on investment ranged from 786% to 2,226%, internal rate of return from 19.14% to 38.32%, and payback period from 5.89 years to 15.52 years.

Felix Thai, Middle Tennessee State University
Michael B. Hein, Middle Tennessee State University
Dana Fuller, Middle Tennessee State University

Submitter: Felix Thai, felix.thai@gmail.com

159-32 Do Learning Styles Matter?

Learning styles matter when trainees are low in cognitive ability. Military personnel with a group learning style orientation were less confident they could perform well on a task when they were low in cognitive ability. Learning styles did not matter for high cognitive ability trainees.

Annette Towler, DePaul University
Daniel S Stanhope, North Carolina State University
Eric A. Surface, SWA Consulting Inc.

Submitter: Annette Towler, atowler@depaul.edu

160. Special Events: 1:00 PM–1:50 PM Grand G

SIOP Honors and Awards: Navigating the Requirements for Career Recognition

For decades, SIOP has been acknowledging the outstanding efforts of its members, but many deserving contributions may remain unrecognized because of lack of knowledge about the availability of awards or nomination process. The purpose of this session is to increase SIOP member understanding of SIOP's Fellowship and Awards processes.

Jerry W. Hedge, RTI International, **Presenter**
David P. Baker, IMPAQ International, **Presenter**
Leaetta M. Hough, Dunnette Group, Ltd., **Presenter**

Submitter: Jerry Hedge, jhedge@rti.org

161. Symposium/Forum: 1:30 PM–2:50 PM 335 A

The Topography of Performance: Maximum, Typical, and Dynamic Performance

Four primary studies conducted in North America, Asia, and Europe address the nature and discriminant validity of maximum, typical, and dynamic performance. They call attention to the importance of dynamic performance but also of different contextual factors (culture, supervisory leadership style) that impact reactions to both performance situations and dynamics.

Brian J. Hoffman, The University of Georgia, **Chair**
Ute-Christine Klehe, Justus Liebig Universität Giessen, **Co-Chair**
Alyssa M. Gibbons, Colorado State University, Sang Eun Woo, Purdue University, Umamaheswari Kedharnath, Colorado State University, Angela K. Bowen, Colorado State University, **Variance in Motivation to Engage in Developmental Assessment Centers**

Ute-Christine Klehe, Justus Liebig Universität Giessen, Annebel HB de Hoogh, Vrije Universiteit Amsterdam, Jessica Grazi, University of Giessen, Martin Kleinmann, University of Zurich, **Perceptions and Motivation in Maximum Situations: A Question of Leadership**

Elizabeth L. Monahan, The University of Georgia, Brian J. Hoffman, The University of Georgia, Chelsea A Rowe, The University of Georgia, Brian D. Lyons, Wright State University, **Evaluating the Construct Validity of Distributional Performance Characteristics**

Jochen Reb, Singapore Management University, Lance Ferris, The Pennsylvania State University, Huiwen Lian, The Hong Kong University of Science and Technology, Dionysius Ang, INSEAD, **Exploring the Influence of Culture on Evaluations of Dynamic Performance**

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

Submitter: Brian Hoffman, hoffmanb@uga.edu

162. Symposium/Forum: 1:30 PM–2:50 PM 335 BC

Impression Management in Employment Interviews: Detection, Individual Differences and Stereotypes

Impression management (IM) during interviews can be honest or deceptive. Can interviewers detect deceptive IM? When interviewees use IM, what are interviews measuring? Are some interviewers more sensitive to IM tactics and could applicant characteristics moderate this? This symposium features 4 studies investigating the true versus deceptive nature of IM.

Deborah M. Powell, University of Guelph, **Chair**
Nicolas Roulin, University of Lausanne, Adrian Bangerter, University of Neuchatel, Julia Levashina, Kent State University, **Honest and Deceptive Impression Management Detection and Interview Question Type**

Joshua S. Bourdage, Western University, Kibeom Lee, University of Calgary, **An Investigation of Personality, Impression Management, and Interview Performance**

Leann Schneider, University of Guelph, Deborah M. Powell, University of Guelph, **The Role of Social Skill in Effective Impression Management**

Eva Derous, Ghent University, Daphne Chin-Kon-Sung, DilemmaConsult, **Do Impression Management Tactics Pay Off for Ethnic Minority Applicants?**

Allen I. Huffcutt, Bradley University, **Discussant**

Submitter: Deborah Powell, dpowell@uoguelph.ca

163. Symposium/Forum: 1:30 PM–2:50 PM 336 AB

Profiles in Commitment: Person-Centered Approaches to Organizational Commitment

Researchers have increasingly recognized the value of person-centered (i.e., profile) approaches to organizational commitment. This symposium presents 4 studies investigating various profiles of organizational commitment. These studies illustrate the types of profiles that exist and investigate antecedents as well as focal and discretionary behaviors related to profiles.

Adam H. Kabins, Texas A&M University, **Co-Chair**
Mindy E. Bergman, Texas A&M University, **Co-Chair**
Nicholas L. Bremner, Carswell Partners, Chester Kam, University of Western Ontario, John P. Meyer, University of Western Ontario, Irina Goldenberg, Department of National Defence, **Commitment Profiles Among Canadian Forces Personnel: Generalizability and Correlates**

Mindy E. Bergman, Texas A&M University, Adam H. Kabins, Texas A&M University, Justin K. Benzer, VA Healthcare System, **Likelihood to Commit: Attachment Cognitions as Predictors of Commitment Profiles**

Ian R. Gellatly, University of Alberta, Michael J. Withey, Memorial University, **Commitment Profiles: Implications for Perceived Constraint and Voluntary Work Behavior**

Adam H. Kabins, Texas A&M University, Xiaohong Xu, Texas A&M University, Christopher M. Berry, Texas A&M University, Mindy E. Bergman, Texas A&M University, **A Profile of Profiles: A Meta-Analysis of Commitment Profiles**

Robert R. Sinclair, Clemson University, **Discussant**

Submitter: Mindy Bergman, mindybergman@tamu.edu

164. Panel Discussion: 1:30 PM–2:50 PM 337 AB

Creating Synergies: Competency Models to Develop and Integrate HR Systems

Recent sessions have remained largely focused on issues regarding competency model (CM) development. This panel brings together researchers and practitioners to attempt to redirect this trend by offering a theoretically and practically oriented conceptualization of CM and by discussing its application toward creating synergies among HR systems within organizations.

Michael C. Campion, University of South Carolina, **Co-Chair**
Michael A. Campion, Purdue University, **Co-Chair**

Juan I. Sanchez, Florida International University, **Panelist**
 Nancy T. Tippins, CEB Valterra, **Panelist**
 Kenneth Pearlman, Independent Consultant, **Panelist**
 Brian J. Ruggeberg, Aon Hewitt, **Panelist**
 Linda S. Carr, Research in Motion, **Panelist**
 Marylynn Downing, Walgreen's, **Panelist**
 John P. Muros, AT&T, **Panelist**

Submitter: Michael Campion, michael.campion@grad.moore.sc.edu

165. Community of Interest: 1:30 PM–2:50 PM 342

HOT TOPIC: SIOP Members and Public Policy: Evaluating Teacher Performance

Deidra J. Schleicher, Texas A&M University, **Host**
 Paul E. Levy, University of Akron, **Host**
 Deirdre J. Knapp, HumRRO, **Host**
 Jessica M. Nicklin, University of Hartford, **Coordinator**

166. Symposium/Forum: 1:30 PM–2:50 PM 343 AB

Employees Leave Organizational Cultures Too... Not Just Their Managers

This symposium brings together a diverse set of papers that investigate the role of organizational culture, both as perceived by individuals and as collective property of work groups, on turnover intentions, actual turnover outcomes, and related psychological processes (e.g., satisfaction and organizational commitment).

Levi R. Nieminen, Denison Consulting, **Chair**
 Pamela R. Waltz, Northern Illinois University, Marina N. Astakhova, University of Texas at Tyler, **Beyond Culture: Retaining Passionate Employees**
 Levi R. Nieminen, Denison Consulting, Yourui Yeo, University of Michigan, **A Work Unit Analysis of Culture Traits and Turnover Outcomes**
 Julie Palmer-Schuyler, Webster University, Chris Gouridine, Accounting and Logistics Services, Inc., Leora Gilboa, Amdocs Corporation, **Organizational Culture Perceptions, Preferences, Differences, and Satisfaction**
 Alfred Presbitero, Nanyang Technological University, Peter H. Langford, Voice Project, **Intention to Stay and Work Practices: A Configural Approach**
 Daniel R. Denison, International Institute for Management Development, **Discussant**

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

167. Symposium/Forum: 1:30 PM–2:50 PM 344 AB

Leadership and Team Processes in Safety-Critical Environments

In this symposium, 4 researchers will present results of studies investigating leadership and team-related processes in safety-critical environments. Industries represented are healthcare, natural resources, and aviation. A question-and-answer session will allow for audience questions following the presentations.

Gillian B. Yeo, University of Western Australia, **Chair**
 Daniela Andrei, University of Western Australia, Gillian B. Yeo, University of Western Australia, Mark Griffin, University of Western Australia, Eva Van Drumpt, University of Western Australia, David V. Day, University of Western Australia, **Leadership Functions in Action Teams: Differences Across Phases and Time**

Michaela Kolbe, ETH Zurich, Mona Weiss, ETH Zurich, M. Dambach, University Hospital Zurich, C. Schick, University Hospital Zurich, A. Marty, University Hospital Zurich, Gudela Grote, ETH Zurich, Donat R. Spahn, University Hospital Zurich, Bastian Grande, University Hospital Zurich, **Training Anesthesia Team Members to Speak Up: A Simulation-Based Study**

Catalina Otoi, Babes-Bolyai University, **Emergent States in Constantly Changing Teams**

Laura Fruhen, University of Aberdeen, Rhona H. Flin, University of Aberdeen, Kathryn Mearns, HSE, Barry Kirwan, EUROCON-TROL, **Senior Managers' Skills and Their Safety Commitment**

Submitter: Gillian Yeo, gillian.yeo@uwa.edu.au

168. Panel Discussion: 1:30 PM–2:50 PM 346 AB

If I Knew Then...: Survival Guide for Early Career Practitioners

Graduate programs train students in core aspects of the field; however, those pursuing practitioner roles often find they did not learn everything in school they need to succeed. Geared towards early career practitioners, seasoned I-O professionals will discuss key competencies learned while surviving and thriving in practitioner roles.

Matthew J. Such, SHL, **Chair**
 Kristina R. Barr, SHL, **Panelist**
 Catherine S. Clause, Pfizer, **Panelist**
 Kathy MacKay, Aon Hewitt, **Panelist**
 Jessica Osedach, Bank of America, **Panelist**
 Heather D. Rooney, First Advantage, **Panelist**

Submitter: Kathy MacKay, kdmackay223@att.net

169. Symposium/Forum: 1:30 PM–2:50 PM Grand A

Advances in the Use of Personality to Predict Workplace Criteria

Although research relating personality to work outcomes has progressed, more is needed to refine the criteria that are predicted by different traits and relevant boundary conditions involved. This session presents 4 papers that approach the issue of what is understood about using personality tests to predict criteria from different perspectives.

Chet Robie, Wilfrid Laurier University, **Chair**
 Jason L. Huang, Wayne State University, Keith L. Zabel, Wayne State University, Ann Marie Ryan, Michigan State University, Ashley E. J. Palmer, Hogan Assessment Systems, **Personality and Adaptive Performance at Work: A Meta-Analytic Investigation**
 Matthew I. Brown, Central Michigan University, Ashita Goswami, Central Michigan University, Neil Christiansen, Central Michigan University, Matthew S. Prewett, Central Michigan University, **The Relationship Between Work-Team Personality Composition and Performance Revisited**
 Benjamin A. Tryba, Florida Institute of Technology, Richard L. Griffith, Florida Institute of Technology, Pamela S. Jackson, Florida Institute of Technology, Samantha J. Lilly, Florida Institute of Technology, Samantha R. Wells, , Yumiko Mochinushi, Recruit Management Solutions Co., Ltd., Amy R. Gammon, Ripon College, **End of the World? Faking and Organizational Criteria**
 Kevin M. Dawson, Central Michigan University, Neil Christiansen, Central Michigan University, Robert P. Tett, University of Tulsa, **All Else Being Equal: Validity of Personality and Cognitive Tests**
 L. A. Witt, University of Houston, **Discussant**
 Submitter: Chet Robie, crobie@wlu.ca

170. Panel Discussion: 1:30 PM–2:50 PM Grand B

The Leadership Research–Teaching Gap: Closing the Gap, Starting Today!

A management research–teaching gap has been suggested for over a decade. Recent analysis of 376 syllabi quantifies this gap for 26 leadership topics. A panel of 4 editors and a textbook author discuss the gap and identify the most underrepresented leadership topics that should be included in leadership courses.

Michael D. Mumford, University of Oklahoma, **Co-Chair**
Gerald F. Burch, Virginia Commonwealth University, **Co-Chair**
Neal M. Ashkanasy, University of Queensland, **Panelist**
Ronald H. Humphrey, Virginia Commonwealth University, **Panelist**
Kevin B. Lowe, University of North Carolina-Greensboro, **Panelist**
Ronald E. Riggio, Claremont McKenna College, **Panelist**

Submitter: Gerald Burch, burchgf@vcu.edu

171. Panel Discussion: 1:30 PM–2:50 PM Grand C

IGNITE + Panel Session Combo: Analytics Stories of Partnership

Four organizations will share stories of analytical support tailored to address strategic, line-management concerns. As important as the analyses themselves are the lessons of partnership across functions. After IGNITE intros (based on 20 automatically advancing slides every 15 seconds), the format shifts to interactive panel discussion with the audience.

Scott M. Brooks, OrgVitality, **Chair**
Kira L. Barden, Starwood Hotels & Resorts Worldwide, Inc., **Panelist**
Kathryn Dekas, Google, **Panelist**
David Futrell, Eli Lilly and Company, **Panelist**
Steven Katzman, KPMG LLP, **Panelist**
Matthew V. Valenti, Starwood Hotels & Resorts Worldwide, Inc., **Panelist**

Submitter: Scott Brooks, scottbrooks@orgvitality.com

172. Panel Discussion: 1:30 PM–2:50 PM Grand D

Getting Impact From Surveys: Avoiding More Yakkety-Yak

Successful survey programs are more aligned to the firm's strategic business priorities through actionable content; new data collection and analyses; powerful, quick, easy-to-use reporting; and action planning tools and support. The panel of experienced practitioners will discuss research and their own practices to help organizations develop and take impactful action.

Allen I. Kraut, Baruch College/Kraut Associates, **Chair**
Kristofer J. Fenlason, 3M, **Panelist**
Jerry Halamaj, Hay Group, **Panelist**
Melinda J. Moye, John Deere, **Panelist**
David H. Oliver, Frito-Lay North America, **Panelist**
Mark Royal, Hay Group, **Panelist**
Susan A. Walker, FedEx Freight, **Panelist**

Submitter: Susan Walker, sawalker@fedex.com

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

Current Advancements in Research on Women Leaders: Triumphs and Roadblocks

Although significant strides have been made, women continue to face barriers in the workplace. Understanding current research pertaining to the current dynamic of women in leadership would benefit researchers and practitioners. This symposium offers 4 contributions to understand current research and practice behind the challenges that women face in leadership.

Chloe Lemelle, AT&T, **Chair**
Samantha C. Paustian-Underdahl, University of Alabama, Steven G. Rogelberg, University of North Carolina at Charlotte, Ines C. Wichert, Kenexa, an IBM Company, Rena Lenore Rasch, Kenexa, an IBM Company, Eden B. King, George Mason University, Zoa M. Ordonez, University of North Carolina at Charlotte, **Cross-Cultural Examination of Supervisor-Subordinate Sex Similarity on Perceived Supervisor Support**

Katherine Sullivan, Frito Lay, Arlene P. Green, Frito-Lay, Inc., **WoMANUFACTURING: Ratings of Manager Quality by Gender and Environment**

Chloe Lemelle, AT&T, Marisa Adelman Carson, Kenexa, an IBM Company, Belinda K. Smith, Kenexa, an IBM Company, **Gender Differences in 360 Ratings: An Exploration Across Industries**
Ines C. Wichert, Kenexa, an IBM Company, Susan D'Mello, University of Minnesota, **A Three-Level, Eleven-Factor Career Progression Framework**

Ashleigh S. Rosette, Northwestern University, **Discussant**

Submitter: Chloe Lemelle, chloe.lemelle@gmail.com

174. Panel Discussion: 1:30 PM–2:50 PM Grand F

Coaching Executives in a Global Context

A panel of coaches draws upon their experience to discuss executive coaching in different geographies. The session is expected to increase understanding of the coaching needs of leaders and the organizational initiatives that support executive leadership development as well as stimulate insights and dialogue that will enhance practice and research.

Michel A. Buffet, Fisher Rock Consulting, **Chair**
James D. Eyring, Organisation Solutions Pte, Ltd., **Panelist**
David B. Peterson, Google, **Panelist**
Anna Marie Valerio, Executive Leadership Strategies, LLC, **Panelist**
Randall P. White, Executive Development Group, **Panelist**

Submitter: Michel Buffet, michel@fisher-rock.com

175. Symposium/Forum: 1:30 PM–2:50 PM Grand H

Practical and Legal Considerations for Alternative Validation Processes in Organizations

Validation of selection procedures is important for organizations. However, sometimes traditional validation procedures are not possible (e.g., rare positions, lack of performance data). This symposium provides research and insight into the applied use of alternative validation strategies in several organizational settings and the impact of such strategies.

Julie A. Steinke, Wright State University, **Co-Chair**
Lacey L. Schmidt, EASI/ Wyle Labs-NASA JSC, **Co-Chair**
Julie A. Steinke, Wright State University, Lacey L. Schmidt, EASI/

Wyle Labs-NASA JSC, Kelley J. Slack, NASA-JSC/Wyle/LZT, Kathryn E. Keeton, NASA Wyle Labs, ***The Synthetic Validation of NASA's Astronaut Selection Program***

Jenna N. Filipkowski, Chally Group Worldwide, Christopher Holmes, Chally Group Worldwide, ***Transportability Studies: Practical Case Studies and Practical Recommendations***

Bruce J. Stewart, Office of Personnel Management, Mary Ann E. Fresco, Office of Personnel Management, Veronica Villalobos, Office of Personnel Management, ***The Impact of Synthetic Validation Techniques on Diversity and Inclusion***
S. Morton McPhail, The Corporate Executive Board Company, ***Discussant***

Submitter: Julie Steinke, julieannesteinke@gmail.com

176. Roundtable/Conversation Hr: 1:30 PM–2:50 PM Grand I

A Cross-Cultural Work Design Research Incubator

Although work design occupies a central place in I-O psychology, there exists relatively little cross-cultural work design research. This research incubator seeks to engage work design research teams from 5 countries along with conference attendees to begin a conversation on cross-cultural work design research to advance future research.

Frederick P. Morgeson, Michigan State University, **Host**
Adela S. Garza, Michigan State University, **Host**
Vincent Angel, University of Nice-Sophia Antipolis, **Host**
Marilena Bertolino, University of Nice, **Host**
Franco Fraccaroli, University of Trento, **Host**
Jose M. Peiró, University of Valencia, **Host**
Sebastian Stegmann, Goethe University, **Host**
Dirk D. Steiner, Université de Nice-Sophia Antipolis, **Host**
Donald M. Truxillo, Portland State University, **Host**
Rolf Van Dick, Goethe University, **Host**
Sara Zaniboni, University of Trento, **Host**

Submitter: Frederick Morgeson, morgeson@msu.edu

177. Master Tutorial: 1:30 PM–2:50 PM

Grand J 1.5 CE credits for psychology purposes available

In the Line of Accommodation Duty: Legal and Practical Implications

The legal duty to accommodate employees on the basis of disability and other criteria in the United States and Canada will be addressed. Participants will also participate in case study analysis and apply the legal principles learned to reduce employer liability and promote successful workplace diversity.

Erika Ringseis, TransCanada, **Presenter**
Victor V Wright, TransCanada, **Presenter**

Submitter: Erika Ringseis, erika_ringseis@transcanada.com

178. Poster: 2:00 PM–2:50 PM

Ballroom of the Americas Work-Life

178-1 LMX and Work-Family Outcomes: The Importance of Follower Gender

This study examined leader-member exchange (LMX) relationships and work and family outcomes, with a specific consideration of follower gender. Quality LMX relationships were negatively related to work-family conflict and positively related to work-family

ly culture. Notably, these relationships were stronger for women. No gender differences emerged on non-work-family outcomes.

Mark D. Agars, California State University-San Bernardino
Leanne M. Torte, California State University-San Bernardino

Submitter: Mark Agars, Magars@csusb.edu

178-2 Organizational Support and Work-Family Conflict: The Importance of Self-Determination

This study tests a model of social support and work-family conflict, examining motivation as a mediator of their relationship. Self-determination partially mediated the negative relationship between organizational support and work-family conflict. Extrinsic motivation was not found to mediate the relationship but was related to increased levels of conflict.

Christie Raymond, Merck & Co.
Mark D. Agars, California State University-San Bernardino
Kimberly A. French, University of South Florida
Jacqueline McConaughy, California State University-San Bernardino
Submitter: Mark Agars, Magars@csusb.edu

178-3 Can't Afford to Have a Life: Adaptation to Job Insecurity

This study examines employee perceptions of job insecurity, the work-nonwork interface, and well-being. Insecurity associates with adaptive work behaviors including less use of organizational work-nonwork support programs and greater work-nonwork boundary permeance, which in turn associate with greater work-nonwork conflict and emotional exhaustion.

Wendy R. Boswell, Texas A&M University
Julie B. Olson-Buchanan, California State University-Fresno
Brad Harris, University of Illinois

Submitter: Wendy Boswell, wboswell@tamu.edu

178-4 Identification of a Dispositional Tendency to Experience Work-Family Spillover

Using a nationally representative longitudinal sample, evidence is presented that a dispositional tendency to experience work-family spillover exists. A dispositional factor model accounts for data better than competing models, the dispositional factor is stable over time, and the dispositional factor is distinct from Big 5 personality traits.

Eunae Cho, University of South Florida
Louis Tay, Singapore Management University
Tammy D. Allen, University of South Florida
Stephen Stark, University of South Florida
Submitter: Eunae Cho, echo@mail.usf.edu

178-5 Work-Family Spillover: Spilling Over to Future Happiness

This study investigated if work-family spillover predicts future happiness using data from 2 longitudinal studies. Results suggest that negative work-family spillover (Study 1) and individuals' perception that their partner's work interferes with family (Study 2) predict life satisfaction even after controlling for other antecedents of life satisfaction.

Eunae Cho, University of South Florida
Louis Tay, Singapore Management University
Submitter: Eunae Cho, echo@mail.usf.edu

178-6 Family–Work Enrichment Weakens the Effects of Workplace Stressors and Stress

This study tests a model wherein family–work enrichment buffers the effects of workplace stressors on stress and of stress on several well-being related outcomes: somatic complaints, depression, and anxiety. Results are fully supportive of hypotheses and conservation of resources theory, with the strongest buffering effects observed for depression.

Jason Dahling, The College of New Jersey
Stephanie Wallace, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

178-7 Developing a Knowledge-Based Measure of SOC Coping Strategies

A new measure of selection, optimization, and compensation (SOC) behaviors was developed that can be used to assess individuals' SOC knowledge. As hypothesized, the new scale is positively correlated with a previous SOC scale—demonstrating convergent validity—and negatively correlated with work–family conflict (WFC). Implications for training interventions are discussed.

Rebecca J. Early, Wayne State University
Kevin T. Wynne, Wayne State University
Frank Z. Keehn, Wayne State University
Daniel R. Krenn, Wayne State University
Boris B. Baltes, Wayne State University

Submitter: Rebecca Early, cj1215@wayne.edu

178-8 Nonwork Recovery Experiences and Coworker Ratings of Performance

This study evaluated the relationship between recovery experiences and coworker ratings of performance among Air Force captains. Recovery experiences were associated with task performance and organizational citizenship behaviors (OCB) directed organizationally but not consistently associated with OCB directed interpersonally. Self-exploration experience was a unique predictor of task performance and OCB.

Kevin J. Eschleman, San Francisco State University
Gene Alarcon, Air Force Research Laboratory
Alex J. Bareika, Michigan State University

Submitter: Kevin Eschleman, kesch@sfsu.edu

178-9 Work–Family Conflict in Low-Income Environments: Can We Generalize?

This study examines the commensurability and validity of a work–family conflict measure. Results indicate the measurement structure is consistent, but work–family conflict fails to predict job satisfaction, family satisfaction, and turnover intentions, indicating current measures of work–family conflict may not be the most critical determinant for these outcomes.

Kimberly A. French, University of South Florida
Mark D. Agars, California State University-San Bernardino

Submitter: Kimberly French, KFrench0429@gmail.com

178-10 Can Job Control Alleviate the Negative Effects of Loneliness?

This study examined relationships between experienced loneliness during the weekend and employee outcomes during the

following week. Results indicate that loneliness predicted negative mood and job performance. In addition, job control moderated the relationship between loneliness and negative mood, pointing to the importance of job-related resources for employees high in loneliness.

Charlotte Fritz, Portland State University
Allison M. Ellis, Portland State University
Caitlin A. Demsky, Portland State University

Submitter: Charlotte Fritz, fritzcpdx@pdx.edu

178-11 Humanitarian Work Psychology: Two Projects Helping Mothers Recovering From Addiction

A feedback intervention for communication skills and an education and feedback program for financial management were completed in a therapeutic workplace in a residential drug treatment center. Participants' professional communication increased and unprofessional communication decreased with function of feedback; personal financial management skills were established with training and ongoing feedback.

Donald A. Hantula, Temple University
MaryLouise Kerwin, Rowan University
Brittany Bishop, Temple University
Elizabeth Garrison, Clarity Service Group, LLC

Submitter: Donald Hantula, hantula@temple.edu

178-12 The Impact of Spousal Support at Work on Family Satisfaction

In 639 dual-career couples, instrumental spousal work support (ISWS) influenced job incumbents' work–family balance (WFB) and family satisfaction, and crossed over to spousal satisfaction through increased WFB and decreased stress transmission. Work-linked couples capitalized on ISWS's benefits to enhance job incumbent WFB and both spouses' family satisfaction.

Merideth Ferguson, Baylor University
Dawn S. Carlson, Baylor University
K. Michele Kacmar, University of Alabama
Jonathon R. Halbesleben, University of Alabama

Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

178-13 Life Interrupted: The Unintended Consequences of Job Flexibility

This study explored job flexibility and blurring of work–nonwork boundaries. Job flexibility in timing and location of work was related to more frequent nonwork interruptions of work. In contrast, only flexibility in location of work was positively related to work interruptions of nonwork and only self-initiated interruptions.

Jessica Keeney, APTMetrics

Submitter: Jessica Keeney, jkeeney@aptmetrics.com

178-14 Unpacking Use of Flexible Work Practices: The Role of Motives

Research on flexible work practices (FWPs) has largely ignored different motives for why employees use FWPs. FWP use for personal-life reasons has different antecedents (demographics, personal-life identity) and outcomes (job satisfaction, organizational commitment) than FWP use for productivity reasons (antecedents: work identity, career aspirations; outcomes: performance, salary).

Lisa M. Leslie, University of Minnesota
 Colleen Manchester, University of Minnesota
 Si Ahn Mehng, University of Minnesota
 Submitter: Lisa Leslie, lmlleslie@umn.edu

178-15 Comparing Work-Life Outcomes Among Employees With Exceptional and Typical Care Responsibilities

This study compared the work-life outcomes for federal employees with disability-related care responsibilities to employees with typical care responsibilities. Results revealed that employees with exceptional care responsibilities reported greater work-family and family-work conflict, made more employment trade offs, and engaged in more workplace withdrawal behaviors than employees with typical care responsibilities.

Benjamin E. Liberman, Columbia University
 Submitter: Benjamin Liberman, bel2104@columbia.edu

178-16 The Attitudinal, Behavioral, and Health Consequences of Employment Trade Offs

This research study examined the attitudinal, behavioral, and health consequences that result from participating in employment trade offs. Findings showed that employment trade offs were positively related to partial absenteeism behaviors and health problems, whereas employment trade offs were negatively related to perceived work-family balance.

Benjamin E. Liberman, Columbia University
 Submitter: Benjamin Liberman, bel2104@columbia.edu

178-17 Give Me a Break! An Examination of Lunchbreak Recovery

This study examines the relationships between recovery experiences during lunch breaks and employee well-being after lunch and at the end of work. Certain experiences have positive effects on well-being after lunch and after work, yet others have negative effects on well-being after work.

Bing C. Lin, Portland State University
 Charlotte Fritz, Portland State University
 Submitter: Bing Lin, bclin@pdx.edu

178-18 Good Night, Sleep Tight! Don't Let the Work Day Bite!

This study examined employees' well-being fluctuations during the workday as a function of sleep. It was found that when employees experience better sleep, they have higher levels of well-being in the morning that decreases throughout the day, whereas poorer sleep is associated with lower but more stable well-being through the day.

Bing C. Lin, Portland State University
 Charlotte Fritz, Portland State University
 Nathan T. Carter, University of Georgia
 Bonnie H. Cheng, University of Toronto
 Dev K. Dalal, University of Connecticut
 Submitter: Bing Lin, bclin@pdx.edu

178-19 Weekend Experience Study in Predicting Compensatory Work Effort in Korea

Using 3 time points, this study found the joint effects between job demands and 2 types of weekend experiences in predicting compensatory work effort as a behavioral strain outcome.

Psychological detachment mitigated detrimental effects of job demands on the following week's outcome, whereas weekend working aggravated the effects.

Hyung In Park, Chonnam National University
 Youngah Park, Kansas State University
 Submitter: Hyung In Park, hipark@chonnam.ac.kr

178-20 Work-Life Policy Use: Measurement and Business Outcomes

This study examined the impact of specific organizational work-life policies on business outcomes. Results indicated that policy use should be measured in various ways. These measures impact the relationships with organizational predictors and outcomes. These results are interpreted in light of each other and the current literature.

Lauren N. Robertson, SHL
 Bradley J. Brummel, The University of Tulsa
 Submitter: Lauren Robertson, lauren.robertson@shl.com

178-21 Work-School Conflict's Relation to Psychological and Physical Health Outcomes

This study examined work-school conflict as a predictor of psychological and physical health outcomes among working college students. Three resource-providing variables—work-school facilitation, supervisor support, and personal fulfillment at work—were tested for their buffering effects in the relation between work-school conflict and negative health outcomes.

Justin M. Sprung, Bowling Green State University
 Youngah Park, Kansas State University
 Steve M. Jex, Bowling Green State University
 Submitter: Justin Sprung, justin.m.sprung@gmail.com

178-22 Family Life Stage as a Moderator in the Work-Family Interface

Despite its relevance, family life stage has received minimal attention in the I-O work-family literature. By examining it as a moderator of work-family conflict and the outcomes of turnover intentions and work engagement, results show the relationships are dependent on family life stage, indicating its utility as a work-family construct.

Rachel C. Trout, Louisiana State University
 Russell A. Matthews, Bowling Green State University
 Submitter: Rachel Trout, rachel.c.trout@gmail.com

179. Special Events: 2:00 PM–2:50 PM Grand G

A Conversation With SIOP Leadership

Come meet with SIOP leaders to discuss the latest updates on SIOP's strategic initiatives and get answers to your questions about SIOP activities. Topics will include SIOP's branding and advocacy efforts, new member services such as SIOP Research Access and my.SIOP, and progress on external alliances.

Douglas H. Reynolds, Development Dimensions International (DDI),
Host

Tammy D. Allen, University of South Florida, *Host*
 Adrienne J. Colella, Tulane University, *Host*

Submitter: Douglas Reynolds, doug.reynolds@ddiworld.com

**180. Panel Discussion: 3:30 PM–4:20 PM
335 A****Overcoming Teaching Challenges in Undergraduate Industrial-Organizational Psychology Courses**

Teaching industrial-organizational psychology to undergraduate students can be an enjoyable but challenging experience. This panel's goal is to discuss these challenges and present learning activities focused on specific I-O topics. Audience members are encouraged to bring their best assignment to exchange so everyone will gain tools to facilitate student learning.

Nicholas P. Salter, Ramapo College of New Jersey, **Chair**
 Alison L. O'Malley, Butler University, **Panelist**
 Shahnaz Aziz, East Carolina University, **Panelist**
 Robert T. Brill, Moravian College, **Panelist**
 Katherine A. Sliter, Indiana University-Purdue University Indianapolis, **Panelist**

Submitter: Nicholas Salter, nsalter@ramapo.edu

**181. Special Events: 3:30 PM–4:20 PM
335 BC****S. Rains Wallace Dissertation Award: Fit Between Desires and Actual Labor Division in Dual-Earner Couples**

Using the theoretical lens of person–environment fit, this study examined how misfit between dual-earner couples' pre–child division of labor preferences and postchild actual divisions of labor relate to affective (career, marital, and family satisfaction) and health-related (depression and physical health symptoms) well-being. Gender was also considered as a moderator.

Tammy D. Allen, University of South Florida, **Host**
 Kristen M. Shockley, Baruch College-CUNY, **Presenter**

Submitter: Tammy Allen, tallen@mail.usf.edu

**182. Symposium/Forum: 3:30 PM–4:50 PM
336 AB****Employees' Management of Emotional Expressions Within Organizations**

Emotional expression management (EEM) has recently received increased research interest. Prior EEM research has focused on EEM in the customer-service interface. In contrast, this symposium examines employees' EEM toward internal members of the organization thus promoting a better appreciation for how context can affect the nature and effects of EEM.

Yujie Zhan, Wilfrid Laurier University, **Chair**
 Xiaoxiao Hu, Old Dominion University, **Co-Chair**
 Xiaoxiao Hu, Old Dominion University, **Employees' Emotional Expression Management in Interactions With Leaders and Peers**
 Joseph A. Allen, Creighton University, Mary Kate Hutfless, Creighton University, **Emotionally Laboring in Workplace Meetings: Moderating Role of Workplace Politics**

Ivona Hideg, Wilfrid Laurier University, Huiwen Lian, The Hong Kong University of Science and Technology, Lindie H. Liang, University of Waterloo, **Surface Acting and Employees' Behavioral Reactions to Abusive Supervision**

Yujie Zhan, Wilfrid Laurier University, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, **Team Composition of Emotion Regulation and Climate of Authenticity**

Richard J. Klimoski, George Mason University, **Discussant**

Submitter: Xiaoxiao Hu, xiaoxiaohu.pku@gmail.com

**183. Panel Discussion: 3:30 PM–4:20 PM
337 AB****Employee Net Promoter Score: Is It the Ultimate Question?**

Organizations are pushing the boundaries of traditional measures of engagement and are coming up with alternative approaches. Practitioners from 5 companies will share experiences in using 1 such upcoming alternative approach called the employee net promoter score. Is it really the only question to ask employees?

Madhura Chakrabarti, Dell Inc., **Chair**
 Sarah R. Johnson, CEB Valtera, **Panelist**
 Peter J. Rutigliano, Sirota Consulting, **Panelist**
 Rebecca C. Masson, Hay Group, **Panelist**
 Andrew Biga, JetBlue Airways, **Panelist**
 Madhura Chakrabarti, Dell Inc., **Panelist**

Submitter: Madhura Chakrabarti, madhura_chakrabarti@dell.com

**184. Community of Interest: 3:30 PM–4:50 PM
342****Discussions for New or Prospective Practitioners**

Ernie Paskey, Aon Hewitt, **Host**
 Richard T. Cober, Marriott International, **Host**
 Jessica M. Nicklin, University of Hartford, **Coordinator**

**185. Panel Discussion: 3:30 PM–4:50 PM
343 AB****Unique Challenges of Distributed Multiteam System Processes and Performance**

Multiteam systems, which are often physically distributed in nature, are becoming increasingly prevalent in today's organizations and represent an avenue ripe for research. This session attempts to bring together knowledgeable experts to discuss the unique challenges and advantages of distributed MTSS and highlight future research needs.

Stephanie A. Zajac, University of Central Florida, **Co-Chair**
 Budd C. Darling, University of Central Florida, **Co-Chair**
 Gerald F. Goodwin, U.S. Army Research Institute, **Co-Chair**
 Ramón Rico, Universidad Autónoma de Madrid, **Panelist**
 Michelle A. Marks, George Mason University, **Panelist**
 John E. Mathieu, University of Connecticut, **Panelist**
 Christopher M. Barnes, Virginia Tech, **Panelist**

Submitter: Stephanie Zajac, zajac.stephanie@gmail.com

**186. Panel Discussion: 3:30 PM–4:50 PM
344 AB****Talent War! Retaining High Potentials, Top Performers, Critical Knowledge**

There is a growing concern regarding the retention of high potentials, best performers, critical skills groups, and critical knowledge. This session brings together a panel of leaders who are managing these issues within their organizations and have used I-O tools and techniques to address retention challenges.

William A. Schiemann, Metrus Group, Inc., **Chair**
 James Schultz, Chevron Corporation, **Panelist**
 Robert Hoffman, Novartis, **Panelist**
 Kathleen Fitzpatrick, Johnson & Johnson, **Panelist**
 Jerry Seibert, Metrus Group, Inc., **Panelist**

Submitter: William Schiemann, wschiemann@metrus.com

187. Symposium/Forum: 3:30 PM–4:50 PM 346 AB

Invisible Stigmas and Dirty Work: New Frontiers in Stigma Research

Antecedents and consequences of 3 invisible stigmas are considered in the context of work experiences: intimate partner violence victim identity, recovery from drug abuse, and single marital status. Associative stigmas are also considered with respect to the “dirty” work of euthanizing animals and substance abuse treatment.

Lillian T. Eby, University of Georgia, **Chair**

Lindsay Brown, University of Georgia, **Co-Chair**

Samantha A. Conroy, University of Arkansas, Anne M. O’Leary-Kelly, University of Arkansas, Ru-Shiun Liou, University of Arkansas, Carol A. Reeves, University of Arkansas, **The Role of Support in Victim Identity Disclosure at Work**

Wendy J. Casper, University of Texas at Arlington, **Singlism: The Stigmatization of Single Workers**

Lindsay Brown, University of Georgia, Lillian T. Eby, University of Georgia, Kerrin E. George, University of Georgia, **Examining the Effects of Relationships and Commitment on Professional Stigma**

Mindy E. Bergman, Texas A&M University, Vanessa A. Jean, Texas A&M University, Steven G. Rogelberg, University of North Carolina at Charlotte, **Coping With Dirty Tasks**

Submitter: B. Lindsay Brown, b.lindsay.brown@gmail.com

188. Poster: 3:30 PM–4:20 PM

Ballroom of the Americas

Measurement/Statistical Techniques

188-1 Testing the Generalizability of Indirect Range Restriction Corrections

Recently, Hunter, Schmidt, and Le (2006) proposed a new correction for cases of indirect range restriction that reduced information requirements. This study examines this correction in settings where its assumed structural model is violated. The researchers concluded that Hunter et al.’s correction should generally be preferred to alternatives.

Adam Beatty, University of Minnesota

Christopher M. Berry, Texas A&M University

Clare L. Barratt, Texas A&M University

Paul R. Sackett, University of Minnesota

Submitter: Adam Beatty, beatt071@umn.edu

188-2 Multicollinearity in Multilevel Models

This study lays a framework for studying the effects of multicollinearity in multilevel models. A measure of multicollinearity for multilevel models (MVIF) is discussed. Results from an example indicate that as the correlation between Level 1 variables increases, the MVIF and standard errors of the regression coefficients also increase.

Patrick C. Clark, Wright State University

David M. LaHuis, Wright State University

Submitter: Patrick Clark, clark.274@wright.edu

188-3 State of our Toolbox: Meta-Analysis of Reliability Measurement Precision

Industrial-organizational construct reliability and interitem correlations were investigated in samples used in the *Journal of*

Applied Psychology between 1975 and 2010 (every 5 years). Coding included characteristics of tests, test takers, and research settings. Results include a summary of internal consistency predictors, a depository of estimates, and trend analyses.

Kris Duniewicz, Florida International University

Jesse S. Michel, Florida International University

Submitter: Kris Duniewicz, kduni001@fiu.edu

188-4 Moderation in All Things: Interaction Effects in Management Research

This study investigates the use of interaction terms in applied psychology and microlevel management research. Upon reviewing literature in several top journals, a taxonomy is provided describing uses of interaction effects. Understanding the use of moderating variables can enhance theory and hypothesis development while also highlighting underdeveloped research areas.

Richard G. Gardner, Texas A&M University

Ning Li, University of Iowa

Brad Harris, University of Illinois

Submitter: Richard Gardner, rgardner@mays.tamu.edu

188-5 Altering Test Specifications to Increase Classification Accuracy of CAT

A simulation was conducted to evaluate how the prior distribution used in EAP estimation and the item selection algorithm affect accurate classification of candidates. The simulation was based on an actual cognitive ability assessment designed to screen entry level applicants using items from a narrow range of difficulty.

Darrin Grelle, SHL

Gregory Cunningham, Kent State University

Submitter: Darrin Grelle, dgrelle@previsor.com

188-6 Explained Variance Measures for Multilevel Models

In multilevel models, explained variance can be level specific or represent whole-model explained variance. In this study, several measures were evaluated across several multilevel models using simulations. Results suggested that measures designed to capture Level 2 explained variance performed worse than Level 1 or whole model measures.

David M. LaHuis, Wright State University

Michael J. Hartman, Wright State University

Patrick C. Clark, Wright State University

Shotaro Hakoyama, Wright State University

Submitter: Shotaro Hakoyama, shotaro.hakoyama@gmail.com

188-7 An Evaluation of Item-Sort Tasks Methods and Statistics

Although the use of item-sort tasks is widespread, little research has been performed on item-sort tasks themselves since Anderson and Gerbing’s (1991) original publication. This session outlines proper methods for item-sort tasks and proposes an alternative formula for testing an item-sort task’s statistical significance.

Matt C. Howard, Pennsylvania State University

Submitter: Matt Howard, mch248@psu.edu

188-8 A Further Study in the Unified Latent Growth Curve Model

The application of item response theory models to repeated observations has demonstrated great promise in developmental research. It allows the researcher to take into consideration the characteristics of both item response and measurement error in longitudinal trajectory analysis and improves the reliability and validity of the growth model.

Chueh-An Hsieh, National Sun Yat-sen University, Taiwan
Hsin-Jung Hsieh, Kainan University, Taiwan

Submitter: Chueh-An Hsieh, chsieh@mail.nsysu.edu.tw

188-9 HGLM and Mantel-Haenszel Tests for Adverse Impact

This study describes the use of hierarchical generalized linear modeling (HGLM) for adverse impact analysis in data with multiple test administrations. A simulation found that HGLM had similar Type I error and power to the Mantel-Haenszel test without continuity correction.

Jialin Huang, Illinois Institute of Technology
Scott B. Morris, Illinois Institute of Technology

Submitter: Jialin Huang, huangpsych@gmail.com

188-10 Bootstrapping With Small Samples: Misplaced Confidence in Bootstrapped Confidence Intervals

Bootstrapping is believed to be powerful for testing mediation in small samples. This belief is a statistical urban legend. This study shows that this belief exists and show that it is false. The belief that bootstrapping is powerful in small samples is a manifestation of the Law of Small Numbers.

Joel Koopman, Michigan State University
Michael Howe, Michigan State University
John R. Hollenbeck, Michigan State University
Hock-Peng Sin, Florida International University

Submitter: Joel Koopman, koopman@bus.msu.edu

188-11 Selecting IRT Models for Personality Data: Psychometrics, Fit, and Scoring

Many IRT models are available to those modeling personality data. Examining the extent to which model choice influences scale properties, the same 5-factor personality data were fit to 6 popular dichotomous and polytomous IRT models. Differences in model-data fit, test characteristic curves, standard error estimates, and trait scores were observed.

Christopher J. Lake, Bowling Green State University
Michael J. Zickar, Bowling Green State University

Submitter: Christopher Lake, lakec@bgsu.edu

188-12 Reconciling Measurement Discrepancies: Integrating Survey and Behavioral Data

Survey and behavioral data can be analyzed separately with different methods or together via time-series multilevel modeling. Via parallel analyses in a sample of 361 employees, the study shows that survey and behavioral data on proactive behaviors are not substitutable. These discrepancies can inform future measurement, team interventions, and managerial strategies.

Nale K. Lehmann-Willenbrock, Vrije Universiteit Amsterdam
Ming Ming Chiu, SUNY Buffalo

Submitter: Nale Lehmann-Willenbrock, n.lehmann-willenbrock@vu.nl

188-13 An IRT approach to scale reduction of EPQ

This study used item response theory to reduce the number of items in the Equity Preference Questionnaire. Based on the item information from each dimension of the scale, the total number of items was reduced from 16 to 10. The decrease of internal consistency is negligible.

Liwen Liu, University of Illinois at Urbana-Champaign
Gahyun Jeon, University of Illinois at Urbana-Champaign

Submitter: Liwen Liu, liwenliu36@gmail.com

188-14 Attenuating Effect of Insufficient Effort Responding on Relationships Between Measures

Research participants are not always sufficiently motivated to carefully respond to self-report measures. In this study, moderated regression analyses conducted on data from 371 respondents supported the hypothesis that that insufficient effort responding attenuated the relationship between predictor (e.g., work stressors) and criterion variables (e.g., strains).

Mengqiao Liu, Wayne State University
Jason L. Huang, Wayne State University
Nathan A. Bowling, Wright State University
Caleb Bragg, Wright State University

Submitter: Mengqiao Liu, mengqiao.liu@wayne.edu

188-15 Effect Size Analysis on Measurement Equivalence of Extraversion

The IRT approach was used to examine measurement equivalence of the Extraversion scale of BFI between the U.S. and 30 countries. DIF items were detected and their effect sizes were estimated. Cluster analysis shows that countries sharing similar languages and/or cultures also had similar effect sizes of DIF items.

Liwen Liu, University of Illinois at Urbana-Champaign
Meghan A. Thornton, Purdue University
Fritz Drasgow, University of Illinois at Urbana-Champaign
Samuel D. Gosling, University of Texas
Jeff Potter, Atof Inc.

Submitter: Liwen Liu, liwenliu36@gmail.com

188-16 Maximum-Likelihood Estimation Versus Bayesian Estimation: A Multilevel Modeling Approach

A simulation study examines the impact that Level 1 and Level 2 sample size has on the estimation of multilevel model parameters using both maximum-likelihood estimation and Bayesian estimation. These results are discussed in the context of organizational research.

Alexander C. LoPilato, The University of Georgia
Gary J. Lautenschlager, The University of Georgia
Li Guan, University of Illinois at Urbana-Champaign

Submitter: Alexander LoPilato, alex.lopilato@gmail.com

188-17 Extreme Response Style: A Meta-Analysis

Extreme response style (ERS) refers to the tendency to prefer responding using extreme endpoints on rating scales. Although ERS can cause substantial problems in measurement, few researchers address ERS in their research. This paper uses meta-analysis to summarize correlates of ERS.

John H. Batchelor, Virginia Commonwealth University
 Chao Miao, Virginia Commonwealth University
 Michael A. McDaniel, Virginia Commonwealth University
 Submitter: Michael McDaniel, mamcdani@vcu.edu

188-18 Examining the Factor Structure of the Multigroup Ethnic Identity Measure

Despite the importance of ethnic identity to current organizations, the most widely developed measurement tool—Multigroup Ethnic Identity Measure (MEIM; Phinney, 1992)—lacks consensus regarding its psychometric properties. Contrary to most findings, this data fit the 3-factor model better than both unidimensional or 2-factor models via confirmatory factor analysis.

Jennifer Feitosa, University of Central Florida
 Lindsay E. Moynihan, University of Central Florida
 Christina N. Lacerenza, University of Central Florida
 Deeja Cruz, University of Central Florida
 Eduardo Salas, University of Central Florida

Submitter: Lindsay Moynihan, lmoynihan@knights.ucf.edu

188-19 The Effects of Bias: Understanding the Implications of Differential Prediction

Research on differential prediction has generally used the methods advocated by Cleary (1968) to identify bias. Although this approach is widely used, results based on this methodology are limited by the use of significance tests. This study proposes several new effect-size indices that provide additional information about differential prediction.

Christopher D. Nye, Bowling Green State University
 Paul R. Sackett, University of Minnesota

Submitter: Christopher Nye, cdneye@bgsu.edu

188-20 The Minor Consequences of Incorrectly Assuming Marker Variable Is Ideal

Examining the effects of using nonideal marker variables, error was relatively small in most cases. When errors were large, correlations between the marker and substantive scales were much higher than that found in most research. Contrary to recent reports, the marker variable technique is valid.

Larry J. Williams, Wayne State University
 Ernest O'Boyle, University of Iowa

Submitter: Ernest O'Boyle, oboyleeh@gmail.com

188-21 Convergence of Practical-Statistical Significance Indices in Measurement Invariance

This study examines the correlations between practical (CFI) and statistical (chi-square) fit indices for examining measurement invariance (MI) across random samples of the population with differential test functioning (DTF) in factor loadings and indicator intercepts. The work extends the literature on interpretability and robustness of the MI results.

Jisoo Ock, Rice University
 Fred Oswald, Rice University

Submitter: Jisoo Ock, jo4@rice.edu

188-22 Another Look Into the File Drawer Problem in Meta-Analysis

Meta-analytic researchers have been haunted by the possibility of the file drawer problem for over 40 years. This study com-

pared the effect sizes of published and unpublished papers as reported in published meta-analyses. Results suggest that there is limited effect of publication bias in the I-O literature.

Melissa S. Stemig, University of Minnesota
 Paul R. Sackett, University of Minnesota

Submitter: Paul Sackett, psackett@umn.edu

188-23 Propensity Scoring Has the "Propensity" to Contribute to Organizational Research

Estimated treatment effects may be biased in studies where random assignment is not possible. This paper describes propensity scoring, a data analytic approach developed to improve the estimation of treatment effects. Two previous studies are presented as examples of circumstances in which propensity scoring methods could contribute to organizational research.

Amber N. Schroeder, Western Kentucky University
 Patrick J. Rosopa, Clemson University

Submitter: Amber Schroeder, amber.schroeder@wku.edu

188-24 Exploring Data Using Traditional Statistics and Neural Networks

This study proposes a set of guidelines for data analysis using a hybrid model of traditional statistics and neural networks to evaluate linear relationships in organizational research. Benefits of using multiple techniques as complementary tools are shown. An example of data analysis is performed following the guidelines.

Dong Ha Kim, Binghamton University
 Kristie A. Shirreffs, Binghamton University

Submitter: Kristie Shirreffs, kristieshirreffs@gmail.com

188-25 Removing Meta-Analytic Bias: Bayesian Variance Estimation With an Informed Prior

Meta-analytic variance estimation is critical for determining generalizability. First, several mathematical flaws in previous investigations of this topic are demonstrated. Second, an improved estimation technique is established based on an informed Bayesian prior. Initial Monte Carlo results indicate that it is substantially less biased than traditional methodology.

Piers Steel, University of Calgary
 Brenda Nguyen, University of Calgary
 John D. Kammeyer-Mueller, University of Florida

Submitter: Piers Steel, Piers.Steel@Haskayne.UCalgary.ca

188-26 A Conceptual and Methodological Framework for Cross-Level Isomorphism

This study presents a conceptual framework for understanding and testing the psychometric equivalence of multilevel constructs. Separate estimation is useful for referent-shift composition models; simultaneous estimation is appropriate for additive and direct consensus composition models. The conceptual meanings underlying separate and simultaneous estimation are explicated.

Louis Tay, Singapore Management University
 Sang Eun Woo, Purdue University
 Jeroen K. Vermunt, Tilburg University

Submitter: Louis Tay, louistay@smu.edu.sg

188-27 A Free Comprehensive Web-Based User-Friendly Resource to Compute Relative Importance

Because most commercially available statistical package lack built in tools for conducting relative importance analyses, this paper presents a new, free, comprehensive, web-based, user-friendly resource that can easily implement relative importance analyses in multiple regression, multivariate multiple regression, and logistic regression. Advanced features of bootstrapping and significance testing are included.

Scott Tonidandel, Davidson College
James M. LeBreton, Purdue University
Stephanie Meador, Davidson College

Submitter: Scott Tonidandel, sctonidandel@davidson.edu

188-28 Statistical and Methodological Issues Raised in the Reviewing Process

This study examines the methodological issues raised in the reviewing process. Reviewers' and editors' letters for 69 manuscripts submitted to the *Journal of Business and Psychology* were qualitatively coded and analyzed using grounded theory. This study provides a comprehensive report of common methodological issues raised in reviews.

Jennifer P. Green, Davidson College
Scott Tonidandel, Davidson College

Submitter: Scott Tonidandel, sctonidandel@davidson.edu

188-29 The Derivation of an Employee Wants Taxonomy

What do workers want most from their organization? This study's primary purpose is to boil down copious open-ended answers to these questions to a more manageable and meaningful framework using a methodologically rigorous method. A secondary purpose is to present the resulting taxonomy and prevalence of these wants.

Jack W. Wiley, Kenexa, an IBM Company
Rena Lenore Rasch, Kenexa, an IBM Company

Submitter: Jack Wiley, jack.wiley@kenexa.com

188-30 Psychometric Focused Strategies for Shortening a Scale

In order to address a lack of nontechnical guides to shortening a scale, a step-by-step IRT guide is presented to provide a reduced number of item metrics for the ease of decision making. Use of the list is demonstrated to shorten the JDI work facet.

Scott A Withrow, Bowling Green State University
Michael Sliter, Indiana University-Purdue University Indianapolis
Yulia Berger, Bowling Green State University

Submitter: Scott Withrow, scottaw@bgsu.edu

189. Panel Discussion: 3:30 PM–4:50 PM Grand A

Managing Talent in the Emerging Markets: Lessons for Multinational Organizations

The emerging markets continue to be a draw for the multinationals. Succeeding in this region requires a unique understanding of the workforce issues. This panel discussion will provide an insider's view of the issues and solutions by bringing together practitioners with first-hand experience working in emerging markets.

Kyle Lundby, Global Aspect Human Capital Advisors, **Chair**
Julie A. Fuller, Avon Products, **Panelist**
Rhonda L. Gutenberg, YSC, **Panelist**
Dan Hawkins, Ingersoll Rand, **Panelist**
Shreya T. Sarkar-Barney, Human Capital Growth, **Panelist**
Barbara Toth, D.A. Global Consulting Ltd., **Panelist**
Marcial Ubilla, ebn Consulting, **Panelist**

Submitter: Shreya Sarkar-Barney, shreya@humancapitalgrowth.com

190. Symposium/Forum: 3:30 PM–4:50 PM Grand B

Alternative Approaches to Assessing Learning Agility

To advance construct development, 4 different approaches for assessing learning agility are discussed. Emphasis is on 4 questions: What dimensions are assessed (i.e. underlying conceptual model), how these factors are assessed (i.e. assessment type), how this instrument is used (e.g. assessment purpose), and what has been learned (i.e. construct validation evidence)?

Robert W. Stewart, PDRI, an SHL Company, **Chair**
George S. Hallenbeck, Korn/Ferry International, Dana Landis, Korn/Ferry International, Guangrong Dai, Korn/Ferry International, Vicki Swisher, Korn/Ferry International, **Learning Agility: Definition, Assessments, and Empirical Findings**
Maya Yankelevich, PDRI, an SHL Company, Matthew R. Grossman, University of South Florida, Walter C. Borman, PDRI, an SHL Company, **Development of a Theoretically Based Self-Assessment of Learning Agility**

Neta Moye, PDRI, an SHL Company, Joe Ungemah, PDRI, an SHL Company, Robert W. Stewart, PDRI, an SHL Company, **Beyond Self-Report Measures of Learning Agility**

Signe Spencer, Hay Group, Connie Schroyer, Hay Group, **Hay Group Growth Factors Inventory as a Measure of Potential**
Nathan R. Kuncel, University of Minnesota, **Discussant**

Submitter: Robert Stewart, robert.stewart@pdri.com

191. Symposium/Forum: 3:30 PM–4:50 PM Grand C

New Research Directions in Employee and Leader Development

Four empirical papers identify new factors that should be considered in attempts to maximize the benefits of employee and leader development: the implications of various motives underlying learning and development participation, the self-awareness of employees, and the extent of churn in social networks as a function of leadership development.

Deidra J. Schleicher, Texas A&M University, **Chair**
Christopher G. Myers, University of Michigan, D. Scott DeRue, University of Michigan, **Learning Motives and Their Implications for Development and Performance**
Heidi M. Baumann, Purdue University, Christopher J. Hartwell, Purdue University, Deidra J. Schleicher, Texas A&M University, **The Role of Employee Motives in Voluntary Developmental Activities**
Christopher J. Hartwell, Purdue University, Heidi M. Baumann, Purdue University, Deidra J. Schleicher, Texas A&M University, **The Role of Self-Awareness in Voluntary Development**
David V. Day, University of Western Australia, **Network Churn and Leadership Development**

Todd J. Maurer, Georgia State University, **Discussant**

Submitter: Deidra Schleicher, dschleicher@mays.tamu.edu

192. Panel Discussion: 3:30 PM–4:50 PM Grand D

Multiple Regression Analysis: Guidance for the Applied Researcher

When conducting regression analyses in applied settings, practical issues arise that statistics courses may address but for which there are no hard and fast rules. This panel of regression experts will answer questions about issues that arise in the daily use of regression with organizations.

Mike G. Aamodt, DCI Consulting Group, **Chair**
Mary Baker, ERS Group, **Panelist**
Calvin C. Hoffman, LA County Sheriff's Department, **Panelist**
James M. LeBreton, Purdue University, **Panelist**
Kim Nimon, University of North Texas, **Panelist**
Kayo Sady, DCI Consulting Group, **Panelist**

Submitter: Kayo Sady, ksady@dciconsult.com

193. Panel Discussion: 3:30 PM–4:50 PM Grand E

Current Best Practices and the Future of Alternative Validation

Panelists will discuss current and future challenges of conducting validation in light of trends relating to the divide between standards of practice and the *Uniform Guidelines*, the changing nature of work, widespread acceptance of alternative validation strategies, and calls to limit the role of location validation.

Reid E. Klion, pan-A TALX Company, **Chair**
Brent D. Holland, FurstPerson, **Panelist**
Lycia A. Carter, Transportation Security Administration (TSA), **Panelist**
Jay H. Steffensmeier, Amazon, **Panelist**
April R. Cantwell, pan-A TALX Company, **Panelist**

Submitter: Brent Holland, brent.holland@furstperson.com

194. Master Tutorial: 3:30 PM–4:50 PM Grand F 1.5 CE credits for psychology purposes available

The Art of Experimentation in Organizations: Practical and Ethical Considerations

Practical guidelines are presented for conducting experiments in organizations that advance science without disrupting host organizations or putting participants at risk. Using successful practices as illustrations, facilitators suggest ways to get a foot in the door and to meet ethical standards before, during, and after the research is conducted.

Jerald Greenberg, RAND Corp., **Presenter**
Daniel C. Ganster, Colorado State University, **Presenter**
Submitter: Jerald Greenberg, greenberg.1@osu.edu

195. Special Events: 3:30 PM–4:20 PM Grand G

SIOP and EEOC: Developing Contemporary Guidance on Employee Selection

At the 2012 SIOP conference, EEOC Chair Jacqueline Berrien discussed a potential dialogue between EEOC and SIOP on issues of mutual interest. Since then, SIOP has formed a task force to provide input to the EEOC on employee selection issues. This panel will update the SIOP community on this effort.

Joan P. Brannick, Brannick HR Connections, **Moderator**
Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, **Panelist**
Patrick Patterson, U.S. Equal Employment Opportunity Commission, **Panelist**
Douglas H. Reynolds, Development Dimensions International (DDI), **Panelist**
Eric M. Dunleavy, DCI Consulting Group, **Panelist**
Submitter: Joan Brannick, joan.brannick@brannickhrconnections.com

196. Panel Discussion: 3:30 PM–4:20 PM Grand H

Steve Jobs' Leadership Style: Good or Not?

This panel assesses the authoritarian leadership style of Steve Jobs as it contrasts with the democratic style of leadership emanating from psychological research. Does his style of leadership question the psychological research? How does his success impact research and what we teach students about leadership?

Jeffrey M. Saltzman, OrgVitality, **Chair**
William C. Byham, Development Dimensions International (DDI), **Panelist**
David B. Peterson, Google, **Panelist**
Gordon J. Curphy, Independent Consultant, **Panelist**

Submitter: Walter Reichman, walterreichman@gmail.com

197. Roundtable/Conversation Hr: 3:30 PM–4:50 PM Grand I

Mobile Internet Assessment: Opportunities, Challenges, and Best Practice Considerations

The objective of the proposed roundtable/conversation hour is to engage parties in discussions around mobile Internet-based testing. Opportunities, challenges, research to date, and research needs will be discussed. The relationships among mobile testing, unproctored Internet testing (UIT), and traditional testing will be explored.

Craig R. Dawson, PreVisor, Inc., **Host**
Ken Lahti, SHL, **Host**

Submitter: Craig Dawson, craigrdawson@yahoo.com

198. Panel Discussion: 3:30 PM–4:50 PM Grand J

Creating and Sustaining HR Analytics: Challenges and Opportunities

Analytics is a growing strategic component of HR. Panelists with diverse perspectives will discuss issues relating to the use and acceptance of analytics within organizations. Discussion topics will focus on critical issues for organizations to consider when beginning or expanding HR analytics.

Jacob S. Fischer, Edward Jones, **Co-Chair**
Thomas D. Fletcher, State Farm Insurance, **Co-Chair**
Jessica Deslauriers, Edward Jones, **Panelist**
Angela M. Farabee, Nestle Purina PetCare, **Panelist**
Helen M. Friedman, Towers Watson, **Panelist**

Submitter: Jacob Fischer, jacobfischer@umsl.edu

199. Symposium/Forum: 4:00 PM–5:20 PM 340 AB

Workplace Mistreatment Prevention and Intervention Strategies

Workplace mistreatment has become a significant problem in the workplace, thus the implementation of initiatives that decrease mistreatment has become a central goal for organizations. This session addresses this issue by discussing findings from research and practice that focus on the prevention and intervention of workplace mistreatment.

Vicki J. Magley, University of Connecticut, **Co-Chair**
Jenna C. Shapiro, University of Connecticut, **Co-Chair**
Jessica A. Gallus, U.S. Army Research Institute, Benjamin M. Walsh, University of Illinois at Springfield, Marinus van Driel, Van Driel Consulting/DEOMI, Daniel P. McDonald, Defense Equal Opportunity Management Institute, **Intolerable Cruelty: Understanding Toxic Leadership's Impact and Recommendations for Prevention**
Michael Leiter, Acadia University, Arla L. Day, Saint Mary's University, **The Cost of Being Clueless: Two Views of Leadership Behavior**
Lindsey A. Graham, University of Connecticut, Zandra M. Zweber, University of Connecticut, Vicki J. Magley, University of Connecticut, **Proximal and Distal Outcomes of a Workplace Civility Training**
Joel H. Neuman, SUNY-New Paltz, Loreleigh Keashly, Wayne State University, **Management of Aggression: Lessons Learned From Research and Practice**

Rick R. Jacobs, Pennsylvania State University, **Discussant**

Submitter: Jenna Shapiro, jennacshapiro@gmail.com

200. Master Tutorial: 4:30 PM–5:50 PM

335 A 1.5 CE credits for psychology purposes available

New Procedures for Measuring Correlation: Introducing MIC and MINE

The maximal information coefficient (MIC) and maximal Information nonparametric estimation (MINE) are new data mining techniques for identifying and describing linear and nonlinear dependencies in many dimensional, large sample data sets. Advantages of these techniques include simplicity of interpretation, analytic efficiency, generality and equitability. This study describes and applies MIC and MINE techniques.

David J. Scarborough, Black Hills State University, **Presenter**

Submitter: David Scarborough, david.scarborough@bhsu.edu

201. Symposium/Forum: 4:30 PM–5:50 PM 335 BC

"It Depends": More Nuanced Approaches to Understanding Assessment Center Validity

There continues to be controversy surrounding the level at which Assessment Center (AC) ratings should be scored and the degree to which they generalize. Papers in this symposium adopt more nuanced approaches to testing AC validity, reconciling prior contradictory results, and providing contingencies associated with various AC designs and purposes.

Kimberly A. Smith-Jentsch, University of Central Florida, **Co-Chair**
Duncan J. R. Jackson, a&dc, **Co-Chair**

Alexander C. LoPilato, University of Georgia, Charles E. Lance, University of Georgia, Nathan T. Carter, University of Georgia, Brian J. Hoffman, University of Georgia, **A Comparison of Models for the Analysis of AC Data**

Duncan J. R. Jackson, a&dc, Dan J. Putka, HumRRO, Yongjae Kim, ASSESTA Co Ltd, Erik Fraser, New Zealand Army, **Generalizing Distinct Contributions to Assessment Center Variance**

Klaus G. Melchers, University of Ulm, Andreja Wirz, University of Zurich, Martin Kleinmann, University of Zurich, Filip Lievens, Ghent University, Hubert Annen, Swiss Military Academy at ETH Zurich, Urs Bettler, University of Zurich, **How Construct Valid Are Overall Dimension Ratings From ACs?**

Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Wiese, University of Central Florida, Mitch Tindall, University of Central Florida, **Re-examining Old Conclusions Using New Perspectives on Assessment Center Validity**

John P. Meriac, University of Missouri - St. Louis, **Discussant**

Submitter: Mitchell Tindall, mtindall@knights.ucf.edu

202. Poster: 4:30 PM–5:20 PM

Ballroom of the Americas Job Attitudes

202-1 Don't Mess With My Company

This exploratory longitudinal study analyzes the transition in the commitment profiles of 152 employees of a Venezuelan plant across a series of unexpected political events faced by the holding organization. Results suggest that normative commitment was a key variable affecting the configuration of the employees' profiles during the events

Luis M. Arciniega, Instituto Tecnológico Autónomo de México (ITAM)

Natalie J. Allen, University of Western Ontario

Luis Gonzalez, University of Salamanca

Submitter: Luis Arciniega, larciniega@itam.mx

202-2 The Measurement and Dimensionality of Perceived Person–Organization Fit

In 2 studies, a multidimensional measure of perceived person–organization (P–O) fit was developed and validated. Evidence was found that P–O fit is composed of 2 dimensions (supplementary and needs-supplies) and that the dimensions affect outcomes differently. Results suggest that researchers should consider multiple conceptualizations of P–O fit.

Jessica Badger, George Washington University

Tara S. Behrend, George Washington University

Submitter: Jessica Badger, jessicabadger1@gmail.com

202-3 Passion for Work: Kindling the Flame Without Burning Out

This research explored the roles of harmonious (HP) and obsessive passion (OP) for work and 3 sources of perceived support as predictors of burnout. A longitudinal study showed that growth in the relationship between OP and cynicism was less positive for employees with high levels of perceived support.

Ide Katrine V. Birkeland, BI Norwegian Business School

Astrid M. Richardsen, BI Norwegian Business School

Anders Dysvik, BI Norwegian Business School

Submitter: Ide Katrine Birkeland, ide.k.birkeland@bi.no

202-4 Control and Expectancy: Locus of Control Predicting Psychological Entitlement

It was suggested that locus of control has a significant impact on psychological entitlement and that self-monitoring moder-

ates the relationship between external locus of control and entitlement. Results from 290 participants confirm the first 2 hypotheses, but the moderation hypothesis failed to reach traditionally accepted levels of significance.

Andrew M. Carnes, West Virginia University

Submitter: Andrew Carnes, Andrew.Carnes@mail.wvu.edu

202-5 Outcomes and Correlates of Trust in Coworkers: A Meta-Analysis

This study meta-analytically analyzed the effects of trust in coworkers. Findings indicate that trust in coworkers has strong relations with attitudinal as well as performance-related outcomes. It also assesses the relative importance of trust by referents (i.e., organization, supervisor, and coworkers) to illustrate the importance of trust in coworkers.

Jae Young Choi, Virginia Commonwealth University

Sven Kepes, Virginia Commonwealth University

Submitter: Jae Young Choi, choijy2@vcu.edu

202-6 Who Likes Their Work? Work Satisfaction Across U.S. Job Families

The purpose of this study was to examine work satisfaction across 22 O*NET job families. Results indicate occupations involving helping, influencing, or leading people are more satisfied with their work than those whose tasks involve physically demanding, repetitive work. In addition, results indicated that satisfaction was not related to educational level.

Fabian Elizondo, Birkman International, Inc.

Patrick L. Wadlington, Birkman International, Inc.

Submitter: Fabian Elizondo, elizondofabian@hotmail.com

202-7 The Effects of Intent Attributions on Responses to Supervisor Support

Data were collected in 2 waves from 315 full-time employees. Emotional supervisor support preceded an increase in job satisfaction when support was intentional (i.e., self-serving or altruistic). Emotional supervisor support preceded a decrease in job satisfaction when intentions were low but support was high.

Kevin J. Eschleman, San Francisco State University

Nathan A. Bowling, Wright State University

Submitter: Kevin Eschleman, kesch@sfsu.edu

202-8 Applying Person-Environment Fit Theory to Job Characteristics Needed and Supplied

The job characteristics model was revisited by applying the person-environment fit framework to variety, autonomy, feedback, identity, and significance. Outcomes were negative when the amount of each characteristic supplied was deficient or in excess of what employees needed—contrary to initial tests of the JCM.

Wongun Goo, Georgia State University

Lisa Schurer Lambert, Georgia State University

Bennett J. Tepper, Georgia State University

Todd J. Maurer, Georgia State Univ

Submitter: Wongun Goo, wgoo1@gsu.edu

202-9 Perceived Organizational Support, Diversity, and Work-Family Balance

This study examined perceived organizational support (POS) for minorities with children and nonminorities with children. Given that the former group may be especially interested in both organizational concern for diversity and the work-family balance, this work empirically studied which of these factors was a stronger predictor of POS.

Clifford R. Haimann, George Mason University

James N. Kurtessis, George Mason/American Institutes for Research

Ronald P. Vega, George Mason University

Louis C. Buffardi, George Mason University

Submitter: Clifford Haimann, chaimann@gmu.edu

202-10 Perceived Organizational Support: The Contribution of Perceived Organizational Competence

This study investigated how employees' perception of organizational competence (POC) influenced the relationship between perceived organizational support (POS) and affective commitment, with consequences for employee performance. Based on organizational support theory, the mediation effects of affective commitment for the POS-performance relationship are compared for employees with high POC versus low POC.

Kyoung Yong Kim, University of Houston

Robert Eisenberger, University of Houston

William D. Presson, University of Houston

Submitter: Kyoung Yong Kim, kimx1616@umn.edu

202-11 Perceived Organizational Support, Regulatory Focus, and Turnover Intentions

Few studies have investigated the relationship between dispositions and perceived organizational support. This study represents one step in that direction by investigating the interactive relationship between organizational support and regulatory focus as a predictor of turnover intentions. The presenters will discuss theoretical contributions and future research directions.

James N. Kurtessis, George Mason/American Institutes for Research

Kathy Stewart, U.S. Customs and Border Protection

Katherine R. Kurtessis, University at Albany, SUNY

Submitter: James Kurtessis, jnk7711@gmail.com

202-12 What Is Happening With the “?” in the JDI?

This study used multigroup categorical confirmatory factor analysis (CCFA) to evaluate the measurement equivalence of the Job Descriptive Index (JDI) across Korean and American workers. Results of the multigroup CCFA indicated that scalar invariance did not hold and confirmed that the “?” response option was differently used across groups.

Philseok Lee, University of South Florida

Seokjoon Chun, University of South Florida

Christopher J. Lake, Bowling Green State University

Stephen Stark, University of South Florida

Sunhee Lee, Chungnam National University

Submitter: Philseok Lee, philseok@mail.usf.edu

202-13 The Antecedents and Consequences of Employee Organizational Cynicism: A Meta-Analysis

An integrative framework is proposed to meta-analytically investigate the predictors (e.g., affect, trait cynicism, POS) and con-

sequences (e.g., organizational commitment, turnover intentions, performance) of organizational cynicism. In addition, this study tests the relative importance of organizational cynicism and trust in predicting employees' attitudes and behaviors.

Dan S. Chiaburu, Texas A&M University
Chunyan Peng, Michigan State University
In-Sue Oh, Temple University
George C. Banks, Longwood University
Laura C. Lomeli, Texas A & M University

Submitter: Laura Lomeli, lclomeli@gmail.com

202-14 An Agentic Perspective on Employee Development

This study examined proactive development strategies, managerial support, and participation in developmental activities. Participants were graduate students and working professionals ($N = 95$). A significant main effect was found for proactive strategies ($\beta = .39, p = .001, sr^2 = .09$), indicating support for an agentic perspective on employee development.

Jillian McLellan, Seattle Pacific University
Diana L. Ecker, Ergometrics & Applied Personnel Research, Inc.

Submitter: Jillian McLellan, jrnc0619@gmail.com

202-15 Positive and Negative Workaholism

This study reexamines workaholism by comparing 2 distinct models of the construct. Although generally studied as a single-factor construct, these results suggest that this traditional model be reconsidered. It was tentatively concluded that workaholism may need to be re-conceptualized as a 2-dimensional construct comprising engaged workaholism and obsessive workaholism.

Cyrus Mirza, University of Houston
Alexandra Virgets, University of Houston
Olivia Childers, University of Houston
James E. Campion, University of Houston

Submitter: Cyrus Mirza, csmirza2@uh.edu

202-16 Work Orientation: An Exploration of the Factors of Calling

The purpose of this study is to explore the relationships between work orientation and organizational outcomes of satisfaction, performance, and engagement. Another aim of this study is to investigate whether the 3-factor definition of calling, which includes prosocial motivation, meaningful work, and spirituality, is comprehensive.

Kerry Newness, Florida International University
Jesse S. Michel, Florida International University

Submitter: Kerry Newness, knewn001@fiu.edu

202-17 Overqualification and Feelings of Deprivation

This study examined the effect deprivation had on the relationship between overqualification and cynicism. By sampling staff members at a southern university, results indicated that deprivation partially mediated the relationship between overqualification and cynicism and that the magnitude of the effect was conditional on levels of benevolence and entitlement.

Tunji Oki, University of Houston
Ashley A. Moore, University of Houston-Clear Lake
Lisa M. Penney, University of Houston

Submitter: Tunji Oki, tunjioki@gmail.com

202-18 The Effect of Cynicism on Overqualification and Commitment

This study examined the effect cynicism had on the relationship between overqualification and commitment. Utilizing staff members at a large southern university, results indicated that cynicism partially mediated the aforementioned relationship; however, this indirect effect was not found when perceived organizational support was high.

Tunji Oki, University of Houston
Joseph G. Zaragoza, University of Houston
Olivia Childers, University of Houston
Lisa M. Penney, University of Houston

Submitter: Tunji Oki, tunjioki@gmail.com

202-19 Examining the Curvilinear Relationship Between Income and Job Satisfaction

This study investigated the nature of the relationship between income and both pay and job satisfaction. Using 4,040 working adults, results suggested that the relationship between income and job satisfaction was linear. However, the relationship between income and pay satisfaction was curvilinear with a maximum around \$180,000.

Kelsey N. Parker, University of Tulsa
Bradley J. Brummel, The University of Tulsa
Courtney A. Nelson, University of Tulsa
Kalli A. Hannam, University of Tulsa
Amanda Thomason, University of Tulsa

Submitter: Kelsey Parker, kelsey-parker@utulsa.edu

202-20 Professional Stigma: How it Impacts Identity Salience and Professional Commitment

This study examined the relationship between identity and organizational commitment. Based upon social identity theory, this study found evidence to suggest recovery identity salience among recovering substance abuse counselors was positively related to professional commitment and that perceptions of stigma surrounding the substance abuse field moderated this relationship.

Laura Provolt, University of Georgia
Katie M. Kinkade, University of Georgia
Lillian T. Eby, University of Georgia

Submitter: Laura Provolt, lprovolt@gmail.com

202-21 Dedicating Time to Volunteering

A model was developed and tested to explain the variation in the amount of time volunteers dedicate to their cause. The results show that engagement mediated the relationship between the value motive and volunteering persistence, and the strength of the effect varied as a function of volunteers' commitment to beneficiaries.

Kerstin Alfes, Tilburg University
Tina Saksida, University of Toronto

Submitter: Amanda Shantz, shantza@yorku.ca

202-22 Employee Recognition Awards: Relationship With Perceived Organizational Support and Commitment

University employees ($N = 1,687$) responded to online survey questions related to perceived organizational support (POS),

affective organizational commitment (AOC), and recognition awards received. AOC was significantly related to some types of award and total awards received, but POS was not. Implications of the findings for human resource practice are discussed.

Louis C. Buffardi, George Mason University
 Daniel B. Shore, George Mason University
 Clifford R. Haimann, George Mason University
 James N. Kurtessis, George Mason/American Institutes for Research
 Ronald P. Vega, George Mason University
 Mallory M. Friebeis, George Mason University
 Submitter: Daniel Shore, dshore@gmu.edu

202-23 Organizational Commitment and Its Implications Around the Globe: A Meta-Analysis

Meta-analyses were conducted to assess the cross-cultural generalizability of the 3-component model of organizational commitment across the 9 broad geographic regions identified in the GLOBE project. Across regions, all 3 components relate negatively to withdrawal cognition and turnover, but only affective and normative commitment relate positively to performance and citizenship.

David J. Stanley, University of Guelph
 John P. Meyer, University of Western Ontario
 Kate McInnis, Cope and Associates, Inc.
 Tim Jackson, Jackson Leadership Systems Inc.
 Elyse Maltin, The University of Western Ontario
 Alexandra Chris, University of Guelph
 Submitter: David Stanley, dstanley@uoguelph.ca

202-24 Invariance of Psychological Contract Measures Across Part- and Full-Time Workers

Organizations regularly administer company-wide surveys assuming invariance of measured constructs across employees. This study assessed whether several subscales on an organizational survey that tap into psychological contracts were invariant across full- and part-time workers. In most cases, only partial invariance was supported. Implications for practice and research will be discussed.

Lisa van der Werff, Dublin City University
 Taylor E. Sparks, HumRRO
 Karl W. Kuhnert, University of Georgia
 Submitter: Lisa van der Werff, lvanderwerff@gmail.com

202-25 Job Scope, Commitment, and Turnover: The Role of Motivational Traits

Using a multiorganization sample ($N = 230$), this study examined the relationships of job scope to turnover as mediated by affective commitment and moderated by learning goal orientation, need for achievement, and proactive personality. Job scope's relationship to commitment and indirect relationship to turnover were stronger at high levels of all 3 traits.

Mahmood S Zargar, HEC Montreal
 Christian Vandenberghe, HEC Montreal
 Catherine Marchand, HEC Montreal
 Submitter: Christian Vandenberghe, christian.vandenberghe@hec.ca

202-26 The Impact of Perceived Isolation on Job-Related Outcomes

This study investigated the effect of perceived workplace isolation on a variety of work outcomes, at the within-person level of analysis. Using a sample of teleworkers, findings suggest that perceived workplace isolation is associated with poorer task performance, less OCBs, more CWBs, and lower job-affective well-being.

Ronald P. Vega, George Mason University
 Tracy C. McCausland, George Mason University
 Amanda Anderson, George Mason University
 Seth A. Kaplan, George Mason University
 Submitter: Ronald Vega, rvega@gmu.edu

202-27 When Employees Feel Most Secure: Working for Fair, Supportive Organizations

This study explored the roles of organizational justice (distributive, procedural, and interactional), perceived organizational support (POS), and job insecurity. The study found that POS mediated the 3 types of justice and job insecurity, such that organizational justice increased POS, which further mitigated individuals' job insecurities.

Lisa N. Walther, University of Houston
 Dena Rhodes, University of Houston
 William D. Presson, University of Houston
 Lisa M. Penney, University of Houston
 Submitter: Lisa Walther, LNWalther@uh.edu

202-28 The Role of Goal Setting in the Emergence of Flow

An experimental study examined the effect of performance goals on flow. Traditional goal effects were found for performance, but intriguing effects were found for flow. Analyses showed that during initial task performance, participants with goals experienced less flow than those without goals. On subsequent trials, the opposite was found.

Christopher J. Waples, Kansas State University
 Patrick A. Knight, Kansas State University
 Clive Fullagar, Kansas State University
 Submitter: Christopher Waples, cwaples@ksu.edu

202-29 Exit-Voice-Loyalty-Neglect Attitudinal Profiles of Dissatisfied Workers: A Person-Centered Approach

Patterns of attitudes possessed and exhibited by dissatisfied employees (i.e., intent to quit, organizational commitment, and union commitment) were found to be effectively summarized by 4 distinct types: exit, voice, loyalty, and neglect. In addition, such profiles were differentially predicted by union satisfaction and perceptions about unions in general.

Sang Eun Woo, Purdue University
 Rodger W. Griffeth, Ohio University
 Michael Byungnam Lee, LG Academy
 Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

202-30 An Empirical Comparison of Seven Work Commitment Models

This study was conducted to determine which of 7 published work commitment models has the best empirical support. Structural

equation modeling analyses using a meta-analytically derived correlation matrix revealed that 1 model had significantly better model fit than the other proposed work commitment models.

Keith L. Zabel, Wayne State University
Boris B. Baltes, Wayne State University

Submitter: Keith Zabel, keith.zabel@wayne.edu

202-31 Generational Differences in Work Ethic: A Comprehensive Analysis

This study was conducted to determine if generational differences exist in work ethic. A comprehensive analysis of all published studies having ever measured and reported work ethic, and having reported the average age of the sample, revealed Baby Boomers endorse higher levels of work ethic than Millennials.

Keith L. Zabel, Wayne State University
Benjamin Biermeier-Hanson, Wayne State University
Rebecca J. Early, Wayne State University
Boris B. Baltes, Wayne State University
Agnieszka K. Shepard, Wayne State University

Submitter: Keith Zabel, keith.zabel@wayne.edu

202-32 Elaborating the Relationships Between Morning Recovery and Momentary Job Satisfaction

This study investigates how morning recovery influences employees' momentary job satisfaction during the workday. Both momentary positive affect and fatigue mediated the positive relationship between morning recovery and momentary job satisfaction at the between-person level, but only momentary fatigue mediated the above relationship at the within-person level.

Nan Wang, National University of Singapore
Jinlong Zhu, National University of Singapore
Zhaoli Song, National University of Singapore

Submitter: Jinlong Zhu, derk@yahoo.cn

203. Special Events: 4:30 PM–5:20 PM Grand G

Current Issues and Trends in the Licensing of I-O Psychologists

As part of SIOP's commitment to support members who want to be licensed, this highly interactive program will focus on several new developments related to licensure. These developments include telepsychology guidelines, pre-doctoral supervised internship hours, accreditation requirements, professional development and education guidelines, and ASPPB's Psychology Licensure Universal System (PLUS).

Mark S. Nagy, Xavier University, *Host*
Greg Gormanous, Self, *Host*

Submitter: Mark Nagy, nagyms@xu.edu

204. Symposium/Forum: 5:00 PM–5:50 PM 336 AB

Digging Deeper Into the Safety Leadership–Safety Outcome Relationship

Although the relationship between safety leadership and safety outcomes is well established, this study focused on the mechanisms by which safety leadership impacts safety outcomes, including consideration of different types of safety leadership (transactional vs. transformational) and the inter-

play between safety leadership and other constructs to enhance workplace safety.

Autumn D. Krauss, Sentis, *Chair*
Stefanie K. Johnson, University of Colorado Denver, Krista Hoffmeister, Colorado State University, Alyssa M. Gibbons, Colorado State University, Konstantin Cigularov, Old Dominion University, Peter Y. Chen, University of South Australia, John Rosecrance, Colorado State University, *Through Safety Self-Efficacy and Motivation*

Tahira M. Probst, Washington State University Vancouver, *Organizational Safety Climate, Supervisor Safety Leadership, and Accident Underreporting*

Sarina M. Maneotis, Sentis, Autumn D. Krauss, Sentis, Tristan Casey, Sentis, *Mediation of Transformational and Transactional Safety Leadership on Safety Citizenship*

David A. Hofmann, University of North Carolina-Chapel Hill, *Discussant*

Submitter: Sarina Maneotis, sarina.maneotis@sentis.net

205. Debate: 5:00 PM–5:50 PM 337 AB

Proposition: Antinepotism Policies Should Be Abolished

Many organizations institute antinepotism policies that act as de facto selection devices against family employment. However, such antinepotism policies have never been evaluated using routine validation methods, like those advocated by industrial-organizational psychologists, to ensure job-related employment decisions. The argument that these policies should therefore be abolished will be debated.

Robert G. Jones, Missouri State University, *Moderator*
Arthur Gutman, Florida Institute of Technology, *Presenter*
Juan I. Sanchez, Florida International University, *Presenter*

Submitter: Robert Jones, RobertJones@missouristate.edu

206. Symposium/Forum: 5:00 PM–5:50 PM 342

I-O's Role in Emerging Training Technologies

This session discusses the role of I-O psychology in emergent technology use for training purposes. Presentations will discuss important considerations relevant for adopting emergent technologies for training. A case study involving the use of multiple emergent technologies will also be reviewed. A question-and-answer period will follow.

Michael A. Lodato, ICF International, *Chair*
Robbie C. Brusso, ICF International, *Co-Chair*
Christina K. Curnow, ICF International, Arthur F. Paddock, ICF International, *Live or Virtual Military Training? Developing a Decision Algorithm*

Robbie C. Brusso, ICF International, Arthur F. Paddock, ICF International, Joshua D. Hatfield, ICF International, *Assessments in Emergent Technology Training Environments: What We Know*
Richard N. Landers, Old Dominion University, *Gamification: A New Approach to Serious Games in Training*

Jennifer Murphy, U. S. Army Research Institute, Rebecca Mulvaney, ICF International, Shujing J. Huang, ICF International, Michael A. Lodato, ICF International, *Developing Technology-Based Training and Assessments to Support Soldier-Centered Learning*
Robert Wisher, Independent Consultant, *Discussant*

Submitter: Michael Lodato, mlodato@icfi.com

207. Special Events: 5:00 PM–5:50 PM 343 AB

Distinguished Early Career Contributions Award (Practice): Challenges, Trends, and Innovations in Leadership Assessment: A Scientist–Practitioner Perspective

On a macro level, recent events and trends have altered the organizational landscape. To succeed, leaders must adapt and develop. This presentation offers reflections of emerging trends, challenges, and innovative solutions for leadership assessment. On a micro level, this session offers practical guidance for leadership development as a consultant.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), **Host**

Jennifer L. Geimer, Human Resources Research Organization (HumRRO), **Presenter**

Submitter: Deborah Whetzel, dwhetzel@humrro.org

208. Special Events: 5:00 PM–5:50 PM 346 AB

Distinguished Professional Contributions Award: Practicing Our Science: Top 10 List of What Matters...

After 25+ years of having impact in organizations, the presenter has learned that there are factors that matter in practice. These make a difference in whether one will have success (or not) in influencing how stakeholders think about promoting effective organizational behavior. Dr. Salas will discuss 10 factors that matter.

Gary P. Latham, University of Toronto, **Host**
Eduardo Salas, University of Central Florida, **Presenter**

Submitter: Gary Latham, latham@rotman.utoronto.ca

209. Symposium/Forum: 5:00 PM–5:50 PM Grand B

The Effect of Individual Differences on Team Processes

This session will focus on the role that individual differences play in the emergence of team processes in problem solving teams. The presentations will highlight the importance of these input or composition variables on a number of team processes such as team satisfaction and team conflict.

Roni Reiter-Palmon, University of Nebraska-Omaha, **Chair**
Joshua Fairchild, Pennsylvania State University, Lily Cushenbery, Pennsylvania State University, Sarina M. Maneotis, Sentis, Amanda J. Drescher, Pennsylvania State University, Samuel T. Hunter, Pennsylvania State University, **Individual-Level Personality Traits as Predictors of Team Conflict: Timing Matters**

Bianca M. Zongrone, Villanova University, Tripana de Vreede, University of Nebraska at Omaha, Ginamarie Ligon, University of Nebraska at Omaha, **Personality and Virtual Team Collaborative Problem Solving**

Roni Reiter-Palmon, University of Nebraska-Omaha, Victoria L. Kennel, University of Nebraska at Omaha, Ben Wigert, The Center for Collaboration Science, Tripana de Vreede, MBA, MS, University of Nebraska at Omaha, GJ de Vreede, University of Nebraska at Omaha, **The Effect of Structure and Creative Self-Perception on Team Satisfaction**

Submitter: Roni Reiter-Palmon, rreiter-palmon@unomaha.edu

210. Symposium/Forum: 5:00 PM–5:50 PM Grand C

Is Race Still Relevant? Assessing its Continuing Significance in Organizations

Despite numerous claims suggesting that race is declining in significance socially, results of 3 diverse yet complementary studies (lab, field, simulation) suggests otherwise. Race affects who gets hired (i.e., adverse impact when using credit scores), performance appraisal ratings, and the treatment of organizational leaders. Thus, race remains relevant in organizations.

Derek R. Avery, Temple University, **Chair**

Safiya E. Castel, Temple University, Sabrina D. Volpone, Temple University, Scott Tonidandel, Davidson College, Derek R. Avery, Temple University, **Credit Scores in Selection Processes: Beware Adverse Impact**

Alicia A. Grandey, Pennsylvania State University, Lawrence Houston, Pennsylvania State University, **Keepin' It Real: Race and Performance Ratings of Positive Displays**

Veronica L. Gilrane, George Mason University, Amanda Anderson, George Mason University, Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Sooyeol Kim, George Mason University, Joo Park, University of Maryland, **Evaluations and Interpersonal Treatment of Arab and Asian Leaders**

Submitter: Derek Avery, dravery@temple.edu

211. Symposium/Forum: 5:00 PM–5:50 PM Grand D

Developing Leaders in Exceptional Environments

Not all organizational environments are created equal. The context in which a leadership development program is executed can have a dramatic impact on how the program is designed and delivered. This symposium will focus on leadership development programs that are delivered in exceptional environments.

Greg Inozemcev, JetBlue Airways, **Chair**

Amy Dawgert Grubb, Federal Bureau of Investigation, **Leadership Development at the FBI**

Greg Inozemcev, JetBlue Airways, Teri Schmidt, JetBlue Airways, Wendy Petties, JetBlue Airways, Andrew Biga, JetBlue Airways, **Leading Edge: Developing a Captains' Leadership Program**

Adam J. Massman, The Kellogg Company, Angela K. Pratt, Kellogg's, **Developing Leaders in a Manufacturing Environment**

Submitter: Andrew Biga, Andrew.Biga@jetblue.com

212. Panel Discussion: 5:00 PM–5:50 PM Grand E

How to Successfully Transition From a Technical to Leadership Role

I-O psychologists are well trained in the technical aspects of the profession, and many begin their careers as technical specialists. However, over time they move into managerial roles where technical skills are less important. This panel discussion explores the challenges involved in this transition and ways to overcome them.

Monica A. Hemingway, APTMetrics, **Chair**

Richard T. Cober, Marriott International, **Panelist**

John H. Golden, Amazon.com, **Panelist**

Robert C. Satterwhite, APTMetrics, **Panelist**

Janine Waclawski, PepsiCo, **Panelist**

Submitter: Monica Hemingway, monica.hemingway@gmail.com

213. Panel Discussion: 5:00 PM–5:50 PM Grand F

Cybersecurity: A National Imperative and Challenge for I-O Psychology

Cybersecurity is a major national security concern. The purpose of this panel is to provide insight into major initiatives supporting the development of a national, enviable cybersecurity workforce. Topics to be discussed include labor shortfalls, innovative programs, and public resources that can be tailored for different organizational uses.

Kevin Smith, PDRI, an SHL Company, **Co-Chair**

Maya Yankelevich, PDRI, an SHL Company, **Co-Chair**

David Ascione, Booz Allen Hamilton, **Panelist**

Margaret (Peggy) Maxson, Department of Homeland Security, **Panelist**

David Tobey, National Board of Information Security Examiners, **Panelist**

Submitter: Kevin Smith, kevin.smith@pdri.com

214. Roundtable/Conversation Hr: 5:00 PM–5:50 PM Grand I

Pay It Forward: Enhancing Student Learning and Service Through Wikipedia?

This session's objective is to introduce 1 approach and to brainstorm other ways to incorporate projects into the classroom that both improve the quality of I-O content on Wikipedia and provide a valuable learning experience for students. Thus, student learning and service to our profession can both be enhanced.

Therese H. Macan, University of Missouri-St Louis, **Host**

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

215. Symposium/Forum: 5:00 PM–5:50 PM Grand J

Employee Gender and the Work–Family Experience: More Similar Than Presumed?

Although work–family research is increasing, little research has explored gender differences regarding the work–family experience, despite shifting gender roles giving men greater home responsibilities. This symposium examines work–family conflict for both genders, offering comparisons in terms of career decision-making considerations, the conflict experience itself, and the consequences of such conflict.

Maura J. Mills, Hofstra University, **Chair**

Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis,

Kyle J. Bradley, Indiana University-Purdue University

Indianapolis, , Tracy S. Row, Indiana University-Purdue

University Indianapolis, Erin M. Crask, Indiana University-Purdue

University Indianapolis, **An Investigation of Factors Impacting**

Specialty Choice in Medical Students

Kyle J. Bradley, Indiana University-Purdue University Indianapolis,

Elizabeth M. Boyd, Indiana University-Purdue University

Indianapolis, **Gender and Work-Family Conflict: The**

Moderating Role of Gender Type

Cristina Rubino, California State University, Northridge, Christa L.

Wilkin, California State University, Northridge, Christiane

Spitzmueller, University of Frankfurt/University of Houston,

Work-Family Conflict and Strain: Does Gender Matter?

Angela R. Grotto, Sirota Survey Intelligence/Baruch College, CUNY,

Discussant

Submitter: Maura Mills, Maura.Mills@hofstra.edu

FRIDAY PM



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FRIDAY PM

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Several members of the OrgVitality team will be presenting at the SIOP Conference this year. Make sure to reserve time to attend their sessions:

Walter Reichman, April 11, 2 PM Grand B

"Humanitarian Work: Psychology's Role in the Future of I-O Psychology"

Scott Brooks, April 12, 1:30 PM Grand C

"IGNITE + Panel Session: Analytics Stories of Partnership"

Jeffrey Saltzman, April 12, 3:30 PM Grand H

"Steve Jobs' Leadership Style: Good or Not?"

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Please plan to join us at these sessions:

Five Perspectives on Sharing Data for Large Scale Meta-Analyses • Friday, April 12, 2013, 12:00 – 1:30 p.m., Grand C
Chair: Kelly Dages, *Vangent* • Panelists: Deniz Ones, *University of Minnesota*, John Jones, *Vangent*, Paul Sackett, *University of Minnesota*, Gerald Barrett, *Barrett & Associates*, Eric Brasher, *Advocate Health Care*

Leadership Assessment: Contemporary Issues and Challenges in Demonstrating Value (Symposium)

Friday, April 12, 2013, 8:30 – 10:00 a.m., Grand B • Presenters: John Jones, *Vangent*, John Weiner, *PSI*, Ryan Ross, *Hogan Assessment Systems*, Eugene Burke, *SHL Group Ltd.*

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Join Us as We *Explore* New Research

Employee Lifecycle Research: Understanding and Improving the Journey at Work

Time: April 11th at 1:30pm **Location:** 340 AB (Symposium/Forum)

Patrick Hyland Ph.D., Justin Black, and Angela R. Grotto (Sirota), Sumona B De Graaf (George Washington University), Will Welsh (Tiffany & Co.), Shijing J. Huang (ICF International), and Courtney Ledford (Intuit)

Workplace Spirituality: Does a Faith-Accommodating Climate Impact Employee Engagement?

Time: April 11th at 4:30PM **Location:** 337 AB (Poster)

Patrick Hyland Ph.D., David W. Reeves, and Tiffany Ivory (Sirota), and Shijing J Huang (ICF International)

Identified Employee Surveys: Potential Ethical Issues and Appropriate Actions

Time: April 12th at 10:30AM **Location:** Grand C (Symposium/Forum)

Peter Rutigliano Ph.D. (Sirota), Scherbaum (Baruch), Andy Biga (Jet Blue), Lisa Saari (NYU), Ralf Kloeckner (Google), Sara Weiner (Kenexa), and Justina Froelich (Baruch)

Employee Net Promoter Score: Is it The Ultimate Question?

Time: April 12th at 3:30PM **Location:** 337 AB (Panel)

Peter Rutigliano Ph.D. (Sirota), Madhura Chakrabarti (Dell), Andy Biga (JetBlue), Sarah Johnson (Valtera), and Rebecca Mason (Hay)

Employee Gender and the Work-Family Experience: More Similar than Presumed?

Time: April 12th at 5:00PM **Location:** Grand J (Symposium/Forum)

Maura J. Mills (Hofstra University) and Angela R. Grotto (Sirota and Baruch College, Graduate Center at CUNY) Elizabeth M. Boyd et al. (Indiana Univ-Purdue Univ Indianapolis), Cristina Rubino and Christa L Wilkin (CSU, Northridge), and Christiane Spitzmueller (University of Frankfurt and University of Houston)

Internal and External Resources Moderate the Job Demand–Strain Relationships

Time: April 13th at 1:00PM **Location:** Ballroom of America (Poster)

Scott T Gebhardt (Hofstra University and Sirota), Cong Liu and Comila Shahani-Denning (Hofstra University), Ying Liu and Chaoping Li (Renmin University of China)

Connect with us:   

	335 A	335 BC	336 AB	337 AB	339 AB	340 AB	342	343 AB	344 AB	346 AB	Ballroom of the Americas		
7:30 AM	COFFEE BREAK												
8:00 AM	222 The WOW! Factor: Design 101	223 The Interactionist Approach to CWB	224 Catalysts and Best Practices in On the-Job	216 M. Scott Myers Award	217 Fostering Creativity and Innovation	225 New Insights Into Personality Test Faking	226 Millennials at Work	227 Green I-O Consulting: Growing Your Practice	228 Investigating Workplace Relationships	229 Nothing Endures but Change: I-O's Role	218 Perf. Mgmt/ Appraisal		
8:30 AM													239 Job Perf./ Citizenship CWB/Engage
9:00 AM				237 Creativity and Innovation in Orgs	238 Dynamic Criteria and Performance								
9:30 AM													
10:00 AM	COFFEE BREAK												
10:30 AM	243 Understanding and Promoting Inclusion	244 Recruiting and Retaining Military Veterans	245 Pretty, Funny, Crude, and Open: Contemporary	246 Common Method Variance Biases	247 Far From Elementary: I-O and HR Mgmt in K-12	248 Perceived Org. Support and Employee Well-Being	249 Partnering With Healthcare Organizations	250 Leadership and Follower and Org. Identities	251 Context, Emotions, and Performance	252 Applications of Bifactor Models	253 Global & Cross-Cultural Issues/Org.		
11:00 AM													
11:30 AM													
12:00 PM	265 The Current Status of Gender Inequality	266 Work-Life Programs: What Works?	267 New Uses for Ideal-Point IRT	268 Practical Lessons in Survey	269 Accomodating Individuals w/Disabilities	270 Developing Competency-Aligned	284 Intelligence in the Workplace	271 Linking Personality and 360 Assessments	272 Leadership and Emotion Regulation	273 Who Is Most Affected by Job Insecurity	274 Applicant Perceptions & Reactions		
12:30 PM				286 Dist Early Career Contrib (Sci)									
1:00 PM													
1:30 PM	288 Global Leader Assessment/ Development	289 Analyzing the Next Generation of TSA Officers	290 eHarmony for Mentorship?	305 Advances in Technology-Based	291 Introduction to Bayesian Statistics	292 Making Your Own Way		293 Qualitative Investigation of Context: Staff Rides	294 Dark Data: Advancing Work-Family Research	295 OCB: Exploring New Directions	287 Occ. Health/Safety/Stress		
2:00 PM													
2:30 PM													
3:00 PM	COFFEE BREAK												
3:30 PM		308 Research and Practice in Recruitment	309 Reviewing I-O Tests	310 A Multifoci Approach to Engagement	311 Minding the Gap: What HR Delivers	312 Identifying High Potentials		313 The Mechanisms of Crossover	314 Building Integrated Leadership	315 Turn Skeptic Into Champion			
4:00 PM													
4:30 PM													
5:00 PM													

Saturday Special Events:

INVITED SPEAKERS

- Session 216: M. Scott Myers Award for Applied Research: A Synthetic Validation Approach to Developing Job-Specific Test Batteries (8:00 AM, 337 AB)
- Session 219: Perspectives on Independent Consulting in I-O (8:00 AM, Grand G)
- Session 260: IGNITE: I-O Psychology's Influence on the World of Work (10:30 AM, Grand G)
- Session 281: Master Collaboration: Three Successful Academic-Practitioner Collaborations (12:00 PM, Grand G)
- Session 286: Distinguished Early Career Contributions Award (Science): Adjustment to Changes: Maintaining Well-Being and Productivity (1:00 PM, 337 AB)
- Session 302: International Panel on Disability and Employment (1:30 PM, Grand G)

EXECUTIVE BOARD SESSION

- Session 240: APA's Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities (9:00 AM, Grand G)

CLOSING CONFERENCE PLENARY

4:30–5:30 PM Grand Ballroom A-F (4th Level)

Featuring closing keynote speaker Father TJ Martinez

SIOP CLOSING RECEPTION

6:00–8:00 PM Grand Ballroom G-L (4th Level)

	Grand A	Grand B	Grand C	Grand D	Grand E	Grand F	Grand G	Grand H	Grand I	Grand J
7:30 AM	COFFEE BREAK									
8:00 AM							219 Persp. on Ind. Consulting	220 Do Leadership Questionnaires	221 Assessment Centers	236 Understanding Employee Motivation
8:30 AM	230 When it Comes to Practice, Do Applicant Rxn	231 The Digital Frontier: Facilitating Teamwork	232 Examining Over-qualification and Positive	233 Transitions to Motherhood: Workplace Experiences	234 Goin' Mobile: Employers, Applicants	235 Cybersecurity and I-O: Practical Apps	240 APA's Psych. Healthy	241 The Cultural Conundrum	242 Working Towards I-O Advocacy	
9:00 AM										
9:30 AM										
10:00 AM	COFFEE BREAK									
10:30 AM	254 Incivility in the Workplace	255 Data Analysis and Visualization With R	256 Building Shared Knowledge in Teams	257 Fairness in the Maelstrom: Org. Justice	258 New Frontiers in Simulations for Selection	259 Utilizing Novel Network-Based	260 IGNITE: I-O's Influence on the World of Work	261 Affect, Guilt, Shame, and Ruminations	262 Quantifying Experiences	263 What Are You Talking About?! Why I-Os Need ITs
11:00 AM									264 How to Fix Perf. Mgmt	
11:30 AM										
12:00 PM	275 Ten Common Mistakes Talent Mgmt	276 Developing Leaders for U.S. Health	277 Come Hell or High Water: Leading in Challenging	278 Self-Regulation of Motivation Over Time	279 Living History Series: David P. Campbell	280 Technology Enhanced Assessments	281 Master Collab: 3 Successful Collabs	282 Leading the Way: Incorporating	285 Dilemmas in Assess.: Solutions & Best Practices	283 Demystifying I-O Research Career Options
12:30 PM										
1:00 PM										
1:30 PM	296 The Culture of Unions in the Workplace	297 Working With What You Have: Demonstrating	298 Prepared for the Global Workforce?	299 P-E Fit: A Duet Between Solid Theory/ Rlg. Method	300 Robots & Fortune Tellers: Realities	301 Destructive Leadership: A Holistic View	302 Int'l Panel on Disability and Employment	303 Contextual Influences on International Work	307 Funding Opportunities at the NSF	304 Whose Employees Are Best?
2:00 PM										
2:30 PM										
3:00 PM	COFFEE BREAK									
3:30 PM										
4:00 PM										
4:30 PM	316 Closing Plenary Session: Keynote Speaker Rev. TJ Martinez, SJ, Cristo Rey Jesuit									
5:00 PM										

Posters
Master Tutorial
Communities of Interest

Executive Board Sessions
Invited Sessions

Be sure to visit the Exhibitor Showcase in the Exhibit Hall!

A full schedule of programming and demonstrations is presented each day of the conference! New SIOP services as well as presentations from SIOP partners will be featured!

See the complete schedule at
www.siop.org/conferences/13con/ExShowSched.aspx

SATURDAY SESSIONS BY CONTENT AREA

Careers/Mentoring/Socialization/Onboarding/Retirement

- 226 Millennials at Work, 342, 8:30 AM
- 244 Recruiting and Retaining Military Veterans as Employees: Success Stories, 335 BC, 10:30 AM
- 260 IGNITE: I-O Psychology's Influence on the World of Work, Grand G, 10:30 AM
- 286 Distinguished Early Career Contributions Award (Science): Adjustment to Changes: Maintaining Well-Being and Productivity, 337 AB, 1:00 PM
- 292 Making Your Own Way: Contrasting Traditional Career Models With Reality, 340 AB, 1:30 PM

Coaching/Leadership Development

- 290 eHarmony for Mentorship? Lesson Learned From Mentor-Mentee Matching, 336 AB, 1:30 PM
- 312 Identifying High Potentials: "The Best Companies for Leaders" Weigh In, 340 AB, 3:30 PM
- 314 Building Integrated Leadership Development Systems: Challenges and Innovations, 344 AB, 3:30 PM

Consulting Practices/Ethical Issues

- 219 Perspectives on Independent Consulting in I-O, Grand G, 8:00 AM
- 227 Green I-O Consulting: Growing Your Practice to Include Environmental Sustainability, 343 AB, 8:30 AM
- 247 Far From Elementary: I-O and HR Management in K-12 Education, 339 AB, 10:30 AM
- 275 Ten Common Mistakes Talent Management Leaders Make During Assessment Initiatives, Grand A, 12:00 PM
- 315 Turn Skeptic Into Champion: Demonstrating Business Impact to HR, 346 AB, 3:30 PM

Counterproductive Behavior/Workplace Deviance

- 223 The Interactionist Approach to CWB: Broadening Our Approach, 335 BC, 8:30 AM
- 239 Posters 1-6, Ballroom of the Americas, 9:00 AM
- 254 Incivility in the Workplace, Grand A, 10:30 AM

Emotions/Emotional Labor

- 236 Understanding Employee Motivation to Perform Emotional Labor, Grand J, 8:30 AM
- 251 Context, Emotions, and Performance, 344 AB, 10:30 AM
- 272 Leadership and Emotion Regulation, 344 AB, 12:00 PM

Global/International/Cross-Cultural Issues

- 241 The Cultural Conundrum: Training Cross-Cultural Competence, Grand H, 9:00 AM
- 253 Posters 1-15, Ballroom of the Americas, 10:30 AM
- 277 Come Hell or High Water: Leading in Challenging Cross-Cultural Contexts, Grand C, 12:00 PM
- 288 Global Leader Assessment and Development: Issues and Applications, 335 A, 1:30 PM
- 302 International Panel on Disability and Employment, Grand G, 1:30 PM
- 303 Contextual Influences on International Work Assignments, Grand H, 1:30 PM

Groups/Teams

- 231 The Digital Frontier: Facilitating Teamwork Through Bits and Bytes, Grand B, 8:30 AM
- 256 Building Shared Knowledge in Teams: Shaping Macrocognitive Processes, Grand C, 10:30 AM
- 281 Master Collaboration: Three Successful Academic-Practitioner Collaborations, Grand G, 12:00 PM

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

- 228 Investigating Workplace Relationships From a Diversity Perspective, 344 AB, 8:30 AM
- 243 Understanding and Promoting Inclusion in the Workplace, 335A, 10:30 AM
- 265 The Current Status of Gender Inequality in the Workplace, 335A, 12:00 PM
- 306 Poster 1, Ballroom of the Americas, 2:00 PM

Innovation/Creativity

- 217 Fostering Creativity and Innovation Within Teams: Challenges and Opportunities, 339 AB, 8:00 AM

- 237 Creativity and Innovation in Organizations: An Academic-Practitioner Dialogue, 337 AB, 9:00 AM
- 239 Posters 7-8, Ballroom of the Americas, 9:00 AM

Job Analysis/Job Design/Competency Modeling

- 270 Developing Competency-Aligned Training Programs: What Does This Really Mean?, 340 AB, 12:00 PM
- 289 Analyzing the Next Generation of TSA Officers: Ready For Takeoff?, 335 BC, 1:30 PM

Job Attitudes/Engagement

- 232 Examining Overqualification and Positive Outcomes: When Are They Possible?, Grand C, 8:30 AM
- 239 Posters 9-13, Ballroom of the Americas, 9:00 AM
- 248 Perceived Organizational Support and Employee Well-Being, 340 AB, 10:30 AM
- 310 A Multifoci Approach to Engagement: Integrating Science and Practice, 337 AB, 3:30 PM

Job Performance/Citizenship Behavior

- 238 Dynamic Criteria and Performance Variability: Where Are We Now?, 339 AB, 9:00 AM
- 239 Posters 14-30, Ballroom of the Americas, 9:00 AM
- 295 OCB: Exploring New Directions in Multilevel, International Contexts, 346 AB, 1:30 PM

Judgment/Decision Making

- 284 Intelligence in the Workplace, 342, 12:30 PM

Leadership

- 220 Do Leadership Questionnaires Say More About Followers Than Leaders?, Grand H, 8:00 AM
- 224 Catalysts and Best Practices in On-the-Job Leadership Development, 336 AB, 8:30 AM
- 250 Leadership and Follower and Organizational Identities, 343 AB, 10:30 AM
- 271 Linking Personality and 360 Assessments to Coach and Develop Leaders, 343 AB, 12:00 PM
- 276 Developing Leaders for the Changing U.S. Health System, Grand B, 12:00 PM
- 279 Living History Series: An Interview With David P. Campbell, Grand E, 12:00 PM
- 282 Leading the Way: Incorporating Network Analytics Into Leadership Research, Grand H, 12:00 PM
- 301 Destructive Leadership: A Holistic View for Minimizing its Toxic Influence, Grand F, 1:30 PM
- 316 Closing Plenary Session, Grand A, 4:30 PM

Legal Issues/Employment Law

- 269 Accommodating Individuals With Disabilities: Legal and Applied Perspectives, 339 AB, 12:00 PM

Measurement/Statistical Techniques

- 255 Data Analysis and Visualization With R, Grand B, 10:30 AM
- 267 New Uses for Ideal-Point IRT: Addressing Substantive and Methodological Questions, 336 AB, 12:00 PM
- 291 Introduction to Bayesian Statistics, 339 AB, 1:30 PM

Motivation/Rewards/Compensation

- 218 Posters 1-12, Ballroom of the Americas, 8:00 AM
- 278 Self-Regulation of Motivation Over Time, Grand D, 12:00 PM

Occupational Health/Safety/Stress & Strain/Aging

- 240 APA's Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities, Grand G, 9:00 AM
- 249 Partnering With Healthcare Organizations, 342, 10:30 AM
- 273 Who Is Most Affected by Job Insecurity and Why?, 346 AB, 12:00 PM
- 287 Posters 1-32, Ballroom of the Americas, 1:00 PM

Organizational Culture/Climate

- 253 Posters 16-30, Ballroom of the Americas, 10:30 AM
- 296 The Culture of Unions in the Workplace, Grand A, 1:30 PM

Organizational Justice

- 257 Fairness in the Maelstrom: Organizational Justice During Large-Scale Organizational Change, Grand D, 10:30 AM

Organizational Performance/Change/Downsizing/OD

- 218 Posters 13–16, Ballroom of the Americas, 8:00 AM
229 Nothing Endures but Change: I-O's Role in Organizational Transformations, 346 AB, 8:30 AM
287 Poster 33, Ballroom of the Americas, 1:00 PM

Performance Appraisal/Feedback/Performance Management

- 218 Posters 17–29, Ballroom of the Americas, 8:00 AM
264 How to Fix Performance Management, Grand I, 11:30 AM
304 Whose Employees Are Best? Using Performance Management to Categorize Employees, Grand J, 1:30 PM

Personality

- 225 New Insights Into Personality Test Faking: Consequences and Detection, 340 AB, 8:30 AM
239 Poster 31, Ballroom of the Americas, 9:00 AM
252 Applications of Bifactor Models to Big Five Data, 346 AB, 10:30 AM
274 Posters 1–6, Ballroom of the Americas, 12:00 PM
306 Posters 2–7, Ballroom of the Americas, 2:00 PM

Research Methodology (e.g., surveys)

- 246 Common Method Variance Biases: Evidence and Remedies, 337 AB, 10:30 AM
259 Utilizing Novel Network-Based Methodology to Better Capture Organizational Phenomena, Grand F, 10:30 AM
262 Quantifying Experiences at Work: Smartphone-Enabled Experience Sampling Method (ESM), Grand I, 10:30 AM
268 Practical Lessons in Survey Methods for Measuring Employee Green Behaviors, 337 AB, 12:00 PM
293 Qualitative Investigation of Context: Staff Rides for Research and Practice, 343 AB, 1:30 PM
306 Posters 8–21, Ballroom of the Americas, 2:00 PM
311 Minding the Gap: What HR Delivers Versus What Customers Want, 339 AB, 3:30 PM

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

- 218 Poster 30, Ballroom of the Americas, 8:00 AM
230 When it Comes to Practice, Do Applicant Reaction Models Matter?, Grand A, 8:30 AM
245 Pretty, Funny, Crude, and Open: Contemporary Research on Self-Presentation, 336 AB, 10:30 AM
274 Posters 7–20, Ballroom of the Americas, 12:00 PM
299 Person–Environment Fit: A Duet Between Solid Theory and Rigorous Methodology, Grand D, 1:30 PM
308 Research and Practice in the Recruitment of Veterans, 335 BC, 3:30 PM

Strategic HR/Utility/Changing Role of HR

- 218 Poster 31, Ballroom of the Americas, 8:00 AM
235 Cybersecurity and I-O: Practical Applications for a Critical Workforce, Grand F, 8:30 AM
297 Working With What You Have: Demonstrating ROI Using Nontraditional Methods, Grand B, 1:30 PM

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

- 242 Working Towards an I-O Advocacy Agenda, Grand I, 9:00 AM
263 What Are You Talking About?! Why I-Os Need ITs, Grand J, 10:30 AM
283 Demystifying I-O Research Career Options: Applied, Academic, and Everything Between, Grand J, 12:00 PM
298 Prepared for the Global Workforce? Internationalizing I-O Programs, Grand C, 1:30 PM
307 Funding Opportunities at the National Science Foundation for I-O Research, Grand I, 2:00 PM

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

- 216 M. Scott Myers Award for Applied Research: A Synthetic Validation Approach to Developing Job-Specific Test Batteries, 337 AB, 8:00 AM
218 Poster 32, Ballroom of the Americas, 8:00 AM
221 Assessment Centers: What Makes Assessors Competent?, Grand I, 8:00 AM

- 222 The WOW! Factor: Design 101 for Technology-Delivered Tests, 335 A, 8:30 AM
234 Goin' Mobile: Employers, Applicants, and Their References, Grand E, 8:30 AM
258 New Frontiers in Simulations for Selection: What's New? What's Next?, Grand E, 10:30 AM
274 Posters 21–29, Ballroom of the Americas, 12:00 PM
280 Technology Enhanced Assessments, A Measurement Odyssey, Grand F, 12:00 PM
285 Dilemmas in Assessment: Insights on Solutions and Best Practices, Grand I, 12:30 PM
300 Robots and Fortune Tellers: The Realities of Making Selection Decisions, Grand E, 1:30 PM
305 Advances in Technology-Based Innovative Item Types: Practical Considerations for Implementation, 337 AB, 2:00 PM
309 Reviewing Industrial-Organizational Tests for the Buros Mental Measurements Yearbook, 336 AB, 3:30 PM

Work and Family/Non-Work Life/Leisure

- 233 Transitions to Motherhood: Workplace Experiences During Pregnancy and Postpartum, Grand D, 8:30 AM
261 Affect, Guilt, Shame, and Ruminations: Exploring Emotions in Work–Family Interactions, Grand H, 10:30 AM
266 Work–Life Programs: What Works?, 335 BC, 12:00 PM
294 Dark Data: Advancing Work–Family Research Through Nonsignificant and Counterintuitive Results, 344 AB, 1:30 PM
313 The Mechanisms of Crossover in Dual-Earner Couples, 343 AB, 3:30 PM

216. Special Events: 8:00 AM–8:50 AM 337 AB

M. Scott Myers Award for Applied Research: A Synthetic Validation Approach to Developing Job-Specific Test Batteries

This study examined a synthetic validation approach to develop and validate test batteries for 478 exempt jobs at Capital One. This presentation explores the basics of conducting a synthetic validation study, issues associated with its application in a large organization, and its many practical benefits.

Kristl Davison, University of Mississippi, **Host**
Jeff W. Johnson, PDRI, an SHL Company, **Presenter**
Kenneth T. Bruskiwicz, PDRI, an SHL Company, **Presenter**
Jeffrey D. Facticeau, SHL, **Presenter**
Amy Powell Yost, Capital One, **Presenter**
Robert Driggers, CEB Valtera, **Presenter**

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

217. Symposium/Forum: 8:00 AM–8:50 AM 339 AB

Fostering Creativity and Innovation Within Teams: Challenges and Opportunities

This session focuses on identifying a wide range of factors that affect creativity and innovation within teams. Presentations embrace empirical lab and field research findings to identify unique antecedents that can either facilitate or hinder team creativity. An invited discussant will offer comments and facilitate audience interaction with the presenters.

Tracy X. Xiong, University of Waterloo, **Co-Chair**
Wendi Adair, University of Waterloo, **Co-Chair**
John Cordery, University of Western Australia, Cristina B. Gibson, University of California-Irvine, Patrick D. Dunlop, University of Western Australia, Yana Grushina, University of Western Australia, **The Impact of Structure on Global Innovation Teams**
Semin Park, Seoul National University, **Exploitative Learning for Creativity: Cost and Benefit Approach**
Tracy X. Xiong, University of Waterloo, Wendi Adair, University of Waterloo, **The Relationship Between Team Member Multicultural Experience and Team Creativity**
Joshua Fairchild, The Pennsylvania State University, Lily Cushenbery, The Pennsylvania State University, Sarina M. Maneotis, Sentic, Amanda J. Drescher, The Pennsylvania State University, Samuel T. Hunter, The Pennsylvania State University, **Evaluating an Intervention for Team Creative Performance**
Paul Paulus, University of Texas at Arlington, **Discussant**
Submitter: Tracy Xiong, txiong@uwaterloo.ca

218. Poster: 8:00 AM–8:50 AM Ballroom of the Americas Prefunction Area Performance Management & Appraisal/Motivation

218-1 Examining Public Service Motivation and Affective Commitment in School Teachers

This study evaluates the relationship between public service motivation (PSM) and affective commitment in public school teachers. Through the application of correlational and t-test studies, the impact of teachers' PSM on commitment to the organization and the relationship between the school's effectiveness PSM and affective commitment were examined.

DeAnn H. Arnold, Louisiana Tech University
Christopher T. Huynh, Louisiana Tech University
James A. De Leon, Louisiana Tech University
Brandon E. Dennis, Louisiana Tech University
Lindsey M. Anderson, Louisiana Tech University
Submitter: DeAnn Arnold, da@deannarnold.com

218-2 A Computational Model of Corner-Cutting Behavior and Goal Progress Velocity

Workers can sometimes perform tasks more quickly by "cutting corners." A computational model was developed to predict when individuals are most likely to cut corners. Cutting corners when it is safe to do so may be highly adaptive. The relationship between corner cutting and goal progress velocity is emphasized.

James W. Beck, University of Waterloo
Submitter: James Beck, James.Beck@uwaterloo.ca

218-3 Understanding the Positive Effects of Mortality Awareness on Work Relationships

The relationships between mortality awareness, career calling, and generative work relationships were investigated among employees working in a death-salient occupation. As expected, career calling fully mediated the relationship between mortality awareness and patient attachment. Career calling also partially mediated the relationship between mortality awareness and supervisor relational identity.

Lindsay Brown, University of Georgia
Lillian T. Eby, University of Georgia
Submitter: Lindsay Brown, b.lindsay.brown@gmail.com

218-4 Effects of Benefits on Commitment Among Full- and Part-Time Employees

This study examined how health benefit use and satisfaction influence affective organizational commitment and union loyalty. Employee work status (full or part time) was hypothesized to moderate these relationships. Employee work status moderated the relationship between benefit use and affective commitment but did not moderate the other hypothesized relationships.

Skye K. Gillispie, Clemson University
Robert R. Sinclair, Clemson University
Crystal M. Burnette, Clemson University
James E. Martin, Wayne State University
Submitter: Skye Gillispie, skyegillispie@gmail.com

218-5 Knowledge Sharing, Self-Enhancement Motive, and Abusive Supervision

Drawing on insights from COR theory, the purpose of this study is to examine how self-enhancement motive and abusive supervision may be separately and jointly related to determine the level of employees' knowledge sharing. Except for the main effect between self-enhancement and knowledge sharing, hypotheses were supported.

Seckyoung L. Kim, Seoul National University
Yongsu Yoo, Seoul National University
Soojin Lee, Seoul National University
Jae Hyung Ahn, Seoul National University
Submitter: Seckyoung Kim, loreta75@naver.com

218-6 The Influence of Feedback on Motivation

This study investigated the effects of various types of performance appraisal feedback on different types of motivation. It was found that people who were given developmental feedback were more intrinsically motivated than people who were given evaluative feedback.

Lisa M. Plant, University of Windsor
Greg A. Chung-Yan, University of Windsor
Joanna M. Kraft, University of Windsor

Submitter: Lisa Plant, plantl@uwindsor.ca

218-7 Who Is Empowered? A Dispositional Basis to Psychological Empowerment

This study examined whether the Big 5 and core self-evaluation individually and incrementally accounted for variance in psychological empowerment over and above structurally empowering features. Data from 229 participants provide evidence that core self-evaluation and, to a lesser extent Extraversion and Emotional Stability, are associated with psychological empowerment.

Daniel V. Simonet, University of Tulsa
Anupama Narayan, The University of Tulsa
Courtney A. Nelson, University of Tulsa

Submitter: Dan Simonet, dvsimonet@gmail.com

218-8 Justice Delayed Is Justice Denied: Procrastination's Role in Arbitration Delay

Using arbitrators, this study investigated procrastination's impact on slippery deadlines, where the due date can be autonomously extended. Consistent with temporal motivation theory, procrastination was largely explained by expectancy, value, and sensitivity to time related traits and skills, which together accounted for 73% of the variance in procrastination.

Piers Steel, University of Calgary
Daphne Taras, Edwards School of Business
Allen Ponak, University of Calgary
John D. Kammeyer-Mueller, University of Florida

Submitter: Piers Steel, piers.steel@haskayne.ucalgary.ca

218-9 Team and Dispositional Goal Orientations and Performance: Integrating Self-Regulation

This study examined the simultaneous influence of individual dispositional and team-level goal orientations, and homologous self-regulatory processes on individual performance. Results showed that dispositional performance orientations were associated with higher negative affect resulting in lower performance, whereas team-level learning climates were associated with lower negative affect resulting in higher performance.

Esther R. Unger-Avram, Sapir Academic College, Israel
Tal Katz-Navon, The Interdisciplinary Center, Herzliya
Caryn J. Block, Columbia University

Submitter: Esther Unger-Avram, unger@sapir.ac.il

218-10 Goal Importance and Goal Proximity Interact to Predict Resource Allocation

Motivation is thought to guide all human behavior. Resource allocation is the mechanism by which motivation drives behavior. In a longitudinal study conducted over a month, this study

found that goal proximity (i.e., due date) and goal importance interactively predicted resource allocation decisions.

Anastasia L. Milakovic, Ohio University
Michael A. Warren, Ohio University
Allison N. Tenbrink, Ohio University
Jeffrey B. Vancouver, Ohio University
Leah Halper, Ohio University
Amanda R. Cameron, Ohio University
Justin M. Weinhardt, Ohio University
Submitter: Michael Warren, mw174807@ohio.edu

218-11 Changes in Self-Regulated Learning Strategies Across Different Tasks

This study explores the use of self-regulated learning strategies from task to task in a computer-supported collaborative learning environment. Learning strategies are assessed through a content analysis of communication between students working on team projects. Results show that self-regulated learning strategy use varies over time as task demands change.

Kimberly Sue Wilson, University of Tulsa
Anupama Narayan, University of Tulsa

Submitter: Kimberly Wilson, kwilson8808@yahoo.com

218-12 Investigating the Relationship Between Perceived Organizational Support and Goal Commitment

This study reveals that POS leads to increased goal commitment through its positive effects on organizational identification and self-efficacy. The positive effects of POS on organizational identification and self-efficacy are strengthened by perceived organizational competence. Goal commitment mediates the relationships between its antecedents and in-role and extra-role performance.

Dianhan Zheng, University of Houston
Robert Eisenberger, University of Houston
Zhuxi Wang, University of Houston
Kyoung Yong Kim, University of Houston

Submitter: Dianhan Zheng, dzheng@mail.uh.edu

218-13 Comedy or Tragedy? Examining HR Interventions Using a Storytelling Arc

A qualitative research method was used to examine how senior HR and I-O practitioners make sense of their first-hand experiences leading organizational change initiatives. A storytelling arc was used as an organizing metaphor, capturing personal sensemaking and dynamic changes over time that are sometimes missed in other research methodologies.

Jillian McLellan, Seattle Pacific University
Yolanda L. Winberg, Seattle Pacific University
Paul R. Yost, Seattle Pacific University

Submitter: Jillian McLellan, jrmlc0619@gmail.com

218-14 Change Hurts: The Relationship Between Organizational Change and Financial Loss

This research examines the relationship between organizational change and financial losses using a global database of reinsurance losses. The results indicate that insured losses attributed to the organization and its employees are preceded by an organizational change initiative more often than not. Implications for organizational change research are considered.

Lars D. Mellert, Amstein + Walthert Progress AG
 Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY
 Bernd Wilke, University of St. Gallen
 Justina M. Froelich, Baruch College and the Graduate Center, CUNY
 Submitter: Charles Scherbaum, charles.scherbaum@baruch.cuny.edu

218-15 Differential Effects of Two Organizational Interventions on Employee Attitudes

The effectiveness of 2 organizational development initiatives was assessed: a reward/recognition program and an employee support-focused position at a nonprofit organization. Results show that employees preferred recognition over reward. Employees found the support-focused position to be effective and an indicator of organizational support. Both initiatives predicted job satisfaction and engagement.

Kimberly Sue Wilson, University of Tulsa
 Anupama Narayan, University of Tulsa
 Submitter: Kimberly Wilson, kwilson8808@yahoo.com

218-16 High Performance Organizations and Macroeconomic Performance

The study developed a comprehensive model linking characteristics of high-performance organizations (HPOs) with macroeconomic performance and then empirically assessed the model using a global survey across 27 countries. Findings suggest characteristics that enable firms to gain and sustain superior business results also enhance macroeconomic performance.

Haiyan Zhang, Kenexa, an IBM Company
 Milton Hugo Salas Martinez, Kenexa, an IBM Company
 Jack W. Wiley, Kenexa, an IBM Company
 Submitter: Haiyan Zhang, haiyan.zhang@kenexa.com

218-17 A Large-Scale, Longitudinal Investigation of Performance Improvement Following Multisource Feedback

This study characterizes performance change following multisource feedback (MSF) as generally weak and positive. This growth trajectory is examined via key antecedents (experience, developmental activities, initial performance), moderators (rater source, performance dimension), and consequences (promotion). Results identify less-experienced and weak-performing employees as the most likely to improve following MSF.

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

218-18 Role of Empathic Concern and Planning in Delivering Performance Feedback

When supervisors provide performance feedback to their poorest performing employees, supervisor expectations about the extent to which the employee will challenge and/or accept the feedback leads to discomfort, which can lead to rating inflation. The role of the supervisor's empathic concern and planning how to deliver the feedback are considered.

Kristophor G. Canali, U.S. Office of Personnel Management
 Submitter: Kristophor Canali, kgc99001@yahoo.com

218-19 Predictors of Performance Outcomes in the Telework Environment

This study was conducted to analyze the relationships of perceived trust, autonomy, and communication of performance expectations with performance outcomes for a teleworking population. Furthermore, analyses were run to test if engagement mediated the relationships among these variables and performance. Results showed all independent variables predicted performance outcomes.

Ryan V. Hendricks, U.S. Office of Personnel Management
 Submitter: David Geller, davidsgeller@gmail.com

218-20 Regulatory Focus/Fit and Utilization of Corrective Task Feedback

Regulatory focus/fit theory was tested as an explanation of variability in utilization of corrective task feedback that also conveyed evaluative performance feedback. Results did not support the regulatory focus/fit predictions, suggesting fit effects are difficult to achieve in complex feedback environments where corrective feedback also provides feedback sign information.

Neil M. A. Hauenstein, Virginia Tech University
 Andrew M. Miller, Virginia Tech University
 Jaron T. Holmes, Office of Personnel Management
 Submitter: Neil Hauenstein, nhauen@vt.edu

218-21 Do Incremental Theorists Penalize Others' Failure to Demonstrate Positive Change?

Across 2 studies it is shown that incremental theorists (i.e., individuals who view human traits as malleable) are more punitive towards declining performance trends than entity theorists (i.e., individuals who view human traits as static). Incremental theorists penalize others' failure to demonstrate positive change when rating dynamic performance.

Julie J. Lanz, Florida International University
 Cort W. Rudolph, Florida International University
 Submitter: Julie Lanz, julie.lamer@gmail.com

218-22 Does 360 Feedback Lead to Performance Improvement?

Although the use of 360 feedback is common in today's organizations, there have been few longitudinal studies evaluating improvement that occurs following 360 degree feedback. Across 2 time points, feedback resulted in small competency improvements. Perceptions of a high quality feedback environment relate to improvements in multiple dimensions.

Stanton Mak, Michigan State University
 Catherine Ott-Holland, Michigan State University
 Ann Marie Ryan, Michigan State University
 Submitter: Stanton Mak, smak196@gmail.com

218-23 Trust-in-Supervisor: The Relationship Driving Feedback Behaviors

This study examined the interaction between contextual and relational factors predicting 3 feedback behaviors: inquiry, mitigating, and avoiding. Only feedback mitigating and avoiding were driven by employees' trust in supervisor. Contrary to expectation, the effect was stronger in highly political contexts.

Rana Moukarzel, Florida Institute of Technology
 Stephen F. Young, Florida Institute of Technology
 Matthew J. Monnot, Pacific Lutheran University
 Lisa A. Steelman, Florida Institute of Technology
 Haitham A. Khoury, American University of Beirut

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

218-24 Raters' Motivation to Give Feedback and Multisource Feedback Rating Biases

This study examines factors affecting raters' motivation to give feedback—specifically, rater type (superior, peers, subordinates), interpersonal affect, and feedback environment—and its impact on rating leniency and halo. HLM results based on 761 observer ratings mostly supported our hypotheses but also uncovered differential relationships for leniency and halo.

Christine Koh, Nanyang Technological University
 Kok-Yee Ng, Nanyang Technological University
 Soon Ang, Nanyang Technological University
 Jeffrey C Kennedy, Nanyang Business School
 Hwee Bin Tay, Centre for Leadership Development

Submitter: K. Yee Ng, akyng@ntu.edu.sg

218-25 Relative Importance of Major Job Performance Dimensions in Korean Contexts

Based on a study of 111 Korean employees at a large company, researchers found that task-based performance dimensions (task performance, OCB-O, and CWB-O) are significantly more important than interpersonal performance dimensions (OCB-I and CWB-I) in determining administrative-purpose, overall job performance ratings (%RW = 88% vs. 12%).

Jae Young Choi, Virginia Commonwealth University
 Chao Miao, Virginia Commonwealth University
 In-Sue Oh, Temple University

Submitter: In-Sue Oh, insue.oh@gmail.com

218-26 A Multidimensional Measure of Observer Attributions for Performance

This study was conducted to examine the factor structure and construct validity of the newly created Multidimensional Observer Attributions for Performance Scale (MOAPS). Confirmatory factor analysis supported the intended 4-factor structure, and each of the 4 observer attributions was found to contribute unique variance towards performance ratings.

Kevin J. Rutherford, Florida International University
 Michael B. Harari, Florida International University
 Cort W. Rudolph, Florida International University

Submitter: Kevin Rutherford, kruth004@fiu.edu

218-27 Damned If She Does or Doesn't: Agreeableness, Gender, and Performance

Across 2 studies, evidence was found that the relationship between Agreeableness and job performance was weaker when employees were either high or low in Agreeableness and was stronger when employees had moderate levels of Agreeableness. However, this pattern existed only for female employees.

Andrew Li, West Texas A&M University
 Jonathan A. Shaffer, West Texas A&M University
 Jessica Bagger, California State University, Sacramento

Amit K. Nandkeolyar, Indian School of Business
 Srinivas Ekkirala, Indian School of Business

Submitter: Jonathan Shaffer, jshaffer@wtamu.edu

218-28 Vertical and Horizontal Individualism and Collectivism Orientations and Feedback-Seeking Behaviors

This study investigated how individuals' cultural orientations, as defined by horizontal and vertical individualism and collectivism, relate to the strategies (monitoring and inquiry) and sources (peer and supervisor) utilized for seeking feedback in their organizations.

Chantale Wilson, University of Akron
 Joelle D. Elicker, University of Akron
 Mary Sully de Luque, Thunderbird School of Global Management

Submitter: Chantale Wilson, cnw18@zips.uakron.edu

218-29 Increasing Positive Emotions Following Negative Feedback: How Empathy Can Help

This video-based lab study investigated empathy as a technique that managers can use when delivering negative feedback. Specifically, participants exposed to empathic feedback experienced a greater increase in positive emotions and were more likely to rate a hypothetical manager as effective compared to a no-empathy control group.

Stephen F. Young, Florida Institute of Technology
 Rana Moukarzel, Florida Institute of Technology
 Lisa A. Steelman, Florida Institute of Technology
 Erin M. Richard, Florida Institute of Technology
 James Gallo, Florida Institute of Technology

Submitter: Stephen Young, stephenyoung86@gmail.com

218-30 Employee Performance and Potential for Promotion, Training, and Development Recommendations

Allocation decisions regarding employee promotion, training, and development are crucial, yet little is known about how managers use ratings of job performance and employee potential to inform these decisions. This study uses a policy capturing design to compare how supervisors and human resource managers make decisions about employees.

Francoise J. Cadigan, University of Manitoba
 Kasey D. Martin, University of Manitoba
 David Kraichy, University of Calgary
 Krista L. Uggerslev, Northern Alberta Institute of Technology
 Neil Fassina, University of Manitoba

Submitter: Francoise Cadigan, francoisec@gmail.com

218-31 Attitudinal and Performance Outcomes of Investments in Employee Development

This study examined how investing into training impacted employee perceptions and unit performance. Specifically, multilevel structural equation modeling was used and found that investment in training fostered a climate of high involvement work processes and a unit-level positive organizational regard. These perceptions contributed to unit performance.

John W. Lynch, University of Georgia
 Robert J. Vandenberg, University of Georgia

Submitter: John Lynch, jwlynch@uga.edu

218-32 Multitasking Performance: A Function of Preference and Ability

This study examines the usefulness of multitasking ability assessments for predicting work related criteria. Multitasking ability demonstrated predictive validity and incremental validity for multitasking performance. Polychronicity was found to moderate the relationship between multitasking ability and both supervisor ratings of overall job performance and multitasking performance.

Kristin R. Sanderson, Florida International University
Valentina Bruk Lee, Florida International University
Chockalingam Viswesvaran, Florida International University
Sara Lambert Gutierrez, SHL
Tracy Kantrowitz, SHL

Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

**219. Special Events: 8:00 AM–8:50 AM
Grand G****Perspectives on Independent Consulting in I-O**

Panelists with a variety of backgrounds and tenure as independent I-O consultants will share their experiences, advice, and lessons learned. Topics of discussion will include starting an independent consulting practice, establishing clients, generating work, growing the practice, creating research and practitioner partnerships, and weathering economic struggles.

Elizabeth A. McCune, Microsoft Corporation, **Chair**
Martin Lanik, Global Assessor Pool LLC, **Panelist**
Sandra R. Fiaschetti, Magnet Consulting, **Panelist**
Laura S. Hamill, Paris Phoenix Group, **Panelist**
Daniel Fisher, Fisher Rock Consulting, **Panelist**
Hennie J. Kriek, TTS Talent Group/University of South Africa, **Panelist**

Submitter: Elizabeth McCune, elizabeth.mccune@live.com

**220. Debate: 8:00 AM–8:50 AM
Grand H****Do Leadership Questionnaires Say More About Followers Than Leaders?**

Follower reports of leadership are widely used to inform both theory and practice, but their use remains controversial with respect to their validity as a measurement of leaders' behavior. This debate will highlight different points of view, examine each side's assumptions, and seek common ground to foster potential solutions.

Robert G. Lord, University of Akron, **Moderator**
Tiffany Hansbrough, Fairleigh Dickinson University, **Presenter**
Birgit Schyns, Durham University, **Presenter**
Ronald E. Riggio, Claremont McKenna College, **Presenter**

Submitter: Tiffany Hansbrough, thansb@fdu.edu

**221. Roundtable/Conversation Hr: 8:00 AM–8:50 AM
Grand I****Assessment Centers: What Makes Assessors Competent?**

The study of what makes a good assessor is at best in its early infancy. The aim of this session is to identify critical competencies of quality assessors with the goal of propelling research, best practice, and collaboration on this important topic.

Lynn Collins, Sandra Hartog & Associates/Fenestra, **Host**
Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc, **Host**

Submitter: Lynn Collins, lynn.collins@fenestrainc.net

**222. Master Tutorial: 8:30 AM–9:50 AM
335 A**

1.5 CE credits for psychology purposes available

The WOW! Factor: Design 101 for Technology-Delivered Tests

Innovative item types are becoming more prevalent among electronically delivered assessments. Practitioners are wooed by the wide range of possibilities in terms of graphical enhancement of items. Adding too much pizzazz, or "wow," however, can have unintended consequences. Experienced panelists provide an overview of UI design principles.

Tami Licht, Development Dimensions International (DDI), **Presenter**
Eric J. Sydell, Shaker Consulting Group, **Presenter**
Kim Karanovich, Development Dimensions International (DDI), **Presenter**

Submitter: Donald Lustenberger, dondc95@gmail.com

**223. Symposium/Forum: 8:30 AM–9:50 AM
335 BC****The Interactionist Approach to CWB: Broadening Our Approach**

The interactionist approach examines how the relationship between stressors and CWB varies based on personality. The papers in this symposium expand that approach by examining how personality affects how employees respond to both stressors and social resources, and may contribute to both CWB and citizenship behavior depending on work conditions.

Lisa M. Penney, University of Houston, **Chair**
Zhiqing E. Zhou, University of South Florida, Laurenz L. Meier, University of South Florida, Paul E. Spector, University of South Florida, **Personality, Job Stressors, and Counterproductive Work Behavior: A Three-Way Interaction**

Lisa M. Penney, University of Houston, L. A. Witt, University of Houston, Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI), Marinus van Driel, Van Driel Consulting/DEOMI, Daniel P. MacDonald, Defense Equal Opportunity Management Institute (DEOMI), **Effects of Servant Leadership on Deviance: A Conditional Process Model**
Xinxuan Che, University of South Florida, Paul E. Spector, University of South Florida, **Nicely Treated People Don't Engage in Nasty Things? Seems Not**

Suzy Fox, Loyola University-Chicago, **Narcissism, CWB, OCB, Leadership and Bullying: Who's Calling the Shots?**

Submitter: Lisa Penney, lpenney@uh.edu

**224. Panel Discussion: 8:30 AM–9:50 AM
336 AB****Catalysts and Best Practices in On-the-Job Leadership Development**

Given all that there is to know about on-the-job development, organizations still struggle to make it happen. This panel will highlight some of the "best practices" to leverage on-the-job development by identifying developmental assignments, enhancing individuals' ability to learn, shaping HR practices, and developing a culture that supports experience-based development.

Paul R. Yost, Seattle Pacific University, **Chair**
Emily M. Pelosi, Seattle Pacific University, **Co-Chair**
Cindy McCauley, Center for Creative Leadership, **Panelist**
Mary M. Plunkett, Carlson, **Panelist**
Brad Borland, Kelly Services, Inc., **Panelist**
Sylvester Taylor, Center for Creative Leadership, **Panelist**

Submitter: Paul Yost, yostp@spu.edu

225. Symposium/Forum: 8:30 AM–9:50 AM 340 AB

New Insights Into Personality Test Faking: Consequences and Detection

Personality test faking has been a concern in industrial-organizational psychology for years. It is essential to understand its impact and explore methods for reducing deleterious effects in employment decision making. In this symposium, cutting-edge research is presented that addresses the detection of personality test faking and the consequences of ignoring faking.

Nathan T. Carter, University of Georgia, **Chair**

Nathan T. Carter, University of Georgia, Michael J. Zickar, Bowling Green State University, **Personality Test Faking at the Level of the Selection Decision**

Andrew Speer, Central Michigan University, Neil Christiansen, Central Michigan University, **Response Biases in Personality Scores of Job Incumbents: Criterion-Related Validity**

Amy R. Gammon, Ripon College, Mei-Chuan Kung, Select International, Inc., Matthew S. O'Connell, Select International, Inc., Kristin M. Delgado, Select International, Inc./Wright State University, Richard L. Griffith, Florida Institute of Technology, **What if Several Indicators of Applicant Faking Behavior Were Triangulated?**

Benjamin A. Tryba, Florida Institute of Technology, Neil Christiansen, Central Michigan University, Richard L. Griffith, Florida Institute of Technology, Pamela S. Jackson, Florida Institute of Technology, Robert L. Kopp, Florida Institute of Technology, **Lonely at the Top? Effects of Faking Throughout the Distribution**

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

Submitter: Nathan Carter, cartern1981@gmail.com

226. Community of Interest: 8:30 AM–9:50 AM 342

Millennials at Work

Brodie Gregory, PDRI, **Host**

Charles N. Thompson, Taylor Strategy Partners, **Host**

Kara R. Jeanson, PDRI, **Coordinator**

227. Symposium/Forum: 8:30 AM–9:50 AM 343 AB

Green I-O Consulting: Growing Your Practice to Include Environmental Sustainability

This symposium is intended to motivate and enable I-O consultants to expand their practices to include environmental sustainability. Presenters include thought-leading academics central to establishing SIOP's sustainability agenda, internal I-O consultants from large organizations with strong sustainability programs, and an external consultant with unique expertise in environmental sustainability consulting.

John P. Muros, AT&T, **Co-Chair**

Stephan Dilchert, Baruch College, **Co-Chair**

John P. Muros, AT&T, **Going After the Green: Expanding I-O Practice to Include Sustainability**

Stephan Dilchert, Baruch College, Deniz S. Ones, University of Minnesota, **Guiding Organizational Greening Efforts Through Internal and External Benchmarking**

Subhadra Dutta, PepsiCo, Christopher R. Honts, Central Michigan University, Christopher T. Rotolo, PepsiCo, **Influencing Environmental Sustainability Behaviors Through HR Processes**

Elaine Greenway, Walmart Stores, Inc., **Lessons Learned and Skills Required for Large-Scale HR Sustainability Projects**
Anna Clark, EarthPeople, **Effective Branding, Marketing, and Communicating for Sustainability Consulting Services**

Submitter: John Muros, jawnpm@hotmail.com

228. Symposium/Forum: 8:30 AM–9:50 AM 344 AB

Investigating Workplace Relationships From a Diversity Perspective

Many organizational phenomena are relational. In light of increasing emphasis on diversity in the workplace, examination of how demographic differences take effect in relational contexts is warranted. Three empirical studies, encompassing several relational constructs and types of diversity, are presented that address how diversity shapes relationships and influences relational outcomes.

Jennifer Wessel, The University of Akron, **Co-Chair**

Brent J. Lyons, Michigan State University, **Co-Chair**

Brent J. Lyons, Michigan State University, Sabrina D. Volpone, Temple University, Jennifer Wessel, The University of Akron, **Supervisor–Subordinate Relationship Diversity: Consequences for Abusive Supervision**

Winnie Shen, University of South Florida, Soner Dumani, University of South Florida, Andeneshea S. Kemp, University of South Florida, **Consequences of Gender and Leadership Identity Conflict and Facilitation**

Jennifer Wessel, The University of Akron, **Coworker Relationship Perceptions and Depression Disclosure**

Lisa H. Nishii, Cornell University, **Discussant**

Submitter: Jennifer Wessel, jwessel@uakron.edu

229. Panel Discussion: 8:30 AM–9:50 AM 346 AB

Nothing Endures but Change: I-O's Role in Organizational Transformations

Change happens but is often painful. I-O equips us to drive effective change, even when not directly tasked with change management. Experienced panelists will share strategy and practices for successful organization transformation and for visibility. Session is designed for midcareer professionals facing change, though it will benefit all SIOP attendees.

Stephanie R. Klein, SHL, **Chair**

Laura Baranowski, Wells Fargo, **Panelist**

Cathy L. Z. DuBois, Kent State University, **Panelist**

Kevin M. Kramer, Honeywell, **Panelist**

Lizzette Lima, PDRI, **Panelist**

Norm E. Perreault, Independent Consultant, **Panelist**

Submitter: Stephanie Klein, stephanie.klein@shl.com

230. Panel Discussion: 8:30 AM–9:50 AM Grand A

When it Comes to Practice, Do Applicant Reaction Models Matter?

This session provides an integrated scientist–practitioner perspective on the practical value of applicant reaction models. Established researchers will present theoretical models of applicant reactions to selection systems. Experienced practi-

tioners will discuss the techniques they use in practice and whether these techniques map onto theoretical models. An interactive discussion will follow.

Julie M. McCarthy, University of Toronto, **Chair**
Wayne F. Cascio, University of Colorado, **Co-Chair**
Talya N. Bauer, Portland State University, **Panelist**
Donald M. Truxillo, Portland State University, **Panelist**
Todd Carlisle, Google, **Panelist**
Victoria A. Davis, Marriott International, **Panelist**

Submitter: Julie McCarthy, julie.mccarthy@rotman.utoronto.ca

231. Panel Discussion: 8:30 AM–9:50 AM Grand B

The Digital Frontier: Facilitating Teamwork Through Bits and Bytes

I-O psychologists have begun to look into how technology facilitates teamwork but with little understanding how specific tools influence team effectiveness. With the digital age here, it is critical to understand where the science on technology in teams stands and where it needs to go in the future.

Christopher Wiese, University of Central Florida, **Co-Chair**
Marissa L. Shuffler, University of Central Florida, **Co-Chair**
Zachary N. J. Horn, Aptima, Inc., **Co-Chair**
Travis Maynard, Colorado State University, **Panelist**
Stephen M. Fiore, University of Central Florida, **Panelist**
Robert McCormack, Aptima, Inc., **Panelist**

Submitter: Christopher Wiese, ChrisWWiese@gmail.com

232. Symposium/Forum: 8:30 AM–9:50 AM Grand C

Examining Overqualification and Positive Outcomes: When Are They Possible?

The research on overqualification has mainly examined negative consequences of overqualification. Defined, overqualified employees have surplus talent and thus can be excellent employees if managed properly; yet empirical evidence is lacking. This symposium explores largely ignored positive attitudinal and behavioral consequences of overqualification and factors that stimulate these positive outcomes.

Aleksandra Luksyte, The University of Western Australia, **Chair**
Katina W. Thompson, Florida State University, David M. Sikora, California Polytechnic State University, Pamela L. Perrewe, Florida State University, Gerald R. Ferris, Florida State University, **Person–Job Fit as Mediator Between Employment Qualifications and Hiring Recommendations**
Frances M. McKee-Ryan, University of Nevada, Reno, Bret L. Simmons, University of Nevada, Reno, **Overqualified Employees' Retention: The Role of Core Self-Evaluations and Engagement**
Leigh Rokitowski, SUNY New Paltz, Doug C. Maynard, SUNY New Paltz, **Overqualification and Job Crafting: Exploring Main Effects and Moderators**

Aleksandra Luksyte, The University of Western Australia, **How to Increase Creativity of Overqualified Employees? Examining Organizationally Based Strategies**

Berrin Erdogan, Portland State University, **Discussant**

Submitter: Aleksandra Luksyte, alex.luksyte@uwa.edu.au

233. Symposium/Forum: 8:30 AM–9:50 AM Grand D

Transitions to Motherhood: Workplace Experiences During Pregnancy and Postpartum

The transition to motherhood represents a common, yet psychologically dynamic and complex, process for working women. In light of the potential obstacles faced by pregnant women and working mothers, the proposed symposium aims to address yet unstudied substantive issues associated with the overlap of motherhood and employment.

Kristen P. Jones, George Mason University, **Co-Chair**
Eden B. King, George Mason University, **Co-Chair**
Whitney Botsford Morgan, University of Houston-Downtown, Sarah Singletary Walker, University of Houston-Downtown, Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, **Reducing Discrimination Toward Pregnant Job Applicants: A Field Study**

Christiane Spitzmueller, University of Frankfurt/University of Houston, Zhuxi Wang, University of Houston, Russell A. Matthews, Bowling Green State University, Gwenith G. Fisher, University of Michigan, Candice Perks, University of Houston, Jing Zhang, University of Houston, Lane Strathearn, Children's Nutrition Research Center, **Got Milk? Workplace Factors Related to Breastfeeding Among Nursing Mothers**

Kristen P. Jones, George Mason University, Eden B. King, George Mason University, Veronica L. Gilrane, George Mason University, Tracy C. McCausland, George Mason University, **I Can't Get No Satisfaction: Attitudes During Pregnancy and Postpartum**

Submitter: Kristen Jones, kjonesz@gmu.edu

234. Symposium/Forum: 8:30 AM–9:50 AM Grand E

Goin' Mobile: Employers, Applicants, and Their References

For some applicant populations, access to mobile technology surpasses that of the PC. This symposium is designed to (a) present research on the use of mobile-based testing (MBT) in the applied setting and (b) use these results to address practical decision making and psychometric integrity of MBT.

Cynthia A. Hedricks, SkillSurvey, Inc., **Chair**
Sarah S. Fallaw, SHL, Tracy Kantrowitz, SHL, **Testing Via Smart Mobile Devices: Examining Global HR Perspectives**
Ben Hawkes, Kenexa, an IBM Company, **Developing Evidence-Based Guidelines for Testing on Mobile Devices**
Debora D. Mitchell, Sprint, Michael Blair, Sprint, **Goin' Mobile: A Mobile Provider's Foray Into Mobile Assessments**
Disha D. Rupayana, SkillSurvey, Inc., Cynthia A. Hedricks, SkillSurvey, Inc., **Smart Mobile Devices Versus PC: Reference Feedback on Applicant Competence**
Nancy T. Tippins, CEB Valtera, **Discussant**

Submitter: Cynthia Hedricks, chedricks@skillsurvey.com

235. Panel Discussion: 8:30 AM–9:50 AM Grand F

Cybersecurity and I-O: Practical Applications for a Critical Workforce

Cybersecurity professions are growing exponentially to help prevent threats to government and private industry, leaving HR and training professionals overloaded with challenges. A panel

of professionals who work closely with the cybersecurity workforce will provide insight into unique challenges of this field and practical solutions for selection and workforce development.

Tara Thorne, PDRI, **Co-Chair**

Kristina M. Kayton, PDRI, **Co-Chair**

Nicholas L. Vasilopoulos, National Security Agency, **Panelist**

Dennis E. Michael, FedEx Services, **Panelist**

Steven D. Ashworth, San Diego Gas & Electric, **Panelist**

Jeff Raithel, Department of Defense, **Panelist**

Submitter: Kristina Kayton, Kristina.Kayton@pdri.com

236. Symposium/Forum: 8:30 AM–9:50 AM Grand J

Understanding Employee Motivation to Perform Emotional Labor

Emotional labor research is one of the largest areas of emotions research for organizational scholars. Yet, many researchers consider similar designs and measures. This set of studies offers key theoretical and methodological extensions to revitalize emotional labor research by highlighting how employees can be motivated to perform emotional labor.

Allison S. Gabriel, University of Akron, **Co-Chair**

Jason Dahling, The College of New Jersey, **Co-Chair**

Allison S. Gabriel, University of Akron, Michael A. Daniels, Bowling Green State University, James M. Diefendorff, University of Akron, Gary J. Greguras, Singapore Management University, **Distinguishing Emotional Labor Actors Using Latent Profile Analysis**

Helena Hong, University of New South Wales, Markus Groth, University of New South Wales, Stephen J. Frenkel, University of New South Wales, **Daily Effects of Emotion Regulation and the Role of Self-Determination**

Jason Dahling, The College of New Jersey, Samantha Le Chau, Novo Nordisk Inc., **Going Above and Beyond: Prosocial Motivation Impacts Customer Service Ratings**

Alicia A. Grandey, Pennsylvania State University, Tyler J. Slezak, Pennsylvania State University, **When Pride Becomes Shame: Organizational Identification and Self-Regulation During Scandal**

S. Douglas Pugh, Virginia Commonwealth University, **Discussant**

Submitter: Allison Gabriel, asg19@ziips.uakron.edu

237. Panel Discussion: 9:00 AM–9:50 AM 337 AB

Creativity and Innovation in Organizations—An Academic–Practitioner Dialogue

Creativity and innovation have been touted as important factors in organizational success and survival. The purpose of this panel is to bring together academics studying creativity and innovation and practitioners concerned about the topic to discuss the current state of research and practice and gaps between science and practice.

Roni Reiter-Palmon, University of Nebraska-Omaha, **Panelist**

Christina E. Shalley, Georgia Institute of Technology, **Panelist**

Daniel P. Russell, Aon Hewitt, **Panelist**

Cara C. Bauer, Novo Nordisk, Inc., **Panelist**

Submitter: Roni Reiter-Palmon, rreiter-palmon@unomaha.edu

238. Panel Discussion: 9:00 AM–9:50 AM 339 AB

Dynamic Criteria and Performance Variability: Where Are We Now?

Research that has begun to examine the short-term dynamic properties of job performance (i.e., within-person performance variability) has brought to light new issues with prior conceptualizations of static criteria. A panel of experts in this area will discuss these issues as well as current and future research initiatives.

Michael B. Harari, Florida International University, **Co-Chair**

Cort W. Rudolph, Florida International University, **Co-Chair**

Christopher M. Barnes, Virginia Tech, **Panelist**

Devasheesh Bhawe, Concordia University, **Panelist**

Reeshad S. Dalal, George Mason University, **Panelist**

Ronald H. Humphrey, Virginia Commonwealth University, **Panelist**

Submitter: Michael Harari, mhara003@fiu.edu

239. Poster: 9:00 AM–9:50 AM Ballroom of the Americas

Job Performance/Citizenship & Counterproductive Behavior/Engagement

239-1 Integrity, Ego Depletion, and the Interactive Impact on Counterproductive Behavior

This study examined the relationships among integrity, ego depletion, and off-task behavior. A significant interaction found that when ego depleted, high and low integrity individuals were just as likely to engage in off-task behavior. Temporary detriments in self-control appear to negate the relationship between integrity and counterproductive behavior.

Joshua D. Bazy, Tusculum College

David J. Woehr, University of North Carolina Charlotte

Submitter: Joshua Bazy, jbbazy@tusculum.edu

239-2 Application of Item Response Theory to Counterproductive Work Behavior (CWB)

This study demonstrates the applicability of item response theory (IRT) analyses to the understanding of counterproductive work behavior (CWB). CWB response characteristics suggest that commonly used analyses may be inappropriate. The study shows that interpersonal (CWB-I) and organizational (CWB-O) items differ in discrimination and precision, illustrating why IRT may be preferred.

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign

Mengyang Cao, University of Illinois at Urbana-Champaign

Submitter: Nichelle Carpenter, ncc7@illinois.edu

239-3 Ethical Schemas and Implicit Moral Associations Predict Counterproductive Work Behaviors

This study measured ethical knowledge structures and the IAT to assess implicit moral associations in predicting counterproductive work behaviors. Prior researchers have investigated moral development using decision-making tasks, which may have some limitations. Two sets of data were collected to develop the structural knowledge assessment. Results supported our expectations.

Zach Kalinoski, Aptima, Inc.

Debra Steele-Johnson, Wright State University

Submitter: Zach Kalinoski, ztkalinoski@yahoo.com

239-4 Why Does Customer Incivility Impair Service Performance?

This study explains when and why customer incivility impairs employee service performance. It was found that the strength of the mediated relationship between customer incivility and employee service performance (via employee intrinsic motivation) varied based on employee core self-evaluations.

Eugene Yui Jin Kim, Georgia Institute of Technology
David J. Yoon, University of Minnesota

Submitter: Eugene Kim, Eugene.Kim@scheller.gatech.edu

239-5 Exploring Family–Work Conflict’s Relationship With Work Counterproductivity and Organizational Citizenship

Although work–family conflict has been the focus of intense study, family–work conflict (FWC) has received less attention. This study examined FWC and a broad set of counterproductive work behaviors (CWB) and organizational citizenship. Relationships were strongest with organizational and interpersonal CWB, followed by a negative association with organizationally targeted citizenship.

Brittany K. Mercado, Graduate Center/CUNY, Baruch College
Stephan Dilchert, Graduate Center/CUNY, Baruch College

Submitter: Brittany Mercado, brittany.mercado@baruch.cuny.edu

239-6 Effect of Scale Anchors on Measurement of Counterproductive Work Behavior

This study examined the effect of response scale anchors on self-reported counterproductive work behavior (CWB) and beliefs about others’ CWB. By creating 3 versions of a common CWB scale in which response anchors differed, self-reported CWB and beliefs about others’ CWB were compared across control, frequent, and infrequent scale anchors.

Natalie A. Wright, North Carolina State University
Brandy N. Parker, The Friday Institute for Educational Innovation
Adam W. Meade, North Carolina State University

Submitter: Natalie Wright, nawright@ncsu.edu

239-7 Who Improves Your Creativity?: Knowledge Sharing From Different Sources

This study aims to investigate the effects of knowledge sharing of different referents—supervisor and coworkers—on employee’s creativity. The results verified the positive relationship of supervisor’s knowledge sharing with employee’s creativity. In addition, the interaction effect of supervisor’s and coworkers’ knowledge sharing on employee’s creativity was identified.

Minyoung Cheong, Seoul National University
Yongsu Yoo, Seoul National University
Abhishek Srivastava, West Virginia University
Seokhwa Yun, Seoul National University

Submitter: Minyoung Cheong, mycheong@snu.ac.kr

239-8 Intrinsic Motivation–Creativity Relationship With Moderating Mechanisms of Supervisor Knowledge Sharing

This longitudinal study tries to resolve the inconsistent relationship between intrinsic motivation and creativity by introducing moderators. Results showed that the positive moderat-

ing effect of supervisor knowledge sharing on this relationship and 2 underlying mechanisms (expertise and supervisor encouragement of creativity) mediates the moderating effect of supervisor knowledge sharing.

YeunJoon Kim, Seoul National University

Submitter: YeunJoon Kim, dean.kim21@gmail.com

239-9 Person–Organization Fit and Individual Performance: Exploring Mediating and Moderating Mechanisms

This paper tests a moderated mediation model in which person–organization fit is associated with individual performance. Data from 299 employees reveal that individuals who fit with their organization report higher performance, and this relationship is mediated by employee engagement. Further, organizational trust strengthens the relationship between engagement and performance.

Kerstin Alfes, Tilburg University
Amanda D. Shantz, York University

Submitter: Kerstin Alfes, kerstin.alfes@gmail.com

239-10 Using Telecommuting to Engage Government Employees: Does Supervisory Status Matter?

Some government agencies use telecommuting to retain an engaged workforce. This study examines whether the effectiveness of granting or withholding permission to telecommute and telecommuting intensity on improving satisfaction, engagement, and retention of federal employees are equal for supervisors and nonsupervisors. Research and practical implications are discussed.

Dana E. Sims, ASPR, Department of Health and Human Services

Submitter: Dana Sims, dana.e.sims@gmail.com

239-11 Engaging Employed Professionals: Reconceptualizing the Role of Collective Identification

Extant research suggests engagement by employed professionals is driven by how they identify with discrete collectives (i.e., organization, profession). This paper proposes a paradigm shift to consider the role of a primary collective identification (i.e., profession), its influence on subsequent collective identifications (i.e., organization), and how those relationships drive engagement.

Gregory W. Stevens, Auburn University

Submitter: Gregory Stevens, gws0002@auburn.edu

239-12 Conceptualization and Performance Implications of Service Employees’ Boreout

This study offers insights on the phenomenon of boreout as lack of motivation and well-being, associated with a crisis of meaning at work, job boredom, and content plateauing. The boreout dimensions differently affect service employees’ innovative work behavior, and customer support moderates the boreout–innovativeness relationship.

Ruth M. Stock-Homburg, Technische Universität Darmstadt
Sandra Ohly, University of Kassel

Submitter: Ruth Stock-Homburg, rsh@stock-homburg.de

239-13 Measuring Employee Engagement: Toward Consensus in Constructs and Instruments

Based on Kahn's (1990) trivariate model of employee engagement, this study compared 4 popular measures. Exploratory and confirmatory factor analyses demonstrate several small modifications that can both shorten and improve model fit for Rich et al.'s (2010) and May et al.'s (2004) measures. The 4 measures also showed convergent validity.

Wei Wang, University of Illinois at Urbana-Champaign
Daniel A. Newman, University of Illinois at Urbana-Champaign
Submitter: Wei Wang, wwang37@illinois.edu

239-14 The Role of Citizenship Pressure Within the Organization

A cross-sectional study investigated how citizenship pressure related to employee motivations, performance, attitudes, and strains. Coworker reports were also obtained for some variables. The findings suggest that the citizenship pressure is associated with a host of negative employee and organizational outcomes.

Jeremy Bauer, University of South Florida
Kevin Loo, University of South Florida
Jacob Seybert, University of South Florida
Raymond Charles Ottinot, University of South Florida
Kevin L. Askew, University of South Florida
Meng Uoy Taing, University of South Florida
Submitter: Jeremy Bauer, jbauer58@gmail.com

239-15 Felt Trust and Task Performance: A Laboratory Experiment

This study was conducted to clarify the relationship between felt trust and task performance. Through the applications of social exchange theory, the relationship between the trust participants felt and their performance on a work simulation exercise was observed using a unique experimental methodology.

Scott A. Cassidy, University of Guelph
Harjinder Gill, University of Guelph
Submitter: Scott Cassidy, cassidys@uoguelph.ca

239-16 Self-Serving Motivational and Supervisor-Employee Relational Antecedents of OCB

This study examined a self-serving motivational antecedent of OCBs and a potential relational moderator of these relationships. Results from matched supervisor-employee ratings showed that impression management motives predicted voice but not helping. Leader-member exchange had a weak prediction on helping but did not play a moderating role.

Tsz-Ying Chan, University of Colorado, Boulder/University of Nottingham
Iain Coyne, University of Nottingham
Submitter: Tsz-Ying Chan, tsz.chan@colorado.edu

239-17 Examining the Conscientiousness-Adaptive Performance Relationship at Global and Facet Levels

This study sought to advance the understanding of adaptive job performance by investigating the global and facet level Conscientiousness-adaptive performance relationship, examining the incremental validity of Conscientiousness above cognitive ability when predicting adaptive performance, testing job autonomy as a moderator, and limiting the variability of adaptive requirements.

Megan L. Crowley, Indiana University-Purdue University Indianapolis
John T. Hazer, Indiana University-Purdue University Indianapolis
Submitter: Megan Crowley, mlilcrowley@gmail.com

239-18 Curvilinear Effects of Perceived Organizational Support on Individual Outcomes

There is an implicit assumption that increasing perceived organizational support results in increasing outcomes. There are theoretical and practical reasons to question whether these relationships may be curvilinear. Our hierarchical linear modeling results suggest that the relationship between POS and key individual outcomes may best be represented as curvilinear.

Kenneth J. Harris, Indiana University Southeast
K. Michele Kacmar, University of Alabama
Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

239-19 The Effectiveness of Supervisor Knowledge Sharing: Moderating Roles of Expertise

This longitudinal study found the positive relationship between supervisor knowledge sharing and task performance. The relationship was positively moderated by supervisors' expertise and negatively moderated by subordinates' expertise. Finally, the relationship was maximized under situations of high supervisors' expertise and low subordinates' expertise, and became negative under the opposite situation.

YeunJoon Kim, Seoul National University
HyunMin Cho, Maersk
Submitter: YeunJoon Kim, dean.kim21@gmail.com

239-20 Interplay of Competence, Conflict, and Proactive Personality in Predicting OCB

This study investigates the interaction among proactive personality, competence, and interpersonal conflict at work in the prediction of organizational citizenship behaviors directed at individuals (OCBI) and organizations (OCBO). Data obtained from 165 subordinate-supervisor dyads showed significant 2- and 3-way interactions between the 3 predictors for OCBI and OCBO, respectively.

Jennifer L. Kisamore, University of Oklahoma
Jeffrey Muldoon, Louisiana State University
Eric Liguori, California State University, Fresno
Jim Jawahar, Illinois State University
Submitter: Jennifer Kisamore, jkisamore@ou.edu

239-21 Factors Influencing Employees' Willingness to Constructively Resist their Manager's Decision

This study tested how manager-provided autonomy support and 3 situational factors (work climate, whether employee input was solicited, and public vs. private setting) affect employee willingness to constructively resist their manager's decision. With the exception of work climate, all main effects were statistically significant. None of the expected interactions were observed.

Laurent M. Lapierre, University of Ottawa
Silvia Bonaccio, University of Ottawa
Alicia D. McMullan, University of Ottawa
Submitter: Laurent Lapierre, lapierre@telfer.uottawa.ca

239-22 A Belt-and-Braces Approach to Promoting Employee Voice Behaviors

To draw attention to the antecedents of employee voice, this paper presents a discussion of how group system responsiveness and supervisor justice impact voice by integrating group-based self-esteem as a mediator and individual traditionality as a moderator. Multilevel data from China were used, and the model was supported.

Changchun Xiang, Three Gorges University
Chenwei Li, The University of Alabama
Lirong Long, Huazhong University of Science & Technology
Submitter: Chenwei Li, cli@cba.ua.edu

239-23 An Interpersonal Approach: Relational Identity and Helping in the Workplace

Although the positive influence of helping behavior has been consistently documented, there remains much to learn regarding the process underlying such behaviors in the workplace, and thus, how to promote such behavior. This study takes an interpersonal approach to understanding the influence of identity on this critical organizational behavior.

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

239-24 OCB and Gender: A Policy Capturing Approach

This study investigated the effect of gender on the relationship between OCB and performance evaluations. Using policy capturing, it was found that men received higher ratings for performing helping than women, women received higher ratings for performing Conscientiousness, and male raters punished women more than men for not performing Conscientiousness.

Bahareh Soltani, San Diego State University
Abdifatah A. Ali, Michigan State University
Mark G. Ehrhart, San Diego State University
Tressa Schultze, Bridgepoint Education
Chrystal A. Ensey, Southern California Gas Company
Submitter: Bahareh Soltani, soltani.berry@gmail.com

239-25 Power Laws and Lognormal Distributions in Performance Data

O'Boyle and Aguinis (2012) argued that performance follows a power law distribution. This study examined recent discussions in the statistics literature that demonstrate that lognormal distributions are often misclassified as power laws. The researchers considered the potential generating mechanisms for performance and will discuss methods for differentiating power law distributions from similarly distributions.

Seth M. Spain, Binghamton University
Peter D. Harms, University of Nebraska-Lincoln
Marcus Crede, George Washington University
Bradley J. Brummel, The University of Tulsa
Submitter: Seth Spain, smspain@gmail.com

239-26 How Leader-Member Exchange (LMX) Facilitates the Expression of Proactivity

This study proposes a contingency perspective of proactivity by investigating the extent to which the expression of proactive personality at work is facilitated by high leader-member

exchange (LMX). Consistent with predictions, proactive personality had a conditional indirect effect on adaptive performance.

Matthias Spitzmuller, National University of Singapore
Frederick P. Morgeson, Michigan State University
Jennifer D. Nahrgang, Arizona State University
Submitter: Matthias Spitzmuller, bizms@nus.edu.sg

239-27 Employee Voice, Values, Practices and Organizational Climate: A Conceptual Integration

Drawing from social information processing theory, this study proposes a more comprehensive conceptual framework of employee voice. It integrates and clarifies how new types of voice (i.e., promotive/challenging, prohibitive, supportive, and silence) are impacted by the role of top management values, middle management practices, and organizational voice climates.

John J. Sumanth, Southern Methodist University
Maribeth L. Kuenzi, Southern Methodist University
Submitter: John Sumanth, jsumanth@cox.smu.edu

239-28 Overqualification Increases Performance? Consider Skill Atrophy and Social Support

This study clarifies the perceived overqualification-job performance relationship. A moderated mediation model was developed in which the relationship is moderated by 2 forms of personal resources: skill retention/atrophy and work-based social support. Field data from 414 self-initiated expatriates and their supervisors supported the model.

Mei Ling Tan, Nanyang Technological University
Christine Koh, Nanyang Technological University
Linn Van Dyne, Michigan State University
Soon Ang, Nanyang Technological University
Submitter: Mei Ling Tan, ta0036ng@ntu.edu.sg

239-29 Social Perspective Taking: A Cultural Analysis Skill for Effective Performance

This study investigated the effects of a course designed specifically to develop social perspective taking (SPT) in enlisted members of the U.S. Air Force. SPT was related to several cross-cultural competency skills and attitudes. Furthermore, SPT predicted performance on a novel transfer task and overall course performance.

Katie M. Gunther, Air Force Culture and Language Center
Jennifer S. Tucker, Air Force Culture and Language Center
Patricia L. Fogarty, Air Force Culture and Language Center
Submitter: Jennifer Tucker, Jennifer.Tucker.9@us.af.mil

239-30 Dispositional Antecedents and Situation Moderators of Organizational Cynicism

This paper identifies the dispositional variables that predict organizational cynicism and uncovers the mediating role of cynicism in the relations between dispositions and supervisor rated job performance. It was also found that supervisory support acts as a moderator to mitigate the effects of organizational cynicism on organizational citizenship behaviors.

Kristyn A. Scott, Ryerson University
David Zweig, University of Toronto-Scarborough
Submitter: David Zweig, zweig@utsc.utoronto.ca

239-31 Core Self-Evaluations, Interpersonal Relationships, and Organizational Citizenship Behaviors

This study hypothesized that CSE would be positively, but differentially, related to leader-member exchange and team member exchange, and that exchange relationships would mediate between CSE and OCB. In a multisource design, based on data collected from military cadets in S. Korea, support was found for the hypothesized model.

Yongsuhk Jung, Richard Ivey School of Business
Charlice Hurst, Richard Ivey School of Business
Chang Wook Jung, Korea Air Force Academy

Submitter: Yongsuhk Jung, yjung.phd@ivey.ca

**240. Special Events: 9:00 AM–9:50 AM
Grand G****APA's Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities**

In this session, panelists will provide an overview of APA's Psychologically Healthy Workplace Program and review the history of SIOP's involvement. Special emphasis will be given to opportunities for I-O psychologists to participate and how SIOP and APA can continue to strengthen ties and collaborate to pursue common goals.

Robert Bloom, Performance Management Associates, **Presenter**
David W. Ballard, American Psychological Association, **Presenter**
Rex P. Gatto, Private Practice, **Presenter**
Ivonne Moreno-Velazquez, University of Puerto Rico/Carlos Albizu University, **Presenter**

Laura L. Freeman, ServiceMaster, **Presenter**
Jerilyn Hayward, ServiceMaster, **Presenter**

Submitter: Tracy Kantrowitz, tracy.kantrowitz@shl.com

**241. Symposium/Forum: 9:00 AM–9:50 AM
Grand H****The Cultural Conundrum: Training Cross-Cultural Competence**

Cross-cultural competence (3C) training has become increasingly prevalent, but questions remain regarding the best ways in which to design and implement these training programs. This presentation provides an overview of 3C training history, design considerations, 3C training in universities, and 3C training best practices.

Marinus van Driel, Van Driel Consulting/ DEOMI, **Chair**
Amy Alrich, Institute for Defense Analyses, **The Institutionalization of Cross-Cultural Competence (3C) in the Military**

Bianca Trejo, Defense Equal Opportunity Management Institute,
Christopher C. Butts, K. Parks Consulting (KPC), Kizzy M. Parks, K. Parks Consulting Inc., Daniel P. McDonald, Defense Equal Opportunity Management Institute, **Applying the ISD Approach to Cross-Cultural Training**

Sharon Glazer, University of Maryland, Emalynn Robinson, Lawrence Berkeley National Laboratory, **Cross-Cultural Competence: From Theory to Practice**

Jessica L. Wildman, Florida Institute of Technology, Thomas S. Skiba, Florida Institute of Technology, Brigitte K. Armon, Florida Institute of Technology, Rana Moukarzel, Florida Institute of Technology, **Best Practices for 3C Training: A Culture-General Perspective**

Robert Greene Sands, Booz Allen Hamilton/DIACLERC, **Discussant**

Submitter: Marinus van Driel, marinus@vandrielconsulting.com

**242. Roundtable/Conversation Hr: 9:00 AM–9:50 AM
Grand I****Working Toward an I-O Advocacy Agenda**

One of SIOP's goals is to be the advocate and champion of I-O psychology to policy makers. SIOP has been developing the committee, staff, and partnership infrastructure to orchestrate efforts to do this. Hosts of this conversation hour will describe SIOP's emerging infrastructure and facilitate discussion of an advocacy agenda.

Deirdre J. Knapp, HumRRO, **Host**
Seth A. Kaplan, George Mason University, **Host**

Submitter: Deirdre Knapp, dknapp@humro.org

**243. Symposium/Forum: 10:30 AM–11:50 AM
335 A****Understanding and Promoting Inclusion in the Workplace**

Given the increasingly diverse workplace, researchers and practitioners have a vested interest in promoting workplace inclusion. The 4 studies included in this symposium, 3 empirical and 1 theoretical, address 3 critical questions: (a) What is workplace inclusion? (b) Why is workplace inclusion important? (c) How do we promote workplace inclusion?

Winnie Shen, University of South Florida, **Co-Chair**
Adrienne R. Carter-Sowell, Texas A & M University, **Co-Chair**
Soner Dumani, University of South Florida, Fred G. Macoukji, University of South Florida, Winnie Shen, University of South Florida, **By Any Other Name: Exploring Definitions of Diversity and Inclusion**

Sandra Robinson, University of British Columbia, Wei Wang, University of British Columbia, Jane O'Reilly, The University of British Columbia, **Organizational Practices to Reduce the Occurrence and Impact of Ostracism**

Stephanie N. Downey, University of Georgia, Lisa van der Werff, Dublin City University, Victoria C. Plaut, University of California Berkeley, **Diversity Practices Predicting Employee Trust and Engagement: Does Inclusion Moderate?**

Amanda Anderson, George Mason University, Afra S. Ahmad, George Mason University, Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Sara Ragone, George Mason University, Rachel J. Feyre, Aptima, Sooyeol Kim, George Mason University, **Training Strategies to Reduce Bias in Evaluations of Female Leaders**

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

Submitter: Winnie Shen, wshen@usf.edu

**244. Panel Discussion: 10:30 AM–11:50 AM
335 BC****Recruiting and Retaining Military Veterans as Employees: Success Stories**

Hundreds of thousands of veterans are looking for employment. Many companies are having trouble recruiting and retaining veterans as employees. This panel assembles representatives from 5 companies that have found ways to successfully address the cultural, communications, and other problems that drive veterans away from employment.

Nathan D. Ainspan, United States Army, **Chair**
Megan K. Leasher, Macy's, Inc., **Panelist**

John P. Muros, AT&T, **Panelist**
 Trent J. Burner, Walmart Stores, Inc., **Panelist**
 Julia Bayless, Sodexo, Inc., **Panelist**
 Allen M. Kamin, GE, **Panelist**

Submitter: Nathan Ainspan, nate@ainspan.com

245. Symposium/Forum: 10:30 AM–11:50 AM 336 AB

Pretty, Funny, Crude, and Open: Contemporary Research on Self-Presentation

This symposium presents a snapshot of contemporary research on self-presentation. The study examined whether a job applicant's email username can be used to predict job performance, if job applicants should attempt humor during an interview, if people respond more favorably to physically attractive mentors, or whether culture affects how much a person will self-disclose.

Barbara A. Fritzsche, University of Central Florida, **Chair**
 Jessica M. Lillegaard, Minnesota State University, Juan Benavidez, TeleTech Inc., Anthony M. Pascoe, TeleTech Inc., Kate Malter McLean, TeleTech Inc., **Is SlackerGirl@mail.com as Lazy as She Claims?**

Jolene M. Meyer, SHL, Pamela Congemi, Target Corporation, **Job Seekers Pay Attention: Email Domain Matters!**
 Carollaine Garcia, Northrop Grumman, Kimberly A. Smith-Jentsch, University of Central Florida, **The Attractiveness Bias in an Online Peer Mentoring Program**

Laura C. Gallaher, NASA Kennedy Space Center, Barbara A. Fritzsche, University of Central Florida, Ariel Lechhook, Gettysburg College, **Using Humor During Employment Interviews**
 Justin Marcus, Ozyegin University, **Who Discloses on Facebook? Personality and Self-Construct Factors**

Daniel Sachau, Minnesota State Univ-Mankato, **Discussant**

Submitter: Barbara Fritzsche, Barbara.Fritzsche@ucf.edu

246. Symposium/Forum: 10:30 AM–11:50 AM 337 AB

Common Method Variance Biases: Evidence and Remedies

Despite the substantial attention paid to common method variance (CMV)-related biases, their importance and existence is still debated. This symposium provides evidence for the biasing effects of multiple sources of CMV in 2 contexts (i.e., higher-order constructs and meta-analytic data) and provides a discussion of remedies for potential CMV biases.

Nathan P. Podsakoff, University of Arizona, **Chair**
 Nathan P. Podsakoff, University of Arizona, Steven W. Whiting, Indiana University, David Welsh, University of Arizona, Ke Mai, University of Arizona, **Detecting CMV Biases Across Studies: The Case of OCB**

Russell E. Johnson, Michigan State University, Christopher C. Rosen, University of Arkansas, Chu-Hsiang Chang, Michigan State University, **Biasing Effects of Common Method Variance on Higher-Order Constructs**

Philip M. Podsakoff, Indiana University, Scott B. MacKenzie, Indiana University, **Procedural Remedies for Dealing With (Common) Method Bias**

Lawrence R. James, Georgia Institute of Technology, **Discussant**

Submitter: Ke Mai, kemai@email.arizona.edu

247. Panel Discussion: 10:30 AM–11:50 AM 339 AB

Far From Elementary: I-O and HR Management in K–12 Education

The primary objective of this panel is to facilitate a discussion of the ways I-O psychologists can contribute to human resource management (HRM) for professionals involved in elementary, middle, or high school education (i.e., K–12). Among the topics to be discussed are performance evaluations, selection, retention, training, and legal compliance.

Timothy P. Clayton, American Institutes for Research, **Chair**
 Andrew C. Loignon, University of North Carolina-Charlotte, **Panelist**
 Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Panelist**

James T. Austin, Ohio State University, **Panelist**
 Sara J. Roberts, Omaha Public Schools, **Panelist**
 Angela P. Minnici, American Institutes for Research, **Panelist**

Submitter: Timothy Clayton, TJClayton210@gmail.com

248. Symposium/Forum: 10:30 AM–11:50 AM 340 AB

Perceived Organizational Support and Employee Well-Being

The study of perceived organizational support (POS) continues to accelerate. However, the significant implications for occupational health psychology are only just beginning to be delineated. A 4-paper study relates POS to challenges and hindrances in the workplace, absenteeism and presenteeism, types of support (work–family), and individual differences (self-efficacy).

M. Gloria Gonzalez-Morales, University of Guelph, **Co-Chair**
 Robert Eisenberger, University of Houston, **Co-Chair**
 Dianhan Zheng, University of Houston, M. Gloria Gonzalez-Morales, University of Guelph, Robert Eisenberger, University of Houston, Kyoung Yong Kim, University of Houston, Salar Mesdaghinia, University of Houston, Benjamin A. Farmer, University of Houston, **Challenge-Hindrance Appraisals: The Influence of POS and Organizational Resources**

Lois E. Tetrick, George Mason University, Clifford R. Haimann, George Mason University, **Perceived Organizational Support: a Resource to Promote Employee Well-Being**

Jarrod M. Haar, University of Waikato, Lynn M. Shore, San Diego State University, **Differences in Reciprocity With Support Perceptions Towards Absenteeism and Turnover**

Neil Conway, Birkbeck, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Sciences, **Examining the Relationship Among POS, Self-Efficacy, and Affective Well-Being**

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

249. Community of Interest: 10:30 AM–11:50 AM 342

Partnering With Healthcare Organizations

Sallie J. Weaver, Johns Hopkins School of Medicine, **Host**
 Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, **Host**
 Jessica M. Nicklin, University of Hartford, **Coordinator**

**250. Symposium/Forum: 10:30 AM–11:50 AM
343 AB****Leadership and Follower and Organizational Identities**

Effective leadership influences employees' and organizational identities. Although the interplay between identity and leadership has been examined in the literature, research in this area is still insufficient and fragmented. The aim of this symposium is to present cutting-edge research on the dynamic relationships among leadership, identity, identification, and performance.

Weichun Zhu, Pennsylvania State University, **Chair**

Stephan Boehm, University of St. Gallens, David Dwertmann, Cornell University, Heike Bruch, University of St. Gallen, Boas Shamir, Hebrew University, **CEO Charisma and Organizational Performance**

Sung Soo Kim, McGill University, **Transformational Leadership and Multiple-Foci Identification**

Helen Liu, Pennsylvania State University, Sumita Raghuram, Pennsylvania State University, **Leader-member Perception of Organizational Identification and Member Turnover**

John J. Sosik, Pennsylvania State University-Great Valley, Jae Uk Chun, Korea University, Anthony Blair, Eastern University, Natalie Fitzgerald, Pennsylvania State University, **Possible Selves in the Lives of Transformational Faith Community Leaders**

Weichun Zhu, Pennsylvania State University, Hongwei He, Warwick University, Linda K. Trevino, Pennsylvania State University, Melody Chao, Hong Kong University of Science and Technology, Weiyue Wang, University of Salford, Songqi Liu, Pennsylvania State University, **Ethical Leadership Effects: Roles of Identifications and Entity Morality Theory**

Ronald E. Riggio, Claremont McKenna College, **Discussant**

Submitter: Weichun Zhu, wzhu@psu.edu

**251. Symposium/Forum: 10:30 AM–11:50 AM
344 AB****Context, Emotions, and Performance**

One theoretical and 3 empirical papers describe the how organizational contexts shape members' emotions and performance. Presentations deal with the effect of open-office layout, how organizational values/culture affects employee job competencies and responses to supervisor abuse, and how an organization's emotional display rules impact performance in a call center setting.

Neal M. Ashkanasy, University of Queensland, **Chair**

James M. Diefendorff, University of Akron, **Chair**

Remi Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, Karen A. Jehn, University of Leiden, **Emotions and Conflict in the Modern Open Office**

Laura Petitta, University of Rome Sapienza, Valerio Ghezzi, University of Rome Sapienza, **Organizational Culture and Emotional Contagion as Predictors of Job Competencies**

Christopher Coultas, University of Central Florida, Maritza R. Salazar, Claremont Graduate University, Shawn Burke, University of Central Florida, Eduardo Salas, University of Central Florida, **Effects of Cultural Values/Norms on Affective Responses to Incivility**

Cecily Becker, University of Akron, James M. Diefendorff, University of Akron, Matthew D. Sloan, University of Akron, Allison S. Gabriel, University of Akron, **Display Rules as Context: Influences on Resource Depletion and Performance**

Paul E. Tesluk, SUNY at Buffalo, **Discussant**

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

**252. Master Tutorial: 10:30 AM–11:50 AM
346 AB**

1.5 CE credits for psychology purposes available

Applications of Bifactor Models to Big Five Data

The application of bifactor models to personality data, focusing on the Big 5, will be covered. The tutorial will include types of data appropriate for bifactor models, alternative models, computer programs, potential problems, and an overview of research on the impact of bifactor models on relationships among personality variables.

Michael Biderman, University of Tennessee-Chattanooga, **Presenter**

Submitter: Michael Biderman, Michael-Biderman@utc.edu

253. Poster: 10:30 AM–11:20 AM**Ballroom of the Americas****Global & Cross-Cultural Issues/Organizational Culture & Climate****253-1 The Importance of International Competencies in Industrial-Organizational Psychology Graduate Curricula**

I-O psychology graduate program faculty in the U.S. rated the importance of various competencies for international effectiveness in I-O psychology. Results showed attitudes and values to be most important, but also personal characteristics, KSAs, and experiences were rated highly. Those with more international experience tended to give higher ratings.

Jaye K. Murray, U.S. Office of Personnel Management

Beverly G. Burke, Middle Tennessee State University

Mark C. Frame, Middle Tennessee State University

Richard G. Moffett III, Middle Tennessee State University

Submitter: Beverly Burke, beverly.burke@mtsu.edu

253-2 Evaluating Coping Strategies Mexican Workers Use When Exposed to Violence

This study explored whether coping strategies moderate effects of exposure to community violence on workplace outcomes. Employees at 2 Mexican maquiladoras ($N = 156$) completed measures of exposure, stress, coping, and turnover, and supervisors provided evaluations. Problem-focused strategies lessened effects of exposure on workplace outcomes, but emotion-focused strategies magnified these effects.

Cody B. Cox, Texas A&M University San Antonio

Jennie Johnson, University of Texas at Brownsville

Tom Coyle, University of Texas at Brownsville

Yessica Rodriguez, University of Texas at Brownsville

Jessica Carmona, University of Texas at Brownsville

Submitter: Cody Cox, ccox@tamusa.tamus.edu

253-3 The Big Five Personality Traits and Expatriate Adjustment: A Meta-Analysis

This meta-analysis reviews the relationship between the Big 5 personality traits and expatriate adjustment using data from 32 studies (34 independent samples). Results indicate small to moderate positive relationships among all Big 5 traits and 3 facets of expatriate adjustment (general, interaction, and work adjustment).

Seydahmet Ercan, Rice University

Samuel T. McAbee, Rice University

Submitter: Seydahmet Ercan, seydahmetercan@gmail.com

253-4 A Multilevel Cross-Cultural Examination of Role Overload and Organizational Commitment

The relationship between role overload and organizational commitment was examined in a multinational context, including whether this relationship was affected by various contextual influences. Empowerment was examined as an indicator of job context, cooperative climate as an indicator of workplace context, and national culture as an indicator of global context.

David M. Fisher, DePaul University

Submitter: David Fisher, dfisher1@depaul.edu

253-5 Perceived Underemployment Mediates the Relation Between Skill Utilization and Attitudes

These studies contribute to understanding of immigrant underemployment by empirically examining the role that perceived underemployment plays in the relation between skill utilization and job attitudes. Results from 2 studies demonstrated that perceived underemployment mediates the relation between skill utilization and job satisfaction and turnover intentions.

Leah Hamilton, Mount Royal University

Victoria Esses, University of Western Ontario

Joan Finegan, University of Western Ontario

Submitter: Leah Hamilton, lhamilton@mtroyal.ca

253-6 Cultural Intelligence and Future Expatriate Adjustment

This study examined the effects of cultural intelligence (CQ) on 3 types of expatriate adjustment using a longitudinal field study of 400 expatriates in Japan. Results indicate that CQ is predictive of future adjustment when CQ is measured during the assignment but not when CQ is measured using a retrospective pretest.

Kyle C. Huff, Georgia Gwinnett College

Marieke C. Schilpzand, Georgia Institute of Technology

Submitter: Kyle Huff, kchuff@gmail.com

253-7 Using Reliability to Investigate the Nature of Cultural Intelligence

This paper investigates the reliability of cultural intelligence (CQ) over time via a 3-part longitudinal field study of 400 native English speaking expatriates working in Japan. Results indicate that, although test-retest reliability is low, the coefficient alpha reliability is high, providing evidence for its state-like nature.

Kyle C. Huff, Georgia Gwinnett College

Marieke C. Schilpzand, Georgia Institute of Technology

Submitter: Kyle Huff, kchuff@gmail.com

253-8 The Role of Cultural Differences in Expatriate Adjustment

This study aimed at determining which of 2 commonly used measures of cultural differences better predicted adjustment for expatriates. Newer mathematical models including relative weights and dominance analysis were used in this research. Results indicated that Hofstede's measure of cultural distance predicted adjustment, unlike Torbiorn's cultural novelty.

Amanda Milner, Occidental College

Brian H. Kim, Occidental College

Submitter: Brian Kim, briankim@oxy.edu

253-9 Cultural Differences in OCB: From East to Mideast to West

Data from American, Chinese, and Kuwaiti public school teachers showed that collective beliefs of individuals can predict OCB-O and can also moderate the relationship between job satisfaction and OCB-I. Kuwaiti teachers were at least as strongly individualistic as U.S. teachers and more than the Chinese teachers.

Othman H. Alkhadher, Kuwait University

Terry A. Beehr, Central Michigan University

Meng Li, Central Michigan University

Submitter: Meng Li, meng.monalee@gmail.com

253-10 Evaluation of Job Performance Behaviors: Do Raters' Cultural Values Matter?

The influence of rater values of individualism and collectivism on the relative importance of task, citizenship, and counterproductive performance behaviors in making overall performance ratings was investigated. Findings indicated that, as compared to collectivists, individualistic raters placed more weight on task and counterproductive behaviors and less weight on citizenship behaviors.

Vipanchi Mishra, University at Albany, SUNY

Sylvia G. Roch, University at Albany, SUNY

Submitter: Vipanchi Mishra, vmishra@iona.edu

253-11 They Were Framed! The Development of Contextualized Individual Culture Measures

Although the benefits of contextualization in personality measurement have been demonstrated, the use of noncontextualized measures of individual culture remains the norm. Thus, utilizing 2 samples totaling more than 1,000 participants, work and nonwork measures of individualism and collectivism were developed and validated using a frame-of-reference approach.

Amber N. Schroeder, Western Kentucky University

Patrick J. Rosopa, Clemson University

Donna E. Mahaffey, ScentAir

Brooke A. Baker, Clemson University

Submitter: Amber Schroeder, amber.schroeder@wku.edu

253-12 Facets of Cultural Intelligence (CQ): Relations to Cross-Cultural Adjustment

This study with foreign professionals shows that all dimensions of Earley/Ang's (2003) and Thomas/Inkson's (2004) CQ models are related to cross-cultural adjustment. Results further show that, for varying degrees for interaction/work/general adjustment, behavioral-CQ explains variance beyond cognitive-CQ, metacognitive-CQ explains variance beyond these, and motivational-CQ beyond all CQ ability facets.

Klaus J. Templer, Singapore Institute of Management

Submitter: Klaus J. Templer, kjtempler@unisim.edu.sg

253-13 Examining the Theory of Planned Behavior Across Levels of Collectivism

This longitudinal study investigated the theory of planned behavior's functioning across levels of collectivism, examining 548 U.S. and Indian participants contemplating online volunteerism. Overall, attitudes, subjective norms, and perceived behavioral control predicted online volunteerism intentions and behavior. The relative influence of these 3 antecedents, however, depended on participants' collectivism orientation.

Lori Foster Thompson, North Carolina State University
 Steven R. Toaddy, North Carolina State University
 Kyle Morgan, North Carolina State University
 Eric W. Kuo, North Carolina State University
 Alexandra K. Mullins, North Carolina State University

Submitter: Lori Foster Thompson, lfthompson@ncsu.edu

253-14 Globalization and Work-Related Values: The Moderating Role of Demographic Characteristics

This study examines the relation between globalization and work-related values across several countries and across different demographic groups within country. More specifically, it examines the impact of within county demographic characteristics. In addition, the focus is on those individuals that are younger, more highly educated, are higher SES, and from large cities.

David J. Woehr, University of North Carolina at Charlotte
 Irina F. Cozma, Development Dimensions International (DDI)

Submitter: David Woehr, dwoehr@unc.edu

253-15 The Effects of Message Order and Culture on Influence Strategies

Previous research has documented the prevalent influence of message order on message persuasiveness in judgement and decision making. This study investigates the effects of response mode and information order, and considers additionally the role of culture. Results provided support for the impact of culture on primacy or recency effects.

Tracy X. Xiong, University of Waterloo
 Wendi Adair, University of Waterloo

Submitter: Tracy Xiong, txiong@uwaterloo.ca

253-16 Collaborating for High Performance: A Qualitative Study of Relational Climate

The purpose of this qualitative study is to identify differences between primary care clinics that differ in both their overall performance and their change in performance over 3 years. Results confirm and extend prior research indicating the relational climate is associated with performance.

Justin K. Benzer, VA Healthcare System
 David C. Mohr, U.S. Government
 Katherine Osatuke, VHA NCOD/Miami University
 Kelly L. Stolzmann, Department of Veterans Affairs

Submitter: Justin Benzer, justin.benzer@va.gov

253-17 Organizational Culture Strength and Organizational Performance: Comparing Differing Approaches

This study investigates the utility of different operationalizations of culture strength (i.e., statistical vs. perceptual). Approaches were compared by investigating the role strength plays in the culture-performance relationship and through looking at the strength-content relationship. So far, this is the only study that has compared different operationalizations of strength.

Nathalie Castano, NASA
 Lindsey M. Kotrba, Denison Consulting
 Ariel Lechhook, Gettysburg College
 Benjamin Biermeier-Hanson, Wayne State University
 Daniel R. Denison, International Institute for Management Development

Submitter: Nathalie Castano, nathalie.castano@wayne.edu

253-18 The Medical Student Safety Attitudes and Professionalism Survey

Little is known regarding medical students' perceptions about patient safety. 228 graduating medical students were surveyed about teamwork, safety, error disclosure culture, and professionalism. Data suggest that a large proportion of students are exposed to clinical experiences that are not conducive to safe and professional patient care.

Jason M. Etchegaray, University of Texas Medical School at Houston
 Josh M. Liao, Harvard Medical School
 S. Tyler Williams, University of Texas Medical School at Houston
 David H. Berger, Baylor College of Medicine
 Sigall K. Bell, Harvard Medical School
 Eric J. Thomas, University of Texas Medical School at Houston

Submitter: Jason Etchegaray, Jason.Etchegaray@uth.tmc.edu

253-19 A Competitive Work Environment, a Cross-National Analysis

This study uses data from 839 American and Indian employees to show differences in competitive work environment across countries and investigates the relationships among competitive work environment, psychological contract breach, and performance outcomes. Locus of control and trait competitiveness were shown to moderate these relationships.

Christopher T. Frost, Shaker Consulting Group
 Kimberly E. O'Brien, Central Michigan University
 Stacey R. Kessler, Montclair State University

Submitter: Christopher Frost, christophertfrost@gmail.com

253-20 An Integrative Model of Patient Safety Culture

This study proposes an integrative model of patient safety culture, including 4 components. The model was tested by 62 nursing units. The researchers found that error management and error prevention culture can reduce adverse events through nurturing trust. A violation prevention culture has a mixed relationship with adverse events through trust and blame.

Xiangyu Gao, National University of Singapore
 Shuhua Sun, National University of Singapore
 Michael Frese, National University of Singapore
 Charmaine Childs, National University of Singapore

Submitter: Xiangyu Gao, g0800765@nus.edu.sg

253-21 The Distinctiveness of Safety Climate and Violence Prevention Climate

The purpose of this study was twofold: (a) to confirm the distinctiveness of safety climate and violence prevention climate, and (b) to explore the relationships between and among the 2 climate constructs, domain-specific motivation and compliance, and related safety and well-being outcomes.

Michele W. Gazica, University of South Florida
 Paul E. Spector, University of South Florida

Submitter: Michele Gazica, mgazica@mail.usf.edu

253-22 We See it Differently: Differential Perceptions of Women in STEM

This study examined how differential perceptions of workplace diversity climates affect work outcomes for female and male

STEM and non-STEM faculty in academia. Findings showed that perceptual discrepancy from others relates to increased job burnout and turnover intentions and that gender and academic department play a role in these relationships.

Iris R. Hill, Texas A&M University
Amber L. Smittick, Texas A&M University
Kathi N. Miner, Texas A&M University
Submitter: Iris Hill, irishill12@gmail.com

253-23 A Meta-Analysis of Antecedents, Moderators, and Consequences of Service Climate

By conducting a meta-analysis of 58 independent samples ($N = 9,363$), support was found for service climate as a critical linkage between internal and external service parameters. Also found were several theory- and method-related moderating effects on the relationships between service climate and its correlates.

Ying Hong, McMaster University
Jia (Jasmine) Hu, University of Notre Dame
Kaifeng Jiang, Rutgers University
Hui Liao, University of Maryland
Submitter: Kaifeng Jiang, kaifeng.jiang@gmail.com

253-24 Multilevel Effects of Individual Trust and Trust Climate

Based on data collected from a large university, multilevel analyses revealed that trust climate explained variance in employee outcomes beyond that accounted for by individual-level trust and that the relationships between individual trust and job-related outcomes were stronger under a positive trust climate.

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

253-25 Perceptual Fit of Organizational Values: A Shared Reality Perspective

Using the competing values framework as theoretical basis to classify organizational values, this study explored the antecedent and consequence of perceptual fit with supervisor. Drawing on shared reality theory, the study found the employee's perceptual fit of organizational values with supervisor would influence employee effectiveness and be influenced by leadership.

Li-Fang Chou, National Cheng Kung University
Yu-Sheng Hung, National Cheng Kung University
Shou-Chi Lin, Institute of Human Resource Management
Chin-Kang Jen, Institute of Human Resource Management
Submitter: Shou-Chi Lin, kimongi@hotmail.com

253-26 The Impact of Work Unit Culture on Telework Performance

This study investigates the connection between cultural traits (consistency, involvement, adaptability, and mission) and the impact of telework on performance at the work unit level. Results indicate that there is a unique positive effect of cultural consistency on telework performance above and beyond leadership support for telework and telework attitudes.

Levi R. Nieminen, Denison Consulting
Lindsey M. Kotrba, Denison Consulting
Felix Thai, Middle Tennessee State University
Ia Ko, Denison Consulting
Daniel R. Denison, International Institute for Management Development
Submitter: Levi Nieminen, levi.nieminen@gmail.com

253-27 Ethical Climate, Self-Construal, and Unethical Decision Making

This study examined how individuals' self-construal (independent versus interdependent) interacted with a fictitious organization's ethical climate (caring versus instrumental) to predict unethical decision making. No group differences were found by construal type; however, individuals with stronger self-construals made less unethical decisions particularly when the climate expectations called for more ethical behavior.

Chad C. Parson, Baruch College and The Graduate Center, CUNY
Daniele Artisticco, Baruch College, CUNY
Kristin L. Sommer, Baruch College, CUNY
Harold W. Goldstein, Baruch College, CUNY
Submitter: Chad Parson, chad.parson@baruch.cuny.edu

253-28 Organizational Support for Technology Use Over Time

This study developed a construct of system support climate (SSC) and mapped dimensions to a stage model of system implementation. Preliminary evidence based on a survey of course management system users suggests different forms of organizational support are more or less helpful depending on the stage of technology implementation.

Amie L. Skattebo, Pennsylvania State University
Submitter: Amie Skattebo, als383@psu.edu

253-29 Development and Validation of the Climate for Health Weight Scale

This 3-stage study was conducted to create a scale assessing workplace climate for healthy weight maintenance. Modern and classical methodologies were combined to produce a 3-factor, 14-item scale that is concise, high in information, and construct valid. The processes and analyses involved in the study are discussed in detail.

Katherine A. Sliter, Indiana University-Purdue University Indianapolis
Michael J. Zickar, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Katherine Sliter, sliterk@iupui.edu

253-30 Forecasting Profitability: Strong, Positive Climate for OCB Pays off

The influence of climate for OCB, climate strength, and their interaction on financial profitability of 207 restaurants were examined. Results show that climate for OCB is only associated with increased profitability when both climate for OCB is high and there is consensus among organizational members on the climate.

Lauren A. Wood, The University of Georgia
Brian J. Hoffman, The University of Georgia
Brian Frost, Kenexa, an IBM Company
Submitter: Lauren Wood, wood.lauren8@gmail.com

254. Symposium/Forum: 10:30 AM–11:50 AM Grand A

Incivility in the Workplace

In this session, 4 studies provide further insights into the causes and consequences of workplace incivility. These studies utilize multiple designs (i.e., survey, qualitative) and sources of data

(employee, coworker, leader, and customer) to answer pressing questions related to the prevalence of incivility in the workplace.

Crystal M Harold, Temple University, **Chair**

Amber L. Smittick, Texas A&M University, Kathi N. Miner, Texas A&M University, **Organizational Predictors of Uncivil Workplace Climates and Consequences for Employees**

David D. Walker, University of British Columbia, Danielle van Jaarsveld, University of British Columbia, Daniel Skarlicki, University of British Columbia, **Civil Work Environments and Employee Responses to Customer Incivility**

Crystal M. Harold, Temple University, Brian C. Holtz, Temple University, **The Effect of Passive Leadership on Workplace Incivility**

Deborah W. Searcy, University of Maryland, Cynthia Kay Stevens, University of Maryland, **Coping With and Retaliation for Chronic Individual Incivility**

Lilia M. Cortina, University of Michigan, **Discussant**

Submitter: Crystal Harold, charold@temple.edu

255. Master Tutorial: 10:30 AM–11:50 AM

Grand B 1.5 CE credits for psychology purposes available

Data Analysis and Visualization With R

The open source R language is rapidly becoming the *sin qua non* for data analysis in academic and business settings around the world. Through numerous examples, this master tutorial will provide a gentle introduction to R while simultaneously providing a roadmap for future learning.

Robert I. Kabacoff, Management Research Group, **Presenter**

Submitter: Robert Kabacoff, rob.kabacoff@mrg.com

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

Grand C

Building Shared Knowledge in Teams: Shaping Macroognitive Processes

Macroognition in teams involves individual and team cognitive processes to generate new knowledge to solve unique problems. Four empirical studies present different approaches to how information is shared among team members to generate new team knowledge. The research incorporates multilevel theory with a focus on dynamic processes in team cognition.

Georgia T. Chao, Michigan State University, **Co-Chair**

Joan R. Rentsch, University of Tennessee, **Co-Chair**

Georgia T. Chao, Michigan State University, Steve W. J. Kozlowski, Michigan State University, James Grand, Michigan State University, Michael T. Braun, Michigan State University, Goran Kuljanin, Michigan State University, Daniel Pickhardt, Michigan State University, Stanton Mak, Michigan State University, **Macroognition in Teams: Agent-Based Interventions and Emergence of Team Knowledge**

Lisa A. Delise, University of Tennessee, Joan R. Rentsch, University of Tennessee, **Building Team Knowledge Using Visual Representations of Information**

Stephen M. Fiore, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Wiese, University of Central Florida, Eduardo Salas, University of Central Florida, **Macroognition in Teams: Collaborative Cognition Inside and Outside the Head**

Sara McComb, Purdue University, Deanna Kennedy, University of Washington Bothell, Eric Lavetti, Purdue University, **Collaborating Through Disruptions: The Impact of Technology, Tasks, and Time**

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

257. Symposium/Forum: 10:30 AM–11:50 AM Grand D

Fairness in the Maelstrom: Organizational Justice During Large-Scale Organizational Change

Four papers explore predictors and consequences of employee fairness perceptions (regarding outcomes, procedures, and quality of interpersonal treatment) during ongoing large-scale organizational change. The results show that magnitude of change, status of the organization, employee expectations, and employees professional/organizational identification predict perceptions of and reactions to injustice.

David L. Patient, Catholic University of Portugal-CLSBE, **Chair**

Tessa Melkonian, EM LYON Business School, **Chair**

Guillaume Soenen, EM LYON Business School, **Chair**

Guillaume Soenen, EM LYON Business School, Tessa Melkonian, EM LYON Business School, Maureen L. Ambrose, University of Central Florida, **Antecedents and Consequences of Justice Perceptions' Shifts During Change**

Jukka Lipponen, Aalto University, Barbara M. Wisse, University of Groningen, **Fairness and Status Change as Predictors of Postmerger Identification**

Martin R. Edwards, King's College London, Michael Clinton, King's College London, Nerina Jimmieson, The University of Queensland, **Meeting (Dis)continuity Expectations and Procedural Justice: A Longitudinal Acquisition Study**

David L. Patient, Catholic University of Portugal-CLSBE, Maria F Saldanha, Catholic University of Portugal-CLSBE, **Interpersonal Justice, Professional Identification, and Employee Responses to Organizational Restructuring**

Russell S. Cropanzano, University of Colorado, **Discussant**

Submitter: David Patient, dapati@clsbe.lisboa.ucp.pt

258. Panel Discussion: 10:30 AM–11:50 AM Grand E

New Frontiers in Simulations for Selection: What's New? What's Next?

This panel will promote the sharing of innovative uses of job-related simulations for selection of employees in professional jobs. Panelists will discuss how technology has led to innovations, challenges, and additional opportunities to use simulations in selection processes. Future challenges and applications of simulations for employee selection will be discussed.

Mark C. Frame, Middle Tennessee State University, **Chair**

Warren Bobrow, All About Performance, LLC, **Panelist**

Lynn Collins, Sandra Hartog & Associates/Fenestra, **Panelist**

Stuart S. Crandell, PDI Ninth House, **Panelist**

Scott C. Erker, Development Dimensions International (DDI), **Panelist**

Suzanne Tsacoumis, HumRRO, **Panelist**

Submitter: Mark Frame, Mark.Frame@mtsu.edu

259. Symposium/Forum: 10:30 AM–11:50 AM Grand F

Utilizing Novel Network-Based Methodology to Better Capture Organizational Phenomena

The popularity of network methodology continues to grow in organizational science. Though basic understanding of network analysis has become pervasive, understanding and application of more advanced techniques is minimal. This symposium brings together 4 methodology-focused papers

that illustrate and exemplify novel network techniques in drawing new inferences from old phenomena.

Daniel Doty, Georgia Institute of Technology, **Co-Chair**
Arwen Hunter DeCostanza, U.S. Army Research Institute, **Co-Chair**
Toshio Murase, Northwestern University, **Teams Are Becoming Complex: Time to Think Networks**

Daniel Doty, Georgia Institute of Technology, **Understanding the Structural Impact of Multiplex Relationships on Collective Performance**

Andrew J. Slaughter, Texas A&M University, **Exponential Random Graph Approaches to Cognitive Social Structures**

Alan J. Daly, University of California, San Diego, Nienke M.

Moolenaar, University of Twente, **Longitudinal Social Network Analysis in Uncovering Complex Adaptive Systems**

Submitter: Daniel Doty, d.doty@gatech.edu

260. Special Events: 10:30 AM–11:50 AM

Grand G

IGNITE: I-O Psychology's Influence on the World of Work

In the third installment of this invited IGNITE series, researchers and practitioners share their experiences in influencing society, government, industries, organizations, leaders, teams, or workers to change their attitudes or behavior. This talk focuses on prominent and meaningful changes and the I-O research and practice that influenced these changes.

Autumn D. Krauss, Sentis, **Chair**

Kristin Charles, Amazon, Inc., **Co-Chair**

Fred Oswald, Rice University, **Presenter**

Janine Wacławski, PepsiCo, **Presenter**

Allan H. Church, PepsiCo, **Presenter**

Eduardo Salas, University of Central Florida, **Presenter**

John C. Scott, APTMetrics, Inc., **Presenter**

Kurt Kraiger, Colorado State University, **Presenter**

David B. Peterson, Google, **Presenter**

James C. Sharf, Employment Risk Advisors, Inc., **Presenter**

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

Reeshad S. Dalal, George Mason University, **Presenter**

Submitter: Autumn Krauss, autumn.krauss@sentis.net

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

Grand H

Affect, Guilt, Shame, and Ruminations: Exploring Emotions in Work–Family Interactions

This symposium presents theoretically grounded research that examines an area with surprisingly limited research to date, namely the role of emotions as predictors, moderators, and outcomes within the work–family interface. Authors of 5 papers examine the role of affect, guilt, shame, resentment, and ruminations as predictors and outcomes of work–family interactions.

Satoris S. Culbertson, Kansas State University, **Chair**

Remus Ilies, National University of Singapore, Zen Goh, National University of Singapore, Katrina J. Lin, National University of Singapore, **Hours and Affective Experiences at Work Influence Employees' Family Life**

Nahren Ishaya, Daniels Consulting Group, Roya Ayman, Illinois Institute of Technology, Karen Korabik, University of Guelph, **Why the Guilt? How Overload Hurts and Why Control Helps**

Chelsea D. Glynn, Clemson University, Carrie A. Bulger, Quinnipiac University, **Guilt, Shame, Segmentation Preferences, and**

Work/Personal Life Domain Crossing Online

Whitney Botsford Morgan, University of Houston-Downtown, Sara J.

Perry, University of Houston-Downtown, Yingchun Wang,

University of Houston-Downtown, **Work–Family Guilt and**

Resentment as Predictors of Extrarole Behavior

Lillian T. Eby, University of Georgia, Tanja C. Laschober, University of

Georgia, **Rumination Propensity and Work–Nonwork**

Conflict: Can Recovery Experiences Help?

Submitter: Satoris Culbertson, satoris@ksu.edu

262. Roundtable/Conversation Hr: 10:30 AM–11:20 AM

Grand I

Quantifying Experiences at Work: Smartphone-Enabled Experience Sampling Method (ESM)

The objective of this session is to engage interested participants in a discussion on using smartphones to investigate workers' daily experiences. Experts will share their experiences of developing and conducting experience sampling method (ESM) studies using smartphone apps, with a goal to facilitate building a community of practice.

Masakatsu Ono, Claremont Graduate University, **Host**

Robert Evans, Google, Inc., **Host**

Submitter: Masakatsu Ono, bobono921@gmail.com

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

Grand J

What Are You Talking About?! Why I-Os Need ITs

Experienced panelists representing internal and external practitioners of I-O psychology reflect and react to survey responses from I-O colleagues. The purpose is to build on previous parallel panel discussions on the intersection of I-O and IT but in a prescriptive manner to help practitioners navigate challenges in delivering technology-laden projects.

Emily J. Stehura, Development Dimensions International (DDI), **Co-Chair**

James H. Killian, Chally Group Worldwide, **Co-Chair**

Stephanie R. Klein, SHL, **Panelist**

David E. Ostberg, Evolv On Demand, **Panelist**

Seth Zimmer, AT&T, **Panelist**

Submitter: Emily Stehura, emily.stehura@ddiworld.com

264. Roundtable/Conversation Hr: 11:30 AM–12:20 PM

Grand I

How to Fix Performance Management

Redesigning performance management programs seems to be the priority for many organizations these days. Inadequacies in program design as well as execution have not allowed for performance optimization within organizations. The chairs will share their own experiences and solicit the experiences of participants for a rich and thought provoking discussion.

Mariangela Battista, Guardian Life Insurance Company, **Host**

Robin R. Cohen, Bank of America, **Host**

Eric D. Elder, Corning, Inc., **Host**

Submitter: Mariangela Battista, battistam@optonline.net

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Drive Succession Planning to the Next Level Using Talent Strategy <i>(Panel Discussion)</i>	Thursday April 11th	10:30 a.m.	344 AB
Employee Lifecycle Research: Understanding and Improving the Journey at Work <i>(Symposium)</i>	Thursday April 11th	1:30 p.m.	340 AB
Implementing Flexible Work Arrangements: The Hidden Challenges <i>(Symposium)</i>	Friday April 12th	8:30 a.m.	346 AB
Innovations in Assessment: How Computer Animation Transforms Testing <i>(Symposium)</i>	Friday April 12th	9:00 a.m.	337 AB
I-O's Role in Emerging Training Technologies <i>(Symposium)</i>	Friday April 12th	5:00 p.m.	342

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265. Symposium/Forum: 12:00 PM–1:20 PM 335 A

The Current Status of Gender Inequality in the Workplace

Gender stereotyping research has declined in recent years; however, workplace gender stereotyping and discrimination remain prevalent. This symposium puts together 4 empirical studies to examine the mechanisms sustaining gender inequalities in employment. By doing so, this symposium will highlight current issues and future directions in gender research.

Larry R. Martinez, Pennsylvania State University, **Chair**

Steve Binggeli, Rice University, **Co-Chair**

Enrica N. Ruggs, Rice University, **Co-Chair**

Tobias Dennerlein, University of Lausanne, Emmanuelle Kleinlogel, University of Lausanne, Joerg Dietz, University of Lausanne, Fabrice Gabarro, University of Burgundy, **Gender Ingroup Prototypicality and Manager Prototypes**

Steve Binggeli, Rice University, Enrica N. Ruggs, Rice University, Katharine R.O. Bachman, Rice University, Larry R. Martinez, Pennsylvania State University, Isaac Sabat, George Mason University, Michelle (Mikki) Hebl, Rice University, **Who Is Perpetuating Gender Roles Among Hispanics: ¿Papá o Mamá?**

Janine Bosak, Dublin City University, Sabine Sczesny, University of Bern, **Effects of Gender-Stereotyped Perfumes and Evaluator Gender on Hiring Decisions**

Sabrina D. Volpone, Temple University, Brent J. Lyons, Michigan State University, Jennifer Wessel, The University of Akron, **Organizational Diversity Initiatives and Abusive Supervision**

Karen S. Lyness, Baruch College & Graduate Center, CUNY, **Discussant**

Submitter: Steve Binggeli, binggeli.steve@gmail.com

266. Panel Discussion: 12:00 PM–1:20 PM 335 BC

Work–Life Programs: What Works?

The purpose of this panel is to gather practitioners from top companies to discuss how they address work life from various perspectives. The audience will learn about the challenges organizations face when crafting strategy around work-life policies as well as the importance that work life has when it comes to talent management.

Angela K. Pratt, The Kellogg Company, **Chair**

Adam J. Massman, The Kellogg Company, **Panelist**

Andrew Biga, JetBlue Airways, **Panelist**

Andrea Si McCance, Procter & Gamble, **Panelist**

Tammy D. Allen, University of South Florida, **Panelist**

Submitter: Adam Massman, adam.massman@kellogg.com

267. Symposium/Forum: 12:00 PM–1:20 PM 336 AB

New Uses for Ideal-Point IRT: Addressing Substantive and Methodological Questions

Recent comparisons of ideal-point and dominance IRT models have renewed interest in ideal-point measurement—particularly as applied to noncognitive constructs. As a result, researchers and practitioners are faced with new measurement possibilities and challenges. The studies presented in this symposium address methodological and substantive issues utilizing ideal-point IRT.

Dev K. Dalal, University of Connecticut, **Co-Chair**

Christopher J. Lake, Bowling Green State University, **Co-Chair**

Christopher J. Lake, Bowling Green State University, Yulia Berger, Bowling Green State University, **Assessing DIF With Dominance and Ideal Point IRT Models**

Wei Wang, University of Illinois at Urbana-Champaign, Jing Jin, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, Jimmy de la Torre, Rutgers, The State University of New Jersey, **Revisiting the Viability of Crowdsourcing: An Ideal-Point Model Approach**

Jialin Huang, IIT, Alan D. Mead, IIT, **An investigation of Writing Ideal Point and Likert Personality Items**

Dev K. Dalal, University of Connecticut, Nathan T. Carter, University of Georgia, Anthony S. Boyce, Aon Hewitt, **Uncovering Curvilinear Personality-Performance Relationships With Ideal Point Modeling**

Adam W. Meade, North Carolina State University, **Discussant**

Submitter: Dev Dalal, dev.dalal@uconn.edu

268. Symposium/Forum: 12:00 PM–12:50 PM 337 AB

Practical Lessons in Survey Methods for Measuring Employee Green Behaviors

As organizational greening efforts increasingly involve employee participation, engagement, and action, there is an growing role for organizational surveys to support environmental sustainability objectives. Presenters address survey content, format, response bias, sampling, and context considerations using multiple organizational survey datasets assessing environmental sustainability related constructs.

Stephan Dilchert, Baruch College, **Co-Chair**

Brenton M. Wiernik, University of Minnesota, **Co-Chair**

Melissa S. Sternig, University of Minnesota, Deniz S. Ones, University of Minnesota, Rachael Klein, University of Minnesota, **Just How Green Are You? Impression Management in Sustainability Surveys**

Jack W. Kostal, University of Minnesota, **Self-Insight in Sustainability Self-Reports: The Impact of Sustainability Context**

Brenton M. Wiernik, University of Minnesota, **Effects of Respondent Characteristics on Organizational Employee Sustainability Survey Responses**

Stephan Dilchert, Baruch College, **Practical and Methodological Considerations in Designing Employee Sustainability Surveys**

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

269. Panel Discussion: 12:00 PM–1:20 PM 339 AB

Accommodating Individuals With Disabilities: Legal and Applied Perspectives

This panel includes experts from 4 organizations with experience in developing processes to accommodate individuals with disabilities for purposes ranging from preemployment testing through postemployment training. They will discuss techniques that ensure compliance with Equal Employment Opportunity Commission (EEOC) guidelines while maintaining a positive applicant and/or employee experience.

Swati Buddhavarapu, CSX Transportation, **Chair**

Corina Rice, CSX Transportation, **Co-Chair**

Kristen P. Cooper, CSX Transportation, **Panelist**

David B. Schmidt, Development Dimensions International (DDI), **Panelist**

Stephen J. Vodanovich, University of West Florida, **Panelist**

Alicia M. Allegrini, PSI Services LLC, **Panelist**

Submitter: Swati Buddhavarapu, swatirao@gmail.com

270. Panel Discussion: 12:00 PM–1:20 PM 340 AB

Developing Competency-Aligned Training Programs: What Does This Really Mean?

The purpose of this panel discussion is to explore approaches to developing competency-based training programs and discuss the most critical challenges practitioners face in relation to (a) identifying and prioritizing competencies to be developed, (b) translating competencies into training, and (c) determining if competency gaps are closing.

Timothy P. McGonigle, SRA International, **Chair**
 Joshua A. Isaacson, SRA International, **Panelist**
 John M. Ford, U.S. Merit Systems Protection Board, **Panelist**
 Robert F. Calderon, Federal Management Partners, **Panelist**
 Alexander Alonso, Society for Human Resource Management, **Panelist**
 Submitter: Joshua Isaacson, josh_isaacson@sra.com

271. Symposium/Forum: 12:00 PM–1:20 PM 343 AB

Linking Personality and 360 Assessments to Coach and Develop Leaders

This session examines the combination of personality and 360 (multirater) assessment for the development of leaders. Two empirical studies demonstrate how coaching insights are produced by the convergence of the 2 types of assessments. In addition, 2 large-scale organizational case studies demonstrate the application and practical utility of the approach.

Michael J. Benson, Johnson & Johnson, **Chair**
 Peter Berry, Peter Berry Consultancy, **Leadership and Personality: Meeting Demands of Varied Stakeholders**
 Robert B. Kaiser, Kaiser Leadership Solutions, **Dark Side Personality and Extreme Leader Behavior: Implications for Practice**
 Linda S. Simon, DIRECTV, **Developing the Leadership Pipeline at DIRECTV**
 Erica I. Desrosiers, PepsiCo, Michael Tuller, PepsiCo, **Combining Personality and 360 Feedback in a Large-Scale Development Program**
 Rodney Warrenfeltz, Hogan Assessment Systems, **Discussant**
 Submitter: Robert Kaiser, robertbkaiser@gmail.com

272. Symposium/Forum: 12:00 PM–1:20 PM 344 AB

Leadership and Emotion Regulation

This study considers whether leaders are more effective if they display genuine emotions or display the emotions that particular situations call for, even if those emotions are not truly felt. Research is presented on how emotion regulation affects leaders (e.g., burnout) and their interpersonal effectiveness (e.g., trustworthiness).

Catherine E. Connelly, McMaster University, **Co-Chair**
 Kara A. Arnold, Memorial University of Newfoundland, **Co-Chair**
 Glenda M. Fisk, Queen's University, Christopher Miners, Queen's University, **The Importance of Being Earnest: Disentangling Emotional Authenticity From Sincerity**
 Kara A. Arnold, Memorial University of Newfoundland, Catherine E. Connelly, McMaster University, Kathleen Martin Ginis, McMaster University, **Transformational Leadership and Leader Stress**
 John E. Buckner, Louisiana Tech University, Kevin T. Mahoney, Louisiana

Tech University, **Emotional Labor and Authentic Leadership**
 Ronald H. Humphrey, Virginia Commonwealth University, **Leading With Emotional Labor at Every Level**
 Brent A. Scott, Michigan State University, **Discussant**
 Submitter: Catherine Connelly, connell@mcmaster.ca

273. Symposium/Forum: 12:00 PM–1:20 PM 346 AB

Who Is Most Affected by Job Insecurity and Why?

Job insecurity is an increasingly prevalent workplace stressor with numerous adverse consequences. In order to better understand which employees are at greatest risk and why, this session presents the latest research identifying individual and contextual moderators of employee reactions to job insecurity.

Tahira M. Probst, Washington State University Vancouver, **Co-Chair**
 Maike E. Debus, University of Zurich, **Co-Chair**
 Alaina Courtney Keim, Bellarmine University, Ronald S. Landis, Illinois Institute of Technology, **A Transactional Model of Job Insecurity, Personality, and Coping**
 Maike E. Debus, University of Zurich, Justina Veseli, University of Zurich, Martin Kleinmann, University of Zurich, **Is Your Sorrow My Sorrow? Job Insecurity Among Dual-Income Couples**
 Mindy K. Shoss, Saint Louis University, **When Job Insecure Employees Search for Greener Grass Elsewhere**
 Tahira M. Probst, Washington State University Vancouver, Wendi L. Benson, Washington State University Vancouver, Gretchen A. Petery, University of Connecticut, **Silent Generation to the Millennials: Generational Implications of Job Insecurity**
 Submitter: Tahira Probst, probst@vancouver.wsu.edu

274. Poster: 12:00 PM–12:50 PM Ballroom of the Americas

Applicant Perceptions & Reactions/Faking & Cheating

274-1 Examining Ability to Fake and Test-Taker Goals in Personality Assessments

This study was conducted to examine the influence of test-taker ability and motivation on impression management in personality assessments. By manipulating ability and motivation situation factors and measuring person factors (test-taking motivation concerns and self-monitoring), it is concluded that both situation and person variables influence the magnitude of impression management.

Chelsea E. Jensen, University of Minnesota
 Paul R. Sackett, University of Minnesota
 Submitter: Chelsea Jensen, jens1177@umn.edu

274-2 Job Applicant Scores and the FFM: Do Non-FFM Measures Fit?

Much of contemporary personality research in I-O psychology is based largely on 5 factor model-based (FFM) meta-analyses. However, it is unknown how the inclusion of non-FFM measures in such research affects construct validity. The present study assesses the fit of non-FFM subscale scores with the Big 5.

Elnora D. Kelly, Georgia Institute of Technology
 Patrick Bradshaw, Georgia Institute of Technology
 Carla J. Burrus, Georgia Institute of Technology
 Nathan E. Wiita, Parker Executive Search
 Submitter: Elnora Kelly, elnora.kelly@gatech.edu

274-3 Preemployment Personality Test Faking and the Forced-Choice Method

Four studies investigated the potential of forced choice formats to combat applicant faking on personality inventories. Study 1 established test-retest and concurrent validity evidence. Study 2 was a faking experiment. Study 3 investigated faking in actual job applicants. Study 4 examined faking strategies in a verbal protocol analysis.

Thomas A. O'Neill, University of Calgary
Rhys J. Lewis, Sigma Assessment Systems Inc.
Julie J. Carswell, Sigma Assessment Systems
Stephanie J. Law, University of Calgary

Submitter: Rhys Lewis, rlewis@sigmaassessmentsystems.com

274-4 Examining a Method to Detect and Moderators of Successful Faking

Faking is traditionally measured as the mean differences between motivated and unmotivated groups. Higher scores on personality indicate greater ability or successful faking. This study examines profile matching as a means of operationalizing successful faking. In addition, individual differences are examined in order to predict those who fake best.

Daniel Nguyen, Wonderlic Inc.
Margaret S. Stockdale, Indiana University-Purdue University Indianapolis
Suzanne Altobello, Southern Illinois University-Carbondale

Submitter: Margaret Stockdale, pstockda@iupui.edu

274-5 Don't Mind Stealing Bread if I'm Hungry: Recession and Faking

This study examines archival data to determine if the economic recession impacted the frequency of applicant faking. Results indicated that the highest rates of unemployment, from 2003 to 2011, corresponded with the highest prevalence of faking. Faking theories are utilized to help explain this phenomenon.

Michelle J. Thackray, Florida Institute of Technology
Benjamin A. Tryba, Florida Institute of Technology
Richard L. Griffith, Florida Institute of Technology

Submitter: Michelle Thackray, mthackray2010@my.fit.edu

274-6 Developing and Validating a Faking Detection Scale for the CRT-A

Faking on personality measures remains a controversial topic in I-O psychology. This study developed and validated a means of faking detection on a personality measure less susceptible, though not immune, to faking: the Conditional Reasoning Test of Aggression. Results suggest fakers and nonfakers can be reliably distinguished.

Nathan E. Wiita, Parker Executive Search
Rustin D. Meyer, Georgia Tech
Brian J. Collins, University of Southern Mississippi

Submitter: Nathan Wiita, nwiita@parkersearch.com

274-7 Reactions to Noncognitive Assessments: Relative Importance of Test-Taker Personality Traits

This research examined the relative importance of personality traits and test performance as predictors of several dimensions of procedural fairness. Results indicated that

Agreeableness, Extroversion, and test performance were the most important predictors. Extroversion and Agreeableness also accounted for incremental variance in perceptions after controlling for test performance.

Michael Baysinger, Kronos
John D. Morrison, Independent Consultant

Submitter: Michael Baysinger, Michael.baysinger@kronos.com

274-8 Acceptability of Video Resumés: The Role of Personality and GMA

Although video resumés are increasingly being used, this study shows that not all applicants consider this to be a positive trend. Highly educated applicants strongly preferred paper resumés over video resumés in terms of fairness and procedural justice. Furthermore, video resumé fairness perceptions depended on applicants' personality and cognitive ability.

Annemarie Hiemstra, GTP/Erasmus University Rotterdam
Janneke K. Oostrom, VU University Amsterdam
Eva Deros, Ghent University
Alec W. Serlie, GTP/Erasmus University Rotterdam
Marise Ph. Born, Erasmus University-Rotterdam

Submitter: Eva Deros, eva.deros@ugent.be

274-9 Does Wording of Job Ads Affect Ethnic Minorities' Application Behavior?

Two field experiments show that traits that ethnic minorities have negative metastereotypes about negatively affect job attraction and application intentions/behaviors. Minorities who are qualified for these traits (intend to) apply more when traits are worded in a behavioral rather than a dispositional way, particularly when applicants' domain identification is high.

Eva Deros, Ghent University
Lien Wille, Ghent University

Submitter: Eva Deros, eva.deros@ugent.be

274-10 Ethnic Minorities' Impression Management in the Interview: Helping or Hindering?

A 2-phased study first showed that ethnic minorities preferred entitlements whereas majorities preferred opinion conformity as impression management tactics. Qualified ethnic minorities were rated lower if they used entitlements and when majority recruiters ($n = 165$) were high in social dominance orientation and ethnic identification, and had more professional experience with interviewing.

Eva Deros, Ghent University
Veronique Verhees, Tabaknatie
Liesbeth De Beyter, T-Office

Submitter: Eva Deros, eva.deros@ugent.be

274-11 Effects of Being Philanthropic and Going Green on Applicant Perceptions

This study examined the effect of corporate social responsibility (CSR) on social and employer images, corporate impressions, and organizational attraction. Results showed that mentioning a company's charitable or green initiatives in job ads significantly enhanced social image perceptions and mentioning a company's charitable initiatives significantly enhanced respectability impressions.

Dalia L. Diab, Xavier University
 Dev K. Dalal, University of Connecticut
 Lauren E. Hurley, Xavier University
 Submitter: Dalia Diab, diabd@xavier.edu

274-12 Cross-Cultural Differences in the Attitude Toward Applicants' Faking

Globalization renders culturally diverse applicant pools more likely. This study ($N = 3,257$ in 31 countries) therefore examined cross-cultural differences in the attitude toward faking, a crucial antecedent of faking behavior. Results revealed 2 correlated dimensions (planned vs. situational faking), and these dimensions correlated with 5 GLOBE culture dimensions.

Clemens B. Fell, University des Saarlandes
 Cornelius J. König, University des Saarlandes
 Submitter: Clemens Fell, c.fell@mx.uni-saarland.de

274-13 Applicant Withdrawal for Online Testing: Investigating Personality Differences

This study investigated differences in mean level personality traits comparing applicants that withdraw from an online selection process to those that complete the process. Data were gathered and studied on over 400,000 retail associate applicants along 8 personality dimensions. Additional analyses on drop-off percentages are examined.

Brandon W. Jordan, Kenexa, an IBM Company
 Christina M. Banister, Kenexa, an IBM Company
 Kevin Dowling, Kenexa, an IBM Company
 Submitter: Brandon Jordan, brandon.jordan@kenexa.com

274-14 Attitudes Towards Applicants With Contingent-Work History

An exploratory study was conducted to investigate attitudes and perceptions towards job applicants with a history of contingent work. Differences in perceived competence, trustworthiness, and employability between applicants with and without contingent work history were assessed. Some evidence of discrimination was found depending on the work title used.

Eric W. Kuo, North Carolina State University
 Marvick Burgos, North Carolina State University
 Submitter: Eric Kuo, ewkuo@ncsu.edu

274-15 Deception in the Job Interview and Follow-Up Questioning

Using theories of deception from fields in the social and behavioral sciences, this study attempts to determine whether deception in an interview negatively impacts the verbal quality of interviewee responses, and whether follow-up questioning enhances or diminishes these effects. The presenters also discuss study limitations and future research.

Temitayo Lawal, Florida Institute of Technology
 Vanessa A. Edkins, Florida Institute of Technology
 Richard L. Griffith, Florida Institute of Technology
 Submitter: Richard Griffith, griffith@fit.edu

274-16 Need for Autonomy and Resistance to Standardized Employee Selection Practices

Two experiments examined if decision makers' concerns about autonomy influence their resistance to standardized employee selection practices. Results suggest that structured interviews and mechanical data combination were perceived to provide less autonomy than their unstructured and clinical counterparts. Perceptions of autonomy were highly predictive of use intentions.

Kevin Nolan, Hofstra University
 Scott Highhouse, Bowling Green State University
 Submitter: Kevin Nolan, kevin.p.nolan@hofstra.edu

274-17 Exploring Relations Between Competition and Applicant Faking

Applicant faking behaviors have generally been assumed to be caused by individual- or job-related factors. Applicants also fake in response to competition. Data from 2 studies suggest that indeed competitive motives (e.g., belief in a competitive world) and situational competition (e.g., unemployment rate) are related to faking.

Nicolas Roulin, University of Lausanne
 Steve Binggeli, Rice University
 Franciska Krings, University of Lausanne
 Submitter: Nicolas Roulin, nicolas.roulin@unil.ch

274-18 Do Personal Pictures on LinkedIn Profiles Impact Staffing Decisions?

Despite research suggesting pictures can bias staffing decisions, the use of social networking websites suggests organizations are likely viewing pictures in these situations. This study found that people preferred applicants with pictures on a LinkedIn profile and considered them better because of it, regardless of the picture's attractiveness.

Nicholas P. Salter, Ramapo College of New Jersey
 Tiffany R. Poeppelman, Aptima
 Submitter: Nicholas Salter, nsalter@ramapo.edu

274-19 LinkedIn Profiles: How Do You Present Yourself?

LinkedIn group member profiles from 3 industries (HR, sales/marketing, and I-O psychology) were compared via an audit study ($N = 288$). Chi-square and ANOVA tests showed significant differences existed in how people presented themselves across the 3 groups. Implications for selection bias and practice are discussed.

Julie S. Zide, Hofstra University
 Ben Ellman, Hofstra University
 Comila Shahani-Denning, Hofstra University
 Submitter: Comila Shahani-Denning, psyczs@hofstra.edu

274-20 Applicant Reactions as a Function of Testing Time

This study examined the effect of assessment length on applicant reactions. Test length didn't affect applicant reactions regarding the test or the company for those taking personality inventories. However, individuals taking a longer cognitive assessment reported higher perceptions of procedural justice, organizational attractiveness, and likelihood to accept a job offer.

Andrew Speer, Central Michigan University
 Michael Grossenbacher, Central Michigan University
 Brandon S. King, Central Michigan University
 Submitter: Andrew Speer, speer1ab@cmich.edu

274-21 Overclaiming Versus Individual Change Scores: Battle of Two Faking Measures

This study examined if the Overclaiming Questionnaire and Individual Change Scores predict admitted faking and enhance the validity of applicant personality measures. Findings cast doubt that the Overclaiming Questionnaire can detect or control for faking and support Individual Change Scores as a potential benchmark to assess new faking measures.

Justin Feeney, University of Western Ontario
 Richard D. Goffin, University of Western Ontario
 Submitter: Justin Feeney, jfeeney3@uwo.ca

274-22 Putting Interview Anxiety in the Spotlight: Micro and Macro Cues

This study investigated the anxious behaviors and broader characteristics exhibited by anxious interviewees. External raters viewed videotaped mock job interviews and rated interviewees on micro and macro cues. Results indicated that interviewees should focus less on their nervous tics and more on their impressions.

Amanda R. Feiler, University of Guelph
 Deborah M. Powell, University of Guelph
 Submitter: Amanda Feiler, afeiler@uoguelph.ca

274-23 The Organizational Role Predicting Biased Responses in the Adaption-Innovation-Inventory

Previous work suggests that social context influences an individual's behavior at work. This study investigates how professional context influences responses in the adaption-innovation questionnaire. By using a mixture distribution item response theory model, individuals with biased responses are identified. Factors associated with the employment of response sets are investigated.

Sebastian Fischer, Leuphana University of Lueneburg
 Alexander P. Freund, Leuphana University of Lueneburg
 Submitter: Sebastian Fischer, sfischer@leuphana.de

274-24 Demographic Cues in Video-Based Situational Judgment Items: An Extension

Demographic similarity between individuals can influence interaction quality. Recent research finds that demographic cues in a video-based SJT affect test takers' performance and reactions. This research is extended, showing that varying, versus keeping constant, actors' gender across scenarios leads to a different set of effects on performance and reactions.

Juliya Golubovich, Michigan State University
 Ann Marie Ryan, Michigan State University
 Submitter: Juliya Golubovich, JGolubovich@gmail.com

274-25 The Moderating Impact of Cognitive Ability on Faking Selection Measures

This study explores differences between applicants and incumbents on common selection measures (personality, biodata, and SJTs). The researchers found those low in cognitive ability reveal

greater differences between applicants and incumbents on personality and SJT measures than those high in cognitive ability. Presenters will discuss implications for research and practice.

Kevin Impelman, Batrus Hollweg International
 Marisa Adelman Carson, Kenexa, an IBM Company
 Amanda Klabzuba, Kenexa, an IBM Company
 Submitter: Kevin Impelman, kimpelman@yahoo.com

274-26 Self-Presentation Across Selection Contexts: No Need for Concern

Practitioners are often concerned about applicants' self-presentation. This study found that candidates who use impression management in an interview (according to self-report and video data) are more likely to fake a personality inventory and that faking was positively related to supervisors' job performance ratings (whereas impression management was unrelated).

Pia Ingold, University of Zurich
 Martin Kleinmann, University of Zurich
 Cornelius J. König, University des Saarlandes
 Klaus G. Melchers, University of Ulm
 Submitter: Pia Ingold, p.ingold@psychologie.uzh.ch

274-27 Using Bogus Items to Detect Faking in Service Jobs

This study examined the effects of two faking measures, social desirability and bogus items, for use with service jobs. Both measures significantly correlated with changes in personality scores due to faking, while social desirability was more likely to have false positives and bogus items were more likely to have false negatives.

Elizabeth A. Shoda, Wright State University
 Esteban Tristan, Select International
 Megan B. Morris, Wright State University
 Gary N. Burns, Wright State University
 David A. Periard, Wright State University
 Submitter: Elizabeth Shoda, eshoda22@gmail.com

274-28 Comparing and Contrasting Faking in the United States and Japan

This study uses the construct of amae and the resulting 2-fold structures of thinking, including the distinction between public and private space, to develop theoretically grounded predictions regarding Japanese applicant faking behavior. Results support continued investigation, demonstrating that Japanese applicants regard faking differently and engage in it more frequently.

Yukiko Yoshita, Florida Institute of Technology
 Benjamin A. Tryba, Florida Institute of Technology
 Brigitte K. Armon, Florida Institute of Technology
 Richard L. Griffith, Florida Institute of Technology
 Submitter: Benjamin Tryba, btryba2009@my.fit.edu

274-29 Using Invariance to Examine Cheating in Unproctored Ability Tests

Cheating in unproctored environments was examined for 3 organizations that utilized a timed ability test for personnel selection. The same test was administered to applicants in either proctored or unproctored conditions. Invariance was used to examine the psychometric properties of the test. Results were not consistent with widespread cheating.

Natalie A. Wright, North Carolina State University
Adam W. Meade, North Carolina State University
Sara Lambert Gutierrez, SHL

Submitter: Natalie Wright, nawright@ncsu.edu

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

Ten Common Mistakes Talent Management Leaders Make During Assessment Initiatives

Assessments are useful tools, playing an important part in talent management initiatives in which the identification or development of talent is a component. Mistakes leaders make at any phase can jeopardize a program's prospects for influencing desired metrics. Panelists discuss common examples and effective methods for avoiding them.

John D. Morrison, Independent Consultant, **Chair**
Greg A. Barnett, Kenexa, an IBM Company, **Panelist**
Scott E. Bryant, Development Dimensions International (DDI), **Panelist**
Ken Lahti, SHL, **Panelist**
Mark A. LoVerde, CEB Valtera, **Panelist**
Cheryl J. Paullin, HumRRO, **Panelist**

Submitter: John Morrison, jmorrisson@plantationcable.net

276. Symposium/Forum: 12:00 PM–1:20 PM Grand B

Developing Leaders for the Changing U.S. Health System

The U.S. health sector is undergoing substantial changes that are requiring different competencies from their leaders for success. This symposium will showcase the changing strategic contexts of health-sector organizations, the implications these changes hold for future leaders, and the approaches each organization is taking to preparing them.

Andrew N. Garman, NCHL/Rush University, **Chair**
Andrew N. Garman, NCHL/Rush University, **Developing Leaders for the Changing U.S. Health System**
Laura Gniatczyk Byars, Blue Cross Blue Shield of Michigan, **Helping Health Leaders Navigate Issues of Context, Culture, and Climate**
Carol Caldwell, Cincinnati Children's Hospital Medical Center, **The Evolution of Academic Medicine: Preparing Future Leaders at CCHMC**

Alberto J. Galue, Baylor Health Care Systems, **Beyond Hierarchies: Preparing Future Leaders at BHCS**

Mark T. Rohricht, Healthways, **Toward Population-Based Health: Preparing Future Leaders at Healthways**

Submitter: Andrew Garman, Andy_N_Garman@rush.edu

277. Symposium/Forum: 12:00 PM–1:20 PM Grand C

Come Hell or High Water: Leading in Challenging Cross-Cultural Contexts

Effective cross-cultural leadership is challenging and can be incredibly nuanced. This symposium highlights a number of aspects of effective cross-cultural leadership including the interplay between leadership and organizational perceptions, the emergence of shared leadership, leading team members to overcome adverse cultural experiences, and overcoming ethical dilemmas.

Jessica A. Gallus, U.S. Army Research Institute, **Co-Chair**
Michelle Zbylut, U.S. Army Research Institute, **Co-Chair**
Marinus van Driel, Van Driel Consulting/DEOMI, **Co-Chair**
Emily David, Zayed University, Marinus van Driel, Van Driel Consulting/DEOMI, L. A. Witt, University of Houston, Loring J. Crepeau, Defense Equal Opportunity Management Institute (DEOMI), **Effects of Leader Cross-Cultural Competence on Cross-Cultural Compliance**
Daniela Gröschke, Friedrich-Schiller-University Jena, Thomas Schäfer, Chemnitz University of Technology, Stefan Strohschneider, Friedrich-Schiller-University Jena, **Leadership and Communication in Heterogeneous Teams: Insights from Simulation Games**
Jennifer Klafehn, U.S. Army Research Institute, Shane Connelly, University of Oklahoma, Deborah Cai, Temple University, **Leadership Influences on Soldier Development Following Negative Cross-Cultural Experiences**
Michelle Zbylut, U.S. Army Research Institute, Kimberly Metcalf, U.S. Army Research Institute, Jason M. Brunner, Kansas State University, **Ethics across the Cultural Divide: From the Outside Looking In**
Leanne E. Atwater, University of Houston, **Discussant**

Submitter: Jessica Gallus, jessica.gallus@gmail.com

278. Symposium/Forum: 12:00 PM–1:20 PM Grand D

Self-Regulation of Motivation Over Time

This symposium presents 4 innovative studies examining factors influencing self-regulation over time. Dynamic effects of factors like different types of tasks, expectancy and value functions, interruptions during learning process, and anger from an external source influencing the self-regulation processes will be discussed.

Guihyun Park, Singapore Management University, **Co-Chair**
Sinhui Chong, Michigan State University, **Co-Chair**
Patrick D. Converse, Florida Institute of Technology, Stephanie Miloslavic, Florida Institute of Technology, Marne H. Pomerance, Florida Institute of Technology, Katie Piccone, Florida Institute of Technology, Michael C. Tocci, Florida Institute of Technology, **Quantity and Quality in Multiple-Task Self-Regulation**
Justin M. Weinhardt, Ohio University, Shuhua Sun, National University of Singapore, Jeffrey B. Vancouver, Ohio University, **Distinct Expectancy and Value Effects in Goal Choice and Planning**
Traci Sitzmann, University of Colorado Denver, **The Effects of Environmental Messages on Behavior During Online Training**
Sinhui Chong, Michigan State University, Guihyun Park, Singapore Management University, **Effects of Anger on Goal Revision Over Time**

Submitter: Sinhui Chong, sinhui.chong@gmail.com

279. Panel Discussion: 12:00 PM–1:20 PM Grand E

Living History Series:

An Interview With David P. Campbell

An interview with David P. Campbell (author of the Strong-Campbell Interest Inventory) will launch the SIOP History Committee's "Living History" Series. He will discuss his contributions in vocational psychology and the measurement and development of leaders, along with some provocative controversies he has experienced. The session will include audience questions.

Kevin T. Mahoney, Louisiana Tech University, **Chair**
David P. Campbell, Center for Creative Leadership, **Panelist**
Jeffrey M. Cucina, U.S. Customs and Border Protection, **Panelist**

Submitter: Kevin Mahoney, ktmahoney1@yahoo.com

**280. Symposium/Forum: 12:00 PM–1:20 PM
Grand F****Technology Enhanced Assessments, A
Measurement Odyssey**

Technology has become an enhancement of assessments rather than a means of conveyance of assessment. This has evolving consequences. This symposium provides diverse perspectives by academics and practitioners on the state of the technology-enhanced assessment field in terms of assessment models, enhanced assessment trends, psychometric models, and professional regulations.

Theodore L. Hayes, U.S. Office of Personnel Management, **Chair**
Yongwei Yang, Gallup, Inc., Stephen G. Sirici, University of
Massachusetts-Amherst, Theodore L. Hayes, U.S. Office of
Personnel Management, **Assessments (Truly) Enhanced by
Technology: Rationale, Validity, and Value**

Michael N. Karim, George Washington University, Samuel E.
Kaminsky, George Washington University, Tara S. Behrend,
George Washington University, **Effects of Remote Proctoring
on Test Performance and Applicant Reactions**

Jeffrey M. Cucina, U.S. Customs and Border Protection, Kathy
Stewart, U.S. Customs and Border Protection, Ilene F. Gast,
Retired, Lisa M. Votraw, U.S. Customs and Border Protection,
**Video-Based Testing: An Applied Example and Technology-
Enhanced Assessment: Considering Psychometrics**

Ryan S. O'Leary, PDRI, Michael S. Fetzner, SHL Group, Anne M. Hansen,
PDRI, **Technology-Based Development of Work Simulations**
Fred Oswald, Rice University, **Discussant**

Submitter: Theodore Hayes, theodore.hayes@opm.gov

**281. Special Events: 12:00 PM–1:20 PM
Grand G 1.5 CE credits for psychology purposes available****Master Collaboration: Three Successful
Academic–Practitioner Collaborations**

This Master Collaboration provides attendees with strategies for developing, implementing and sustaining successful academic–practitioner collaborations. Presentations include “I-O Research and Practice: Why Can't We Be Friends?,” “The Role of University Affiliated Research Centers in Government Research,” and “A (Somewhat) Serendipitous Approach to Developing and Maintaining Scholar–Practitioner Collaborations.” In addition, 2 discussants—1 academic and 1 practitioner—will offer their thoughts about why these strategies are successful.

Dana M. Dunleavy, Association of American Medical Colleges, **Chair**
Brian Frost, Kenexa, an IBM Company, **Presenter**
Brian J. Hoffman, The University of Georgia, **Presenter**
Nicholas L. Vasilopoulos, National Security Agency, **Presenter**
Sharon Glazer, University of Maryland, **Presenter**
Mark Morris, Lockheed Martin, **Presenter**
Patrick F. McKay, Rutgers University, **Presenter**
Derek R. Avery, Temple University, **Presenter**
Richard T. Cober, Marriott International, **Discussant**
Donald M. Truxillo, Portland State University, **Discussant**

Submitter: Dana Dunleavy, ddunleavy@aamc.org

**282. Symposium/Forum: 12:00 PM–1:20 PM
Grand H****Leading the Way: Incorporating Network Analytics
Into Leadership Research**

This symposium highlights 2 emerging parallel approaches to incorporating social network analysis (SNA) into the study of

leadership: examining leaders embedded in social networks and examining the leadership phenomenon itself as a network. Guided by these approaches, contributors will present work utilizing SNA approaches to study leadership in teams.

Leslie A. DeChurch, Georgia Institute of Technology, **Chair**
Dorothy R. Carter, Georgia Institute of Technology, **Co-Chair**
Prasad Balkundi, SUNY at Buffalo, Srikanth Paruchuri, The
Pennsylvania State University, Lance Ferris, The Pennsylvania
State University, **Knowing Who Your Friends Are: Social
Perceptivity and Leadership Identities**

Marissa L. Shuffler, University of Central Florida, Shawn Burke,
University of Central Florida, Melissa A. Bleiberg, University of
Central Florida, Nastassia M. Savage, University of Central
Florida, Eduardo Salas, University of Central Florida, **Influences
of Leadership Characteristics on Virtual Team Leadership
Network Structures**

Michael R. Kukenberger, Rutgers University, Lauren D'Innocenzo,
University of Connecticut, John E. Mathieu, University of
Connecticut, **Compositional Antecedents of a Network
Measurement of Collective, Distributive Leadership**

Dorothy R. Carter, Georgia Institute of Technology, Leslie A.
DeChurch, Georgia Institute of Technology, Noshir Contractor,
Northwestern University, Jay B. Carson, Southern Methodist
University, **A Framework for Understanding Collective
Leadership Through Network Analysis**

Submitter: Dorothy Carter, dorothy.carter@gatech.edu

**283. Panel Discussion: 12:00 PM–1:20 PM
Grand J****Demystifying I-O Research Career Options: Applied,
Academic, and Everything Between**

This interactive panel is intended for graduate students and early-career psychologists (ECPs) interested in learning about the diversity of I-O research careers options. Successful ECPs, representing multiple research environments (government, nonprofit, consulting, academia), will compare/contrast these environments on topics like typical research/nonresearch responsibilities, benefits/drawbacks, recommended graduate training, and career transitions.

Karin A. Orvis, U.S. Army Research Institute, **Chair**
Tara S. Behrend, George Washington University, **Co-Chair**
Joy Oliver, SRA International, **Panelist**
Crystal M. Harold, Temple University, **Panelist**
Autumn D. Krauss, Sentis, **Panelist**
Shonna D. Waters, Department of Defense, **Panelist**
Carra S. Sims, RAND Corporation, **Panelist**

Submitter: Karin Orvis, karin.a.orvis.civ@mail.mil

**284. Community of Interest: 12:30 PM–1:50 PM
342****Intelligence in the Workplace**

Anthony S. Boyce, Aon Hewitt, **Host**
Jonas W. B. Lang, Maastricht University, **Host**
Christopher P. Cerasoli, University at Albany, SUNY, **Coordinator**

**285. Roundtable/Conversation Hr: 12:30 PM–1:50 PM
Grand I****Dilemmas in Assessment: Insights on Solutions and
Best Practices**

Assessments in which individuals are evaluated on their strengths and development opportunities present unique chal-

lenges and unexpected situations that can leave even an experienced assessor perplexed. Participants will form groups to discuss these challenging assessment situations and share insights on how they might be handled.

Neha Singla, CEB Valtera, **Host**
 Katherine L. Bittner, CEB Valtera, **Host**
 Bettye Sue G. Thompson, Self-employed, **Host**
 Susan H. Coverdale, CEB Valtera, **Host**
 Andrea P. Hunt, Self-employed, **Host**
 Submitter: Neha Singla, nehasingla3@gmail.com

286. Special Events: 1:00 PM–1:50 PM 337 AB

Distinguished Early Career Contributions Award (Science): Adjustment to Changes: Maintaining Well-Being and Productivity

This presentation will examine how people adjust to changes in their internal qualities and external environment in maintaining their well-being and productivity. The presenter's research findings in 3 adjustment-related research areas will be reviewed. They are (a) retirement and older worker employment, (b) expatriate management, and (c) temporal-based stress-coping processes.

Hui Liao, University of Maryland, **Host**
 Mo Wang, University of Florida, **Presenter**
 Submitter: Hui Liao, hliao@rsmith.umd.edu

287. Poster: 1:00 PM–1:50 PM

Ballroom of the Americas

Occupational Health/Safety/Stress & Strain

287-1 Appraisals of, and Responses to, Workplace Interpersonal Mistreatment: Diary Study

This paper establishes substantial within-person differences in the way individuals responded to incidents, then examines how a target's appraisal of interpersonal mistreatment affected their subsequent responses. Perceived severity of the critical incident significantly predicted target responses. A between-person factor, Neuroticism, significantly predicted opposing responses and moderated a within-person appraisal-response relationship.

Larissa J. Beattie, Macquarie University
 Barbara Griffin, Macquarie University
 Submitter: Larissa Beattie, LarissaBeattie@gmail.com

287-2 An Apple a Day: Occupational Stress, Preventative Interventions, and Health

Using a longitudinal nationally representative sample of working Canadians, this study tested the hypothesis that occupational stress reduces individuals' participation in various preventative health behaviors (nutrition, exercise, reduced smoking and alcohol use) and that these behaviors mediate the relationship between occupational stress and physical health. Support was found for all hypotheses.

Amy L. Bergenwall, Queen's School of Business
 A. Wren Montgomery, Queen's School of Business
 Submitter: Amy Bergenwall, ABergenwall@business.queensu.ca

287-3 Navigating the Demands of Communication Network Centrality: A Mediated-Moderation Model

This study examines costs associated with central positions in organizational communication networks and the role of politi-

cal skill in navigating centrality demands. Using a mediated-moderation model, it was found that the negative indirect effect of network centrality on workplace thriving through role ambiguity is weaker when employees are high in political skill.

Kristin L. Cullen, Center for Creative Leadership
 Alexandra Gerbasi, Grenoble Ecole de Management
 Donna Chrobot-Mason, University of Cincinnati
 Submitter: Kristin Cullen, cullekr@auburn.edu

287-4 Commitment to Organizational Change: Investigating Stress in a Postacquisition Environment

Commitment to change, measured by an extension of the 3-component model of organizational commitment, was related to varying levels of stress in employees in an acquired organization. In profiles with high normative commitment, stress was higher when high continuance commitment was also present and lower when affective commitment was present.

Jennifer J. Andrews, Gordon Food Service
 Catherine S. Daus, Southern Illinois University-Edwardsville
 Submitter: Catherine Daus, cdaus@siue.edu

287-5 The Nature of Safety Performance: Dimensionality and Relationship to Antecedents

This study investigated the factor structure of a subjective measure of safety performance and examined differential relationships of personality and behavior-based antecedents with resulting dimensions. A novel 3-factor structure emerged, and associations between antecedents and resulting criterion dimensions were not significantly different. Results and implications are discussed.

Erica N. Drew, Florida International University
 Valentina Bruk Lee, Florida International University
 Sara Lambert Gutierrez, SHL
 Submitter: Erica Drew, endrew9@yahoo.com

287-6 Effects of Emotional Labor on Stress, Psychological Well-Being, and Job Satisfaction

This study examined relationships of an objective measure of emotional labor (EL) job demands to employee reactions from a representative U.S. worker sample from the 2008 NSCW. Jobs requiring EL were perceived as stressful, and perceived stress mediated relationships of EL job demands to negative psychological well-being and attitude outcomes.

Hilal E. Erkovan, Baruch College & Graduate Center, CUNY
 Karen S. Lyness, Baruch College & Graduate Center, CUNY
 Submitter: Hilal Erkovan, hilalerkovan@gmail.com

287-7 Moderating Effects of Natural Elements: Job Stressors and Well-Being

This study investigates effects of physical characteristics of work environments on employee outcomes, evaluating the interactive effects of workplace characteristics with psychosocial factors. Meaningful moderating effects of workplace characteristics were found on the relationship between role stressors and outcomes, with sunlight and greenery exposure buffering the effects of workplace stressors.

Mihyang An, Central Michigan University
 Melanie E. Boyajian, Central Michigan University
 Stephen M. Colarelli, Central Michigan University
 Kimberly E. O'Brien, Central Michigan University
 Submitter: Melanie Essayans, essayansmelanie@gmail.com

287-8 Development and Initial Validation of a Measure of Wellness Climate

This study seeks to define the concept of "wellness climate," develop a wellness climate measure, and complete an initial test of the questionnaire. A principal components analysis and test for item reliability support the measure's quality. Implications of the concept and measure are discussed.

Tamara L. Friedrich, Savannah State University
Lauren V. Blackwell, Oak Ridge National Laboratory, Dept of Energy
Erica L. Hauck, Kenexa, an IBM Company
Submitter: Tamara Friedrich, tamara.friedrich@gmail.com

287-9 Internal and External Resources Moderate the Job Demand-Strain Relationships

Based on the matching hypothesis, this study examined the moderating effect of cognitive resources on the relationships between task complexity and job strains using 2 different Chinese samples. The premise that internal resources are stronger moderators than external resources of the job demands-job strains relationship was directly tested.

Scott T. Gebhardt, Hofstra University
Cong Liu, Hofstra University
Ying Liu, Renmin University of China
Chaoping Li, Renmin University of China
Comila Shahani-Denning, Hofstra Univ
Submitter: Scott Gebhardt, sgebha2@pride.hofstra.edu

287-10 Differential Effects of Negative Affectivity on Attitudinal and Health Outcomes

This study examined the effect of negative affectivity when tested as a perception mechanism and as a confound. It was found that negative affectivity added variance over and above stressors for physical symptoms but not for affective commitment. Role ambiguity fully mediated the relationship between negative affectivity and affective commitment.

Sabrina Tabarovsky, Central Michigan University
Ashita Goswami, Central Michigan University
Matthew S. Prewett, Central Michigan University
Submitter: Ashita Goswami, ashita_goswami@yahoo.co.in

287-11 Stressful Climate: A Mediated Model of Health Perceptions

The mediating effect of stress on the equal opportunity (EO) climate to health perception relationship was examined. A structural equation model was tested with a sample of 19,169 military personnel. Results indicate that stress fully mediates the positive relationship between EO climate and health perceptions, supporting the hypotheses.

Kristina C. Karns, Ohio University
Justin D. Purl, Ohio University
Mark Gould, Ohio University
Rodger W. Griffith, Ohio University
Marinus van Driel, Van Driel Consulting/DEOMI
Daniel P. McDonald, Defense Equal Opportunity Management Institute
Submitter: Rodger Griffith, griffeth@ohio.edu

287-12 Minimizing the Effects of Burnout Using a Diary-Based Approach

This longitudinal study tested the effectiveness of 2 web-based diary exercises designed to reduce self-reported feelings of

burnout, stress, depression, and negative effect and to increase organizational commitment, job and life satisfaction, resilience, and positive effect. Results for the 100 participants indicated that a nonintrusive inexpensive diarying intervention is effective.

Sarah Stoevee Seehusen, University of Minnesota
Jo-Ida C. Hansen, University of Minnesota
Submitter: Jo-Ida Hansen, hanse004@umn.edu

287-13 The Influence of Individual and Contextual Factors on Safety Performance

Using a sample of 252 construction employees, this study examined the individual-level (knowledge, motivation, and regulatory focus) and contextual (perceived risk and autonomy) influencers of safety performance (compliance and participation). Results revealed that perceived risk strengthened the knowledge-motivation relationship, whereas promotion and prevention regulatory focuses weakened the motivation-performance relationships.

Jaime B. Henning, Eastern Kentucky University
Satoris S. Culbertson, Kansas State University
Mathias J. Simmons, Kansas State University
Chelsea L. Kennedy, Eastern Kentucky University
Scotty Dunlap, Eastern Kentucky University
Submitter: Jaime Henning, Jaime.Henning@eku.edu

287-14 Benefits of Mindfulness at Work: An Experimental Field Study

This research investigated the idea that a mindfulness intervention reduces emotional exhaustion and improves job satisfaction in service workers. A field experiment revealed significantly lower levels of emotional exhaustion and higher levels of job satisfaction in the intervention group. For emotional exhaustion, this effect was mediated by surface acting.

Ute R. Hulsheger, Maastricht University
Hugo J. E. M. Alberts, Maastricht University
Alina Feinholdt, Maastricht University
Jonas W. B. Lang, Maastricht University
Submitter: Ute Hulsheger, ute.hulsheger@maastrichtuniversity.nl

287-15 The Moderating Effect of Trust on Consequences of Job Insecurity

This paper examines the moderating role played by trust in attenuating the negative consequences of job insecurity. Using data from 1,071 participants at a large university experiencing repeated rounds of budget cuts, trust in management was found to serve as a buffer against adverse effects of job insecurity.

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

287-16 Development of the Work Events Inventory: Event Readjustment Difficulty

238 employed adults rated the readjustment difficulty of 28 employment and on-the-job work events. Analysis of the WEI scores yielded a 4-factor event structure: events related to workplace change, employment status, interpersonal relations, and workplace transitions. Person characteristics were generally unrelated to composite event ratings.

Ruth Kanfer, Georgia Institute of Technology

Matthew Betts, Georgia Institute of Technology
 Sarah K. Farmer, Georgia Institute of Technology
 Nadia G. Barnett, Mercer University
 Submitter: Ruth Kanfer, rk64@prism.gatech.edu

287-17 The Effects of Gender and Status Composition of Mentoring Relationships

This study focused on understanding when mentoring effectively impacts protégés' outcomes. Findings suggest that the career development function–resilience relationship was more positive in cross-gender mentoring relationships than in same-gender mentoring relationships. Furthermore, the role modeling function–job satisfaction relationship was more positive in supervisor mentoring than in nonsupervisor mentoring.

Kuo-Yang Kao, University of Houston
 Altovise Rogers, San Jose State University
 Lisa Jackson, San Jose State University
 QSean Miller, Texas Southern University
 Christiane Spitzmueller, University of Frankfurt/University of Houston
 Submitter: Kuo-Yang Kao, kuo.yang.kao@gmail.com

287-18 R&R, What Is it Good For? Taking Leave During Combat

Deployed National Guard soldiers who took leave from combat improved in physical health and took fewer days off due to poor health; soldiers who did not take leave decreased in physical health and took more sick days. Soldiers increased in depression over time with no effects of leave on depression.

Jonathan F. Kochert, Central Michigan University
 Terry A. Beehr, Central Michigan University
 Katherine L. Kearns, Central Michigan University
 Meghan K. Schemanske, Central Michigan University
 Jennifer M. Ragsdale, University of Tulsa
 Submitter: Jonathan Kochert, koche1jf@cmich.edu

287-19 Variable Time Series Analysis of Combat Stresses, Strains, and Resources

Physical strains, psychological strains, and morale of National Guard soldiers demonstrated linear and curvilinear trends while in a combat zone. Best predictors of these outcomes were traumatic events predicting increased strain, positive attitudes predicting reduced strains and increased morale, unit cohesion predicting physical health, and family factors predicting psychological strains.

Jonathan F. Kochert, Central Michigan University
 Terry A. Beehr, Central Michigan University
 Matthew S. Prewett, Central Michigan University
 Meghan K. Schemanske, Central Michigan University
 Katherine L. Kearns, Central Michigan University
 Jennifer M. Ragsdale, University of Tulsa
 Submitter: Jonathan Kochert, koche1jf@cmich.edu

287-20 Exhausted and Disengaged: Can Perceived Organizational Support Help?

This study examined perceived organizational support (POS) as a resource for employees in reducing employee burnout. POS was negatively related to the burnout dimensions of exhaustion and disengagement. Exhaustion and disengagement also mediated the relationship between POS and each of career satisfaction and turnover intentions.

Laura C. Lomeli, Texas A & M University
 Jorge Mendoza, Texas A & M University
 Mindy E. Bergman, Texas A&M University
 Submitter: Laura Lomeli, lclomeli@gmail.com

287-21 The Moderating Role of Conscientiousness as a Double-Edged Sword

This study was intended to test the moderating role of Conscientiousness on the relationships between challenge-hindrance stressors and psychological strain as well as job performance. The results showed that Conscientiousness acts as a double-edged sword that both promotes performance and exacerbates the stress reaction under stressful situations.

Lei Wang, Peking University
 Weipeng Lin, Peking University
 Jingjing Ma, Peking University
 Submitter: Jingjing Ma, majjpsy@gmail.com

287-22 The Development of an Applied Measure of Psychological Capital

This study develops and validates a 16-adjective item scale for the measurement of psychological capital (PsyCap). Leveraging prior research and the current propriety measure of PsyCap, this study creates a measure that is easily comprehended by respondents, simple to use for administrators, quickly scored, and publically available for applied use.

Sarina M. Maneotis, Sentis
 Christine Smith, Sentis
 Autumn D. Krauss, Sentis
 Submitter: Sarina Maneotis, sarina.maneotis@sentis.net

287-23 Multimethod Testing of the Job-Demand–Control–Support Model in Middle School Teachers

This study combined questionnaire and iPod-based ecological momentary assessment of job stress (6 days, three waves) to test the predictions of the job-demand-control-support model. The independent effects of demand, control, and social support on psychological distress were confirmed across methods but not the buffer effects of control and social support.

Teresa M. McIntyre, University of Houston
 Scott E. McIntyre, University of Houston Clear Lake
 Christopher D. Barr, University of Houston
 Angie Durand, University of Houston/TIMES
 David Francis, University of Houston
 Paras Mehta, University of Houston
 Submitter: Scott McIntyre, mcintyre@uhcl.edu

287-24 Political Skill as Moderator in the Burnout–Competitiveness Relationship

Incorporating primary and secondary data from real estate agents, this study tested the interactive role of political skill in the burnout–mean competitive ranking relationship. Results suggest that individuals high in burnout and political skill ranked significantly ahead of their peers who were low in burnout and political skill.

Timothy P. Munyon, University of Tennessee
 Andrew M. Carnes, West Virginia University
 Gerald R. Ferris, Florida State University
 Submitter: Timothy Munyon, tmunyon@utk.edu

287-25 Predicting Objective Safety Outcomes and Corrective Actions Using SecureFit®

Workplace safety research has an overreliance on common method bias caused by self-report measures of personality and other personal factors as well as criteria such as safety performance and injuries. This study utilized a preemployment assessment, SecureFit, to predict objective measures of workers' compensation claims and corrective actions.

Matthew S. O'Connell, Select International, Inc.
Kristin M. Delgado, Select International, Inc./Wright State University
Amie D. Lawrence, Select International, Inc.
Mei-Chuan Kung, Select International, Inc.
Esterban Tristan, Select International, Inc.
Submitter: Matthew O'Connell, moconnell@selectintl.com

287-26 A Causal Model of Job Insecurity and Job Satisfaction

A causal model was tested describing the influence of dispositional affect on the relationship between job insecurity and job satisfaction. A 3-wave longitudinal data set ($n = 258$) indicated that positive affect provided a protective buffer against job insecurity and increased intrinsic job satisfaction through greater satisfaction with pay and promotions.

Patrick Brennan O'Neill, Curtin University of Technology
Submitter: Patrick O'Neill, patrick13@rogers.com

287-27 The Role of Resources in Employees' Weekend Recovery

This study examined the relationships among recovery activity behaviors, their associated appraisals, and underlying psychological recovery experiences over a weekend. Results from path analysis demonstrated that resources were replenished at the beginning of a new workweek, but this process did not occur uniformly across all resources.

Jennifer M. Ragsdale, University of Tulsa
Terry A. Beehr, Central Michigan University
Submitter: Jennifer Ragsdale, jen-ragsdale@utulsa.edu

287-28 Humor as a Coping Mechanism for Traumatic Events in Firefighters

Many occupations are exposed to traumatic stressors, but the effects of these stressors have not been well-documented. In addition, little research has examined buffers of traumatic stressors. This study examines humor as a buffer of the relationship between traumatic stressors and their negative outcomes (exhaustion, physical symptoms, PTSD, and absenteeism).

Michael Sliter, Indiana University-Purdue University Indianapolis
Aron J. Kale, Indiana University-Purdue University Indianapolis
Zhenyu Yuan, Chinese Academy of Sciences
Submitter: Michael Sliter, slitermt@gmail.com

287-29 The Relationship Between Victim Incivility and Employee Outcomes in Firefighters

This study investigates the incidence and impact of victim incivility in firefighters, which is when victims of emergency situations are rude, impolite, and discourteous to firefighters. A new scale was created, and in a 2 time-point survey study, victim incivility was found to relate to exhaustion, physical symptoms, and absenteeism.

Michael Sliter, Indiana University-Purdue University Indianapolis
Submitter: Michael Sliter, msliter@iupui.edu

287-30 The Effects of Marathon Training on Job Recovery

In a study of 218 marathon and half-marathon participants, a psychological process by which off-job activities lead to work engagement was identified: Self-affirmation and psychological detachment promote resource replenishment, which increases engagement. That is, employees who engage in successful recovery activities experience increased engagement because of replenishment from off-job activities.

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

287-31 The Effects of Leadership and Coworker Dynamics on Employee Exhaustion

This study examined the interactive effects of goal-focused leadership, leader equal-opportunity behavior, and unit cohesion on the emotional exhaustion of military personnel deployed outside of the Continental United States in noncombat zones. Results indicate that both leader effectiveness and functional group dynamics are essential to reducing emotional exhaustion.

Sara J. Perry, University of Houston-Downtown
L. A. Witt, University of Houston
Loring J. Crepeau, Dense Equal Opportunity Management Institute (DEOMI)
Marinus van Driel, Van Driel Consulting/DEOMI
Daniel P. McDonald, Defense Equal Opportunity Management Institute
Submitter: L. Witt, witt@uh.edu

287-32 Safety First: An Investigation of Workload, Safety Priority, and Accidents

This study examined negative effects of work overload on workers' safety behaviors and workplace accidents. Based on role conflict theory, workers' safety priority mediated the negative effects of work overload. Supervisor's safety priority could mitigate the effects. Further, supervisors' perceived organizational support contributed to supervisor's safety priority.

Hao Wu, University of Houston
Christiane Spitzmueller, University of Frankfurt/University of Houston
Prema Ratnasingam, University of Houston
Kuo-Yang Kao, University of Houston
Monica L. Coleman, University of Houston
Submitter: Hao Wu, haowu8@gmail.com

287-33 Negative Effects of Job Loss: A Dyadic Approach

This study investigates how posttraumatic stress disorder (PTSD) experienced by the unemployed individual is related to both the unemployed individual and their spouses' health and social discontent. Based on 123 dyads, the study found PTSD related to the unemployed individuals' health complaints and social discontent.

Meghna Virick, San Jose State University
Nancy Da Silva, San Jose State University
Submitter: Nancy Da Silva, nancy.dasilva@sjsu.edu

**288. Symposium/Forum: 1:30 PM–2:50 PM
335 A****Global Leader Assessment and Development:
Issues and Applications**

This session examines (a) a process that measures intercultural competence among global leaders, (b) a Korean organization that used assessment to help its leaders adapt their skills to a more global standard, (c) a global organization using assessment to help find the best leaders in the world, and (d) considerations for applying 360 cross-culturally.

Joy F. Hazucha, PDI Ninth House, **Chair**

Michael Tucker, Tucker International, LLC, **Intercultural Competencies of Global Leaders: Talent Management Applications**

Jake Park, Leadership Advantage, Kay Lillig Cotter, PDI Ninth House, **Developing Leaders in Korea to Succeed in the Global Marketplace**

Ova Schulze, Ericsson, Per T. Tillman, PDI Ninth House, **Virtual Assessment: How Ericsson Is Securing World-Class Leaders**

Katherine E. Holt, Peakinsight LLC, **Global Challenges for 360**

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

**289. Symposium/Forum: 1:30 PM–2:50 PM
335 BC****Analyzing the Next Generation of TSA Officers:
Ready For Takeoff?**

In 2002, TSA hired approximately 50,000 screeners in an 8-month period. Since then, an expanded career ladder was developed and screening technology was updated, changing the job requirements. This symposium describes a job analysis effort designed to identify cognitive and physical requirements of the 6 transportation security officer positions.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), **Chair**

David Hamill, U.S. Immigration & Naturalization Service, Molly Belling, Transportation Security Administration, Micah Montanari, Transportation Security Administration, Bonnie J. Farago, Transportation Security Administration, **History and Context of TSA Officer Job Analysis**

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), Tina Chang, California State University, Matthew S. Fleisher, Human Resources Research Organization (HumRRO), **Job Analysis for Transportation Security Officers**

Todd Baker, Human Performance Systems, Inc., **Ergonomic Data Collection and Results**

Deborah L. Gebhardt, Human Performance Systems, Inc., **Development of Medical Guidelines**

Kenneth Pearlman, Independent Consultant, **Discussant**

Submitter: Deborah Whetzel, dwhetzel@humro.org

**290. Panel Discussion: 1:30 PM–2:50 PM
336 AB****eHarmony for Mentorship? Lesson Learned From
Mentor–Mentee Matching**

Designing successful mentorship programs is both complex and challenging. This panel will discuss the important factors and points to think through before implementing mentorship programs as they relate to the successful pairing of mentors to mentees.

Nila Sinha, Assess Systems, **Panelist**

Ginny Gray, Trinity Industries, Inc., **Panelist**

Shannon Scielzo, University of Texas at Arlington, **Panelist**

Belinda K. Smith, Kenexa, an IBM Company, **Panelist**

Submitter: Nila Sinha, nsinha@assess-systems.com

291. Master Tutorial: 1:30 PM–2:50 PM**339 AB****1.5 CE credits for psychology purposes available****Introduction to Bayesian Statistics**

Bayesian statistical methods are infrequently used in psychological research because Bayes seldom is taught in graduate quantitative methods classes. This tutorial will review the major concepts of Bayesian analysis (e.g. prior and posterior distributions) and is an overview of what might be taught in a first-year graduate course.

Donald L. Zink, Personnel Management Decisions, **Presenter**

Submitter: Donald Zink, donlznk@aol.com

292. Panel Discussion: 1:30 PM–2:50 PM**340 AB****Making Your Own Way: Contrasting Traditional
Career Models With Reality**

Panelists will discuss their career paths, which have spanned academia, consulting, in-house practice, and government, in terms of traditional career models. Panelists will discuss the constraints, events, and opportunities that precipitated their career choices and changes, noting the unique learning and skill development afforded by each distinct career phase.

Brodie Gregory, PDRI, **Chair**

Donna Chrobot-Mason, University of Cincinnati, **Panelist**

Jimmy Davis, Blacksmith Consulting Co, **Panelist**

Corrie E. Pogson, US Dept of Defense - PERSEREC, **Panelist**

Candice M. Young, APTMetrics, Inc., **Panelist**

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

293. Master Tutorial: 1:30 PM–2:50 PM**343 AB****1.5 CE credits for psychology purposes available****Qualitative Investigation of Context: Staff Rides for
Research and Practice**

This interactive session builds participant knowledge for conducting qualitative investigations of context in staff rides. Using a wilderness exemplar, this session demonstrates observational, analytic, and dialogic processes and discusses publication and institutional review board issues. The popular method is repositioned to yield unique contributions for I-O research and practice.

Wendy S. Becker, Shippensburg University, **Presenter**

Michael J. Burke, Tulane University, **Presenter**

Submitter: Wendy Becker, wsbecker@ship.edu

294. Symposium/Forum: 1:30 PM–2:50 PM**344 AB****Dark Data: Advancing Work–Family Research
Through Nonsignificant and Counterintuitive Results**

The 5 research papers in this symposium open the “dark data” file drawer to demonstrate why and how null and counterintuitive results deserve critical consideration for work–family scholars. The goal is for audience participants to become more aware of and motivated to address the work–family dark data problem.

Russell A. Matthews, Bowling Green State University, **Chair**

Marcus M. Butts, University of Texas at Arlington, Tammy D. Allen, University of South Florida, Lillian T. Eby, University of Georgia, ***Sleep, Exercise, and the Work–Nonwork Interface: Disentangling Causal Direction***

Tori L. Crain, Portland State University, Leslie B. Hammer, Portland State University, Todd Bodner, Portland State University, ***An Unexpected Spillover-Crossover Effect With Supervisor–Employee Dyads***

Kimberly A. French, University of South Florida, Mark D. Agars, California State University-San Bernardino, ***Examining Commensurability of Work–Family Measures Among Low-Income Populations***

Russell A. Matthews, Bowling Green State University, Michael T. Ford, University at Albany, SUNY, ***The Work–Family Conflict–Subjective Well-Being Process Model: Testing Competing Theories***

Ravit Hezkiau-Ludwig, University of Toronto, Julie M. McCarthy, University of Toronto, ***The Moderated Effects of a Family Prime on Work Creativity***

Submitter: Russell Matthews, ramatth@bgsu.edu

295. Symposium/Forum: 1:30 PM–2:50 PM 346 AB

OCB: Exploring New Directions in Multilevel, International Contexts

Organizational citizenship behavior (OCB) continues to garner significant attention from researchers across domains. This symposium brings together 3 papers that each examine OCB across multiple, but different, levels of analysis and do so within international contexts. Moreover, each paper explores these data at multiple points in time.

Tjai M. Nielsen, High Point University, ***Chair***

Matthias Spitzmuller, National University of Singapore, Guihyun Park, Singapore Management University, David T. Wagner, Singapore Management University, Linn Van Dyne, Michigan State University, ***Communal and Cranial Influences Determine Helping's Salutary Benefits***

Mark G. Ehrhart, San Diego State University, Jana L. Raver, Queen's University, Beng-Chong Lim, Nanyang Technological University, ***A Multilevel Investigation of Sources of Advice in Teams***

Daniel G. Bachrach, University of Alabama, Tjai M. Nielsen, High Point University, Pankaj C. Patel, Ball State University, Jeewhan Yoon, George Washington University, Oliver K. Stoutner, University of Alabama, ***Learning as Reciprocation: A Social Exchange Perspective on Firm Performance***

Philip M. Podsakoff, Indiana University, ***Discussant***

Submitter: Tjai Nielsen, tnielsen@highpoint.edu

296. Symposium/Forum: 1:30 PM–2:50 PM Grand A

The Culture of Unions in the Workplace

This symposium presents papers on the nature and consequences of union cultures in the workplace. The topics examined include unions as subcultures, the effect of unions on culture change, the plurality of union cultures based on generational cohorts, and the consequences of union cultures for individual and organizational outcomes.

Levi R. Nieminen, Denison Consulting, ***Chair***

Chris Smith, Carleton University, Linda Duxbury, Carleton University, ***Impact of Generational Cohort on Union Culture: A Case Study***

Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, ***An Organization and Work Group Analysis of Union Culture***

Andrew Speer, Central Michigan University, Kevin G. Love, Central

Michigan University, ***Predictors of Faculty Strike Intentions: Culture, Engagement, and Financial Demands***

Daniel R. Denison, International Institute for Management Development, ***Discussant***

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

297. Panel Discussion: 1:30 PM–2:50 PM Grand B

Working With What You Have: Demonstrating ROI Using Nontraditional Methods

Organizational leaders are increasingly requesting that I-O psychologists show impact for the programs they manage. However, many of these programs do not lend themselves well to traditional validation, utility, or return on investment analysis. This panel discussion will discuss creative ways to demonstrate impact when traditional methods are not feasible.

Kristin Charles, Amazon, Inc., ***Chair***

Calvin C. Hoffman, LA County Sheriff's Department, ***Panelist***

Jay H. Steffensmeier, Amazon, ***Panelist***

Scott Boyd, Best Buy Co., Inc., ***Panelist***

James H. Killian, Chally Group Worldwide, ***Panelist***

Submitter: Kristin Charles, kristinc@amazon.com

298. Panel Discussion: 1:30 PM–2:50 PM Grand C

Prepared for the Global Workforce? Internationalizing I-O Programs

I-O psychology is inherently an international field of study; nearly all businesses have some work processes linked internationally. I-O programs need to prepare its students to interact (physically or virtually) with a global workforce. An expert panel will discuss administrative, pedagogical, and international opportunities and constraints toward internationalizing I-O programs.

Sharon Glazer, University of Maryland, ***Chair***

Barbara Kozusznik, University of Silesia, Katowice, ***Panelist***

Catherine T. Kwantes, University of Windsor, ***Panelist***

Jose M. Peiró, University of Valencia, ***Panelist***

Lisa A. Steelman, Florida Institute of Technology, ***Panelist***

Donald M. Truxillo, Portland State University, ***Panelist***

Submitter: Sharon Glazer, sglazer1@umd.edu

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

Person–Environment Fit: A Duet Between Solid Theory and Rigorous Methodology

The symposium illustrates several ways in which the utilization of solid theory and rigorous methodology may deepen the theoretical and applied knowledge of person–environment fit. The symposium directs future research and practice by exemplifying the effective applications of theory–methodology duets that augment understanding of the fit phenomenon.

Cathy L. Z. DuBois, Kent State University, ***Co-Chair***

Marina N. Astakhova, University of Texas at Tyler, ***Co-Chair***

Danielle L. Talbot, Coventry University, Jon Billsberry, Deakin

University, Brenda M. Hollyoak, Coventry University, ***The Social Construction of Person–Environment Fit***

Jee Young Seong, Ulsan National Institute of Science and

Technology, Amy L. Kristof-Brown, University of Iowa, Won-Woo Park, Seoul National University, Doo-Seung Hong, Seoul

National University, ***Spillover Effects of Person-Environment Fit on Organizational Citizenship Behaviors***

Karen J. Jansen, University of Virginia, Ryan M. Vogel, Southern Methodist University, Abbie J. Shipp, Texas Christian University, ***Towards a Dynamic Model of Demands-Abilities Fit***
Marina N. Astakhova, University of Texas at Tyler, Cathy L. Z. DuBois, Kent State University, Murali Shanker, Kent State University, Mary Hogue, Kent State University, ***Applying Agent-Based Simulation to Study Complementary Fit Over Time***
Jeffrey R. Edwards, University of North Carolina, ***Discussant***

Submitter: Marina Astakhova, mastakho@gmail.com

300. Panel Discussion: 1:30 PM–2:50 PM

Grand E

Robots and Fortune Tellers: The Realities of Making Selection Decisions

A follow-up to a recent SIOP debate (*Robots vs. Fortune Tellers*, 2011); this session revisits the juxtaposition of the “mechanical” versus “clinical” approaches to discuss the practical implications around both views for making decisions. Is it really one or the other, or perhaps both, and when is each appropriate?

Kevin B. Tamanini, Development Dimensions International (DDI), ***Chair***
Greg A. Barnett, Kenexa, an IBM Company, ***Panelist***
Ken Lahti, SHL, ***Panelist***
John D. Morrison, Independent Consultant, ***Panelist***
Martin Factor, Development Dimensions International (DDI), ***Panelist***

Submitter: Kevin Tamanini, kevin.tamanini@ddiworld.com

301. Symposium/Forum: 1:30 PM–2:50 PM

Grand F

Destructive Leadership: A Holistic View for Minimizing its Toxic Influence

This session focuses on consolidating current research on destructive leadership to support a more comprehensive definition. It emphasizes the importance of considering leaders, followers, and the environment in the destructive leadership process. Moreover, it examines this process in a specific context to gain insight into preventing destructive leadership in organizations.

Jeffrey B. Lovelace, United States Military Academy, ***Chair***
Robert Hogan, Hogan Assessment Systems, ***How to Define Destructive Leadership***
Robert B. Kaiser, Kaiser Leadership Solutions, S. Bartholomew Craig, North Carolina State University, ***Bad Apples, Bad Barrels: Environmental Factors Associated With Destructive Leadership***
Christian N. Thoroughgood, Pennsylvania State University, ***A Taxonomy of Followers Associated With Destructive Leadership***
Walter F. Ulmer, Independent Consultant/U.S. Army Retired, ***Destructive Leadership in the Military Context***
Art Padilla, University of Arizona, ***Discussant***

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

302. Special Events: 1:30 PM–2:50 PM

Grand G

International Panel on Disability and Employment

This discussion panel brings together five scholars representing 4 countries to discuss past and future research on employment and disability. The goal of this panel is to foster education and collaboration across countries to develop research programs that better address the problems faced by people with disabilities in employment settings on a worldwide basis.

Adrienne J. Colella, Tulane University, ***Moderator***
Stephan Boehm, University of St. Gallens, Switzerland, ***Panelist***
Alison M. Konrad, University of Western Ontario, ***Panelist***
Mukta S. Kulkarni, Indian Institute of Management-Bangalore, ***Panelist***
Lisa H. Nishii, Cornell University, ***Panelist***

Submitter: Adrienne Colella, Acolella@tulane.edu

303. Symposium/Forum: 1:30 PM–2:50 PM

Grand H

Contextual Influences on International Work Assignments

Empirical research on contextual factors influencing adjustment and job performance of individuals working in international settings will be presented. All papers particularly focus on the influence of the nature of work and cultural context. Implications for expatriate and other global jobs will be highlighted.

Anne-Grit Albrecht, University of Mannheim, ***Chair***
Maria L. Kraimer, University of Iowa, Margaret A. Shaffer, University of Wisconsin Milwaukee, Mark C. Bolino, University of Oklahoma, Steven D. Charlier, Quinnipiac University, ***Global Work Dimensions: Development and Validation of Scales***
Paula Caligiuri, Rutgers University, ***Cultural Agility and International Assignees' Effectiveness in Cross-Cultural Interactions***
Anne-Grit Albrecht, University of Mannheim, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, Juergen Deller, Leuphana University of Lueneburg, Frieder Paulus, Philipps University of Marburg, ***Expatriate Adjustment-Job Performance Relationships***

Zeynep Aycan, Koc University, ***Discussant***

Submitter: Anne-Grit Albrecht, a.albrecht@uni-mannheim.de

304. Panel Discussion: 1:30 PM–2:50 PM

Grand J

Whose Employees Are Best? Using Performance Management to Categorize Employees

Practitioners from *Fortune* 1000 companies discuss using performance evaluations to differentiate between employees based on relative contributions to the organization. Myths and realities associated with techniques that categorize employees based on performance are discussed. Important research questions are posed to advance knowledge in this critical talent management area.

Steven T. Hunt, SuccessFactors, ***Panelist***
Douglas E. Haaland, Nike, ***Panelist***
Matthew S. Kleinman, New York Life Insurance, ***Panelist***
Jayson Shoemaker, 3M, ***Panelist***
Michelle L. Biro, Whirlpool Corporation, ***Panelist***
Paul E. Levy, University of Akron, ***Panelist***

Submitter: Steven Hunt, shunt@successfactors.com

305. Symposium/Forum: 2:00 PM–2:50 PM

337 AB

Advances in Technology-Based Innovative Item Types: Practical Considerations for Implementation

Organizations are increasingly adopting tests incorporating innovative items—items that leverage technology to engage candidates and improve measurement of traits and behaviors. Research on innovative items, however, is relatively scarce. Presenters share recent advances in open-ended response formats, subgroup differences, and computer experience and tutorials for innovative item types.

Donald E. Lustenberger, Development Dimensions International (DDI), **Chair**

Jared Z. Ferrell, University of Akron, E. D. Vaughn, Shaker Consulting Group, Jacqueline Carpenter, University of Akron, Eric J. Sydel, Shaker Consulting Group, Nikki M. Dudley, Shaker Consulting Group, **Open for Innovation: New Perspectives on Implementing Open-Ended Assessment Items**

Sara Lambert Gutierrez, SHL, **Innovative Item Formats and Expected Adverse Impact: Extending the Literature**

Donald E. Lustenberger, Development Dimensions International (DDI), Luye Chang, University of Connecticut, Sean D. Robinson, Development Dimensions International (DDI), **Exploring the Effects of Tutorials for Innovative Item Types**

Submitter: Donald Lustenberger, don.lustenberger@ddiworld.com

306. Poster: 2:00 PM–2:50 PM

Ballroom of the Americas

Measurement/Research Methods

306-1 Authorship and Topical Trends in Industrial-Organizational Psychology: Reviewing I-O Handbooks

By investigating the demographics of authors and topics in the I-O psychology handbooks, results demonstrate that I-O psychology is becoming more diverse and inclusive regarding gender, race, and geographical location. The scientist–practitioner gap continues. There is an increasing emphasis on the “O” side of I-O psychology.

King Yii Tang, Korn/Ferry International
Jonathan K Feil, Korn/Ferry International
Kenneth P. De Meuse, Wisconsin Management Group

Submitter: King Yii Tang, king.tang@kornferry.com

306-2 Behavioral Variability Measured Using Likert and Frequency-Based Response Formats

Likert and frequency-based response formats were used to measure inconsistency in self-report of personality and variability in levels of personality. Inconsistency contributed incremental validity over Conscientiousness in prediction of GPA. Variability in levels of personality from the frequency based response format correlated positively with a measure of ADHD.

Rizwan A. Khan, University of Tennessee at Chattanooga
Michael Biderman, University of Tennessee at Chattanooga

Submitter: Michael Biderman, Michael-Biderman@utc.edu

306-3 Method Factors, Bifactors, and Item Valence

A method factor/bifactor model fit Big 5 data significantly better than a simple CFA model. Item loadings on the bifactor were positively related to independently gathered ratings of item valence. Results are consistent with the hypothesis that there is a common affective component in responses to all Big 5 items.

Michael Biderman, University of Tennessee at Chattanooga
Nhung T. Nguyen, Towson University
Christopher J. L. Cunningham, University of Tennessee at Chattanooga
Zhuo Chen, University of Tennessee at Chattanooga
Paul J Watson, University of Tennessee at Chattanooga

Submitter: Michael Biderman, Michael-Biderman@utc.edu

306-4 Reconciling Conflicting Findings of Personality Curvilinearity With Theory and Psychometrics

This study explains conflicting research on whether the relationship between personality and performance is linear or

curvilinear. First, the theoretical relationship between personality and different criteria is discussed. Second, a Monte Carlo simulation is conducted to examine the impact of scale coarseness on the power to detect curvilinear relationships.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Nicholas R. Martin, Office of Personnel Management

Submitter: Jeffrey Cucina, jcucina@gmail.com

306-5 Measurement Invariance of the NEO-PI-R Conscientiousness Items Across Intelligence Levels

This study examined the propositions of the personality differentiation by intelligence hypothesis by investigating the measurement invariance of the NEO-PI-R's Conscientiousness items across groups of job applicants of differing intelligence levels. Results suggest that Conscientiousness scores are not comparable across individuals in different intelligence groups.

Matthew J. W. McLarnon, University of Western Ontario
Julie J. Carswell, Sigma Assessment Systems

Submitter: Matthew McLarnon, mmclarno@uwo.ca

306-6 Selecting “Neither Agreeing nor Disagreeing”: Person and Item Contributors

This study examines the intentions behind middle category endorsement and identifies person and item antecedents to these intentions through verbal explanations of responses. Candidate item and person antecedents indicate that middle category endorsement intentions are more closely attributable to item versus respondent characteristics.

Alicia Stachowski, University of Wisconsin-Stout
John Kulas, Saint Cloud State University
Amanda Weber, Saint Cloud State University
Mark Roebke, Saint Cloud State University
Jordan E. Ellison, Saint Cloud State University
KateLynn Rentz, Saint Cloud State University

Submitter: Alicia Stachowski, stachowskia@uwstout.edu

306-7 An IRT Test of the Core Self-Evaluations Scale

Using EFA and CFA, the unidimensional structure of the core self-evaluations scale was tested and extended in Chinese context. We used the graded response model of item response theory to examine psychometric properties of the scale at item and scale level.

Jianmin Sun, Renmin University of China
Tao Yang, University of Minnesota

Submitter: Jian Min Sun, jms@ruc.edu.cn

306-8 I-O Psychology's Decline in Effect-Size Magnitude Over Time

This study examined the relation between effect size and publication year among primary sources in 52 meta-analyses. Findings indicate a negative relation ($r = -.09$) across I-O psychology topics and a substantial decline in effect size between the earliest year ($r = .28$) and late phase ($r = .14$) of investigation.

Frank A. Bosco, Marshall University
Herman Aguinis, Indiana University
Keith Leavitt, Oregon State University
Kulraj Singh, University of Memphis
Charles A. Pierce, University of Memphis

Submitter: Frank Bosco, siop@frankbosco.com

306-9 Measurement of Work Group Diversity: An Extended Typology

After describing the limitations of Harrison and Klein's (2007) typology of work group diversity, this paper develops an extended version of the typology, proposing 14 theoretically derived indices, one for each possible combination of diversity and data type. Simulations and analysis of 8 real data sets supports the typology and indices.

Jeremy F. Dawson, University of Sheffield

Submitter: Jeremy Dawson, j.f.dawson@sheffield.ac.uk

306-10 Training Needs Analysis: An Alternative Content Development Strategy

Training research has advanced in leaps and bounds over recent years, but content development has received relatively little attention. Training is only as good as the content, and this paper presents an alternative method for training content development when a more traditional needs analysis is impractical.

Erica L. Hauck, Kenexa, an IBM Company

Lauren V. Blackwell, Oak Ridge National Laboratory, Dept. of Energy

Katrina E. Bedell Avers, Federal Aviation Administration

Lori Anderson Snyder, University of Oklahoma

Joy Banks, Federal Aviation Administration

Tamara L. Friedrich, Savannah State University

Submitter: Erica Hauck, Erica.Hauck@kenexa.com

306-11 Common Errors and Best Practices for Moderated-Mediation Models

Through coding characteristics of papers in top-tier journals using both moderation and mediation in their proposed model over a 4-year span, this review surveys the current state of moderated-mediation models in organizational psychology research, as well as presents common errors and offers best practices for proper usage.

Samantha Holland, George Mason University

Daniel B. Shore, George Mason University

Jose M. Cortina, George Mason Univ

Submitter: Samantha Holland, samahol@gmail.com

306-12 Is Crowdsourcing Worthwhile? Measurement Equivalence Across Data Collection Techniques

Due to rising popularity of crowdsourcing (e.g., MTurk), the question of whether crowdsourced samples are similar to traditional samples has become increasingly important. This study investigates measurement equivalence across crowdsourced samples, field samples, and undergraduate samples, with results supporting invariance only when the crowdsourced sample is restricted to English-speaking participants.

Jennifer Feitosa, University of Central Florida

Dana Joseph, University of Central Florida

Daniel A. Newman, University of Illinois at Urbana-Champaign

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

306-13 Understanding Irrelevant Measurements: The Utility of "Not Applicable" Survey Options

This study is one of the first empirical examinations of how respondents use "not applicable" (NA) response options. Different patterns of NA usage (frequency and accuracy/types of errors) were

examined. A range of individual difference variables were hypothesized to predict NA usage, but only Agreeableness was correlated.

Brian H. Kim, Occidental College

Guihyun Park, Singapore Management University

Sinhui Chong, Michigan State University

Submitter: Brian Kim, briankim@oxy.edu

306-14 Sample Weighting in Organizational Surveys

The primary advantages of poststratification weighting include (a) reducing the effect of nonresponse bias in point estimates and (b) correcting for over- and underrepresentation of constituent groups. This data strategy is not common in organizational surveying. This paper presents rationale and procedures to apply this technique to organizational survey data.

John Kulas, Saint Cloud State University

David H. Robinson, Saint Cloud State University

Jeffrey A. Smith, Saint Cloud State University

Donald Z. Keller, Saint Cloud State University

Submitter: John Kulas, jtkulas@stcloudstate.edu

306-15 Predicting Careless Responses and Attrition in Survey Data With Personality

Virtually nothing is known about the personality of undergraduate respondents that fail to complete or respond carelessly on surveys. Conscientiousness, Extraversion, and Agreeableness were related to survey attrition and carelessness resulting in significant differences in persons carefully completing the survey and those lost via attrition and careless response screening.

Adam W. Meade, North Carolina State University

Gabriel Pappalardo, North Carolina State University

Submitter: Adam Meade, awmeade@ncsu.edu

306-16 Measurement Invariance Tests of a Measure of Impression Management

Data were collected anonymously ($N = 216$) and confidentially ($N = 220$) in a quasi-experiment using the Impression Management (IM) subscale of the Balanced Inventory of Desirable Responding. Both 1-factor and 2-factor models for the IM subscale showed acceptable model fit and were measurement invariant between anonymous and confidential groups.

Brian K. Miller, Texas State University

Enrica N. Ruggs, Rice University

Submitter: Brian Miller, bkmiller@txstate.edu

306-17 Processing Large Quantities of Qualitative Comments

Qualitative comments about the workplace are very informative but prohibitively laborious for manual processing. This session examines an automation method that removed vulgarity and identifying information from more than 50,000 survey comments. The automation method was developed, cross-validated with human ratings, and produced consistent results. Automation dramatically reduces workload, expediting data processing.

Ryan L. Derickson, Xavier University

Katerine Osatuke, VHA NCOD/Miami University

Submitter: Katerine Osatuke, Katerine.Osatuke@va.gov

306-18 A Feasibility Test of the Facial Action Coding System

This study examined the feasibility of using the Facial Action Coding System (FACS) for affect research in the workplace. The researchers tested whether FACS could detect individual differences in facial expression and addressed practical considerations for FACS researchers, recommending FACS for use in the workplace and offering suggestions for use.

Elizabeth Peyton, Wright State University
Debra Steele-Johnson, Wright State University
Julie A. Steinke, Wright State University
Brian D. Michael, Wright State University

Submitter: Elizabeth Peyton, peyton.15@wright.edu

306-19 Effect of Numbers in Fully Labeled Bipolar and Unipolar Scales

This study examined the use of numbers in fully verbally labeled bipolar and unipolar scales. Results demonstrated no main effect of number scheme or number direction on mean ratings. In addition, scale polarity was found to have a significant effect on mean ratings.

Jessica Anagnostopoulos, Hofstra University
Terri Shapiro, Hofstra University
Ourania R. Vasilatos, New York State Unified Court System
Ethan D. Wieselthier, Hofstra University
Comila Shahani-Denning, Hofstra University

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

306-20 Survey Progress Bars Influencing Data Quality and Time on Task

The research regarding the use of survey progress bars and their effects on resulting data is conflicted. This study provides evidence for the benefit of using progress bars in online surveys by demonstrating an increase in time spent on the survey, as well as increased data quality.

Steven R. Toaddy, North Carolina State University
Kyle Morgan, North Carolina State University
Submitter: Steven Toaddy, srtoaddy@ncsu.edu

306-21 Is the Policy Capturing Technique Resistant to Response Distortion?

This study used instructional sets (fake good, honest, and warning) to examine the policy capturing technique's purported ability to mitigate faking of survey responses. Respondents were unable to increase the weights assigned to socially desirable cues but were somewhat able to decrease the weights assigned to socially undesirable cues.

Alan J. Tomassetti, George Mason University
Reeshad S. Dalal, George Mason University
Leonard Y. Pierce, George Mason University
Seth A. Kaplan, George Mason University

Submitter: Alan Tomassetti, atomasse@gmu.edu

307. Roundtable/Conversation Hr: 2:00 PM–2:50 PM Grand I**Funding Opportunities at the National Science Foundation for I-O Research**

This workshop aims to familiarize attendees with the range of funding opportunities at the National Science Foundation (NSF)

that are most suited to industrial-organizational research projects as well as strategies for developing competitive proposals, including preparation and submission considerations, key factors in the merit review process, and common pitfalls.

Quinetta M. Roberson, National Science Foundation, **Host**
Submitter: Quinetta Roberson, qroberson@nsf.gov

308. Symposium/Forum: 3:30 PM–4:20 PM 335 BC**Research and Practice in the Recruitment of Veterans**

Recent legislation has increased attention on hiring veterans. Unfortunately, little work currently exists that addresses career motivations or documents successful methods of recruiting and hiring veterans. This distinguished set of researchers from both public and private industry will discuss the current research and practice on this topic.

Brian K. Griepentrog, Fors Marsh Group, **Chair**
Bryan Wiggins, Fors Marsh Group, Katie Helland, Fors Marsh Group, Lindsey Brewer, Fors Marsh Group, **Understanding the Veteran Population: A Survey of Recently Separated Veterans**
Michael P. Sherman, PDRI, Ben Porr, Federal Management Partners, Inc., Ryan S. O'Leary, PDRI, Carolyn Kurowski, Federal Management Partners, Inc., **Veteran Career Exploration and Recruitment Systems at the VA**

Laura M. Eigel, Frito-Lay, **Interviewing Veterans: The Cross-walk of Military Experiences to Corporate Competencies**
Hector Acosta, United States Air Force, **Discussant**

Submitter: Brian Griepentrog, bg@forsmarshgroup.com

309. Panel Discussion: 3:30 PM–4:20 PM 336 AB**Reviewing Industrial-Organizational Tests for the Buros Mental Measurements Yearbook**

This panel discussion will present information on Buros Mental Measurement Yearbook test reviewing and describes the need for more I-O psychologists to review industrial tests. Much of the discussion will focus on the professional contributions made by the reviewers, the benefits of reviewing, and how reviews are written.

Kurt F. Geisinger, University of Nebraska-Lincoln, **Chair**
Jean P. Kirnan, The College of New Jersey, **Panelist**
Yongwei Yang, Gallup, Inc., **Panelist**
Sheldon Zedeck, University of California-Berkeley, **Panelist**

Submitter: Kurt Geisinger, kgeisinger2@unl.edu

310. Symposium/Forum: 3:30 PM–4:20 PM 337 AB**A Multifoci Approach to Engagement: Integrating Science and Practice**

This session brings together a panel of academics and researchers to share their experiences in a multiple foci approach to employee engagement (engagement to the job, organization, supervisor, coworkers). Presenters will discuss data supporting the usefulness of taking this approach to assessment and provide practical tips for implementation and intervention.

Lisa A. Steelman, Florida Institute of Technology, **Chair**
Stephen F. Young, Florida Institute of Technology, **Co-Chair**
Jaci Jarrett Masztal, Burke, Inc., Kunal Gupta, Burke, Inc., Gabriela Pashturro, Burke, Inc., Heather Pierce, Burke, Inc., **Seeking to Better Understand What's Driving Engagement**

Danielle A. Crough, SilverStone Group, Joel Butler, SilverStone Group, **Factoring in Engagement: A Discussion on Research Findings and Application**

Stephen F. Young, Florida Institute of Technology, Matthew Pita, Florida Institute of Technology, Mary Margaret Sudduth, Florida Institute of Technology, Rana Moukarzel, Florida Institute of Technology, Lisa A. Steelman, Florida Institute of Technology, **Going With the Flow: The Role of Personality in Engagement**

Cathleen A. Swody, Leadership Research Institute, **Discussant**

Submitter: Lisa Steelman, lsteelma@fit.edu

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

339 AB

Minding the Gap: What HR Delivers Versus What Customers Want

Why is it that certain HR initiatives succeed or fail or new tools and practices well-supported by research are never truly embraced? Panelists will examine differences between what HR delivers and what their customers want when it comes to criteria each would use to champion and sustain human capital practices.

Robert C. Satterwhite, APTMetrics, **Chair**

Erica L. Hartman-Spencer, Novo Nordisk, **Panelist**

Mark J. Schmit, SHRM Foundation, **Panelist**

Trent J. Burner, Walmart Stores, Inc., **Panelist**

Richard J. Klimoski, George Mason University, **Panelist**

Natalie A. Jensen, Walmart, **Panelist**

Submitter: Robert Satterwhite, rcsatterwhite@APTMetrics.com

312. Panel Discussion: 3:30 PM–4:20 PM

340 AB

Identifying High Potentials: “The Best Companies for Leaders” Weigh In

Four I-O psychologists from different organizations listed on the Top-40 “Best Companies for Leaders” (Chally Group Worldwide, 2012) share best practices and challenges faced with the identification of high potentials. Processes used to identify top talent internally, communicating with high potentials, and the challenges identifying global leaders will be discussed.

Jenna N. Filipkowski, Chally Group Worldwide, **Chair**

Allan H. Church, PepsiCo, **Panelist**

Joan M. Glaman, The Boeing Company, **Panelist**

Allen M. Kamin, GE, **Panelist**

Karen B. Paul, 3M, **Panelist**

Submitter: Jenna Filipkowski, jennafilipkowski@gmail.com

313. Symposium/Forum: 3:30 PM–4:20 PM

343 AB

The Mechanisms of Crossover in Dual-Earner Couples

With their increased global prevalence, more research is needed on dual-earner couples. The authors use different mechanisms of crossover theory to understand the experiences of dual-earner couples. Findings highlight the impact that factors such as workaholism, support, spouse undermining, and work–family conflict have on dual-earner couples.

Ann H. Huffman, Northern Arizona University, **Co-Chair**

Tonya K. Frevert, University of North Carolina at Charlotte, **Co-Chair**

Youngah Park, Kansas State University, Steve M. Jex, Bowling Green State University, **Mechanisms of Burnout Crossover Between Dual-Earner Couples and Gender Differences**

Mengmeng Zhu, Kansas State University, Satoris S. Culbertson, Kansas State University, Morgan L. Pearn, Kansas State University, **Work-To-Family Conflict and Family-To-Work**

Conflict Crossover Effects in Dual-Earner Couples

Suzanne M. Booth, Louisiana State University, Russell A. Matthews, Bowling Green State University, Julie Ho Wayne, Wake Forest University, **Resources Beget Resources: Mediated Crossover**

Effects of Family-Supportive Organization Perceptions

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

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

344 AB

Building Integrated Leadership Development Systems: Challenges and Innovations

Changes in the business environment are pushing organizations to update their leadership development systems. These redesign initiatives are particularly taxing for large, diverse, and geographically dispersed organizations. Experts will share the challenges they face and discuss how they are overcoming them to build large-scale, integrated leadership development systems.

Sarah A. Hezlett, PDRI, an SHL Company, **Chair**

Cara C. Bauer, Novo Nordisk, Inc, **Panelist**

Cynthia S. Hagerman, The Timken Company, **Panelist**

Rachel M. Johnson, Korn/Ferry International, **Panelist**

Maya Yankelevich, PDRI, an SHL Company, **Panelist**

Submitter: Sarah Hezlett, sarah.hezlett@pdri.com

315. Panel Discussion: 3:30 PM–4:20 PM

346 AB

Turn Skeptic Into Champion: Demonstrating Business Impact to HR

Although organizations understand the value of measuring the business impact of talent management initiatives, some lack sophistication in determining the appropriate metrics and standards against which the initiatives should be measured. This panel brings academic as well as internal and external consultant expertise in using analytics to champion talent management initiatives in organizations.

Vykinta Kligyte, Development Dimensions International (DDI), **Chair**

Ginamarie Ligon, University of Nebraska at Omaha, **Panelist**

Lauren E. McEntire, PepsiCo, **Panelist**

Eddie Jerden, Development Dimensions International (DDI), **Panelist**

Jill Mowry Strange, PeopleAnswers, **Panelist**

Submitter: Ginamarie Ligon, gligon@unomaha.edu

316. Special Events: 4:30 PM–5:20 PM

Grand A

Closing Plenary Session

Tammy D. Allen, University of South Florida, **Chair**

Rev. Antonio Martinez, SJ, Cristo Rey Jesuit, **Presenter**

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

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- 16-1 Retirement's Impact on Alcohol Consumption: Drinking Norms and Stress Climate, Ballroom of the Americas, 11:00 AM
- 16-2 Senior Women's Roles in Junior Women's Career Advancement, Ballroom of the Americas, 11:00 AM
- 16-3 Job Mobility: Spice of Work Life or a Career Fallacy?, Ballroom of the Americas, 11:00 AM
- 16-4 Self-Efficacy, Progress, and Intensity: Examining Competing Predictions in Job Search, Ballroom of the Americas, 11:00 AM
- 16-5 Working Until 65? Task Characteristics and Health Make the Difference, Ballroom of the Americas, 11:00 AM
- 16-6 The Relationship Between Personality and Mentoring: Does Protégée Gender Matter?, Ballroom of the Americas, 11:00 AM
- 16-7 Attributional Traits Affect Negative Mentoring Experience and Counterproductive Work Behaviors, Ballroom of the Americas, 11:00 AM
- 16-8 Stability of Personality and Occupational Interests in Prework Samples, Ballroom of the Americas, 11:00 AM
- 16-9 Independent Component of Social Self-Efficacy Predict Chinese College Freshmen's Adjustment, Ballroom of the Americas, 11:00 AM
- 16-10 Gender Differences in Career Success: Distinguishing Moderated Versus Mediated Effects, Ballroom of the Americas, 11:00 AM
- 16-11 Are You My Profession? Mentoring, Organizational Citizenship, and Professional Identity, Ballroom of the Americas, 11:00 AM
- 16-12 The Impact of Self-Efficacies and Ability on Job Search, Ballroom of the Americas, 11:00 AM
- 16-13 Vocational Interests and Income at the Occupation Level of Analysis, Ballroom of the Americas, 11:00 AM
- 16-14 Characteristics of Formal Mentoring Programs in the Workplace, Ballroom of the Americas, 11:00 AM
- 16-15 Predicting Student Career Choice in STEM Fields, Ballroom of the Americas, 11:00 AM
- 16-16 Antecedents and Consequences of Voluntary Professional Development Among STEM Majors, Ballroom of the Americas, 11:00 AM
- 16-17 Promoting Professional Efficacy and Reducing Turnover Intentions Through Internships Characteristics, Ballroom of the Americas, 11:00 AM
- 16-18 Childhood Self-Control, Adolescent Behavior, and Career Success: A Longitudinal Study, Ballroom of the Americas, 11:00 AM
- 16-19 Antecedents and Outcomes of Mentor Commitment in Workplace Mentoring Relationships, Ballroom of the Americas, 11:00 AM
- 16-20 It Takes a Village: Developmental Networks Versus Mentoring Relationships, Ballroom of the Americas, 11:00 AM
- 16-21 Attractiveness, Ability, and Control: Implications for Career Success, Ballroom of the Americas, 11:00 AM
- 16-22 Cross-Levels Predictors of Willingness to Mentor, Ballroom of the Americas, 11:00 AM
- 25 I've Got Tenure, Now What? Advancing Women Past the Midpoint, 336 AB, 12:00 PM
- 53 Marketing YOU: Personal Branding at Work, 346 AB, 1:30 PM
- 63 Formal Mentoring Program Design: Lessons Learned From Diverse Organizations, Grand E, 2:00 PM
- 64 Newcomer Health and Well-Being, Grand F, 2:00 PM
- 80 Testing the Boundaries: Early-Career Transitions as an Applied Industrial-Organizational Psychologist, Grand J, 3:30 PM
- 94-1 Effects of Financial Strain and Unemployment on Job Search Self-Efficacy, Grand A, 6:00 PM
- 123 The Aging Workforce, 342, 10:30 AM
- 160 SIOP Honors and Awards: Navigating the Requirements for Career Recognition, Grand G, 1:00 PM
- 184 Discussions for New or Prospective Practitioners, 342, 3:30 PM
- 212 How to Successfully Transition From a Technical to Leadership Role, Grand E, 5:00 PM
- 226 Millennials at Work, 342, 8:30 AM
- 244 Recruiting and Retaining Military Veterans as Employees: Success Stories, 335 BC, 10:30 AM
- 260 IGNITE: I-O Psychology's Influence on the World of Work, Grand G, 10:30 AM
- 286 Distinguished Early Career Contributions Award (Science): Adjustment to Changes: Maintaining Well-Being and Productivity, 337 AB, 1:00 PM
- 292 Making Your Own Way: Contrasting Traditional Career Models With Reality, 340 AB, 1:30 PM

Coaching/Leadership Development

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- 86-1 Executive Talent Development in Family and Nonfamily Firms: Preliminary Results, Ballroom of the Americas, 4:30 PM
- 86-2 Cultural Differences in Self-Other Disagreement and Leader Derailment, Ballroom of the Americas, 4:30 PM
- 86-3 Relationship Between Learning Agility and Leadership Potential: Longitudinal Field Study, Ballroom of the Americas, 4:30 PM
- 86-4 Differences in Self-Other Rating Agreement of Integrity Across Managerial Levels, Ballroom of the Americas, 4:30 PM
- 86-5 Coaching Modality: Effects of Face-to-Face Versus Virtual Coaching on Alliance, Ballroom of the Americas, 4:30 PM
- 86-6 Coaching Relationship: Investigating Communication Medium, Training, and Client Attributes, Ballroom of the Americas, 4:30 PM
- 86-7 Taking It to the Next Level: Empirically Evaluating Leadership Development, Ballroom of the Americas, 4:30 PM
- 86-8 Your Career GPS: Enhancing Learning and Adaptability on the Job, Ballroom of the Americas, 4:30 PM
- 86-9 Advocacy-Based Versus Inquiry-Based Leadership Coaching in a Confucian Culture, Ballroom of the Americas, 4:30 PM
- 141 Evaluating Leadership Development Programs: Balancing Science and Practice, 335 BC, 12:00 PM
- 174 Coaching Executives in a Global Context, Grand F, 1:30 PM
- 191 New Research Directions in Employee and Leader Development, Grand C, 3:30 PM
- 211 Developing Leaders in Exceptional Environments, Grand D, 5:00 PM
- 290 eHarmony for Mentorship? Lesson Learned From Mentor-Mentee Matching, 336 AB, 1:30 PM
- 312 Identifying High Potentials: "The Best Companies for Leaders" Weigh In, 340 AB, 3:30 PM
- 314 Building Integrated Leadership Development Systems: Challenges and Innovations, 344 AB, 3:30 PM

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- 38 Boutiques to Big Boxes: How I-O Consulting Jobs Are Evolving, Grand B, 12:30 PM
- 44-1 Team-Level Ethical Decision Making: A Model Proposal, Ballroom of the Americas, 1:00 PM
- 44-2 Case-Based Ethics Instruction: Alternative Outcome Scenarios and Structured Outcome Evaluation, Ballroom of the Americas, 1:00 PM
- 44-3 Influence of Competitive Climate and Moral Disengagement on Ethical Decision Making, Ballroom of the Americas, 1:00 PM
- 44-4 Psychological Contracts and Ethical Leadership in the Workplace, Ballroom of the Americas, 1:00 PM
- 44-5 Employee Reactions to Unethical Customers: The Role of Ethical Leadership, Ballroom of the Americas, 1:00 PM

- 89 Back to the Future of Technology-Enhanced I-O Practice, 335 BC, 5:00 PM
 96 Back to the Future: Applied Research on the I-O Field, Grand D, 8:00 AM
 98 Should I-O Psychologists Be Professionally Licensed?, 335 A, 8:30 AM
 119 Ethical and Legal Issues in Individual Assessment and Intervention, 335 A, 10:30 AM
 127-1 Communicating Selection Research to Hiring Managers: Favorability of Various Statistics, Ballroom of the Americas, 10:30 AM
 168 If I Knew Then...: Survival Guide for Early Career Practitioners, 346 AB, 1:30 PM
 208 Distinguished Professional Contributions Award: Practicing Our Science: Top 10 List of What Matters..., 346 AB, 5:00 PM
 219 Perspectives on Independent Consulting in I-O, Grand G, 8:00 AM
 227 Green I-O Consulting: Growing Your Practice to Include Environmental Sustainability, 343 AB, 8:30 AM
 247 Far From Elementary: I-O and HR Management in K-12 Education, 339 AB, 10:30 AM
 275 Ten Common Mistakes Talent Management Leaders Make During Assessment Initiatives, Grand A, 12:00 PM
 315 Turn Skeptic Into Champion: Demonstrating Business Impact to HR, 346 AB, 3:30 PM

Counterproductive Behavior/Workplace Deviance

- 2 Next Steps: How and When Workplace Incivility Undermines Employees, 335 A, 10:30 AM
 5-1 Moderating Effects of Gender on Predictor-Counterproductive Work Behavior Relationships, 337 AB, 10:30 AM
 5-2 Counterproductive Work Behaviors: Mediating Effects of Aggression From Target Perspectives, 337 AB, 10:30 AM
 5-3 Vocational Interests and Counterproductive Work Behaviors, 337 AB, 10:30 AM
 5-4 Investigating Counterproductive Work Behavior From a Trait Activation Theory Perspective, 337 AB, 10:30 AM
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 44-6 To Catch a Time Thief: Profiling Time Bandit Types, Ballroom of the Americas, 1:00 PM
 44-7 The Effect of Coworker and Customer Incivility on Organizational Outcomes, Ballroom of the Americas, 1:00 PM
 44-8 A Digital Work Simulation for Workplace Deviance, Ballroom of the Americas, 1:00 PM
 44-9 You Compete Me: Competition and Cooperation Goals Predict Workplace Ostracism, Ballroom of the Americas, 1:00 PM
 44-10 Unethical Pro-Organizational Behavior: Antecedents and Boundary Conditions, Ballroom of the Americas, 1:00 PM
 44-11 Self-Reported Organizational Deviance Behaviors: Do Others See Them Coming?, Ballroom of the Americas, 1:00 PM
 44-12 Managers Behaving Badly: Not Smart, Disengaged, and Deviant, Ballroom of the Americas, 1:00 PM
 44-13 Hostile Climates, Abusive Supervision, and the Moderating Role of Conscientiousness, Ballroom of the Americas, 1:00 PM
 44-14 Vicarious Social Undermining: Workplace Aggression Harms Nontarget Employees Too, Ballroom of the Americas, 1:00 PM
 44-15 Stand Up and Speak Up: Prosocial Reactions to Witnessing Abuse, Ballroom of the Americas, 1:00 PM
 44-16 Somebody's Watching You: Observer Reactions to Deviant Work Behaviors, Ballroom of the Americas, 1:00 PM
 44-17 Perception of and Attributions about Incivility: The Effects of Gender, Ballroom of the Americas, 1:00 PM
 44-18 Incivility and Turnover Intentions: Multiple Mediators and Moderated Relationships, Ballroom of the Americas, 1:00 PM
 76-1 Predicting the Decision to Report Sexual Harassment, Ballroom of the Americas, 3:30 PM
 145 Bullying at Work: Perspectives From Europe and North America, 340 AB, 12:00 PM
 199 Workplace Mistreatment Prevention and Intervention Strategies, 340 AB, 4:00 PM
 223 The Interactionist Approach to CWB: Broadening Our Approach, 335 BC, 8:30 AM
 239-1 Integrity, Ego Depletion, and the Interactive Impact on Counterproductive Behavior, Ballroom of the Americas, 9:00 AM
 239-2 Application of Item Response Theory to Counterproductive Work Behavior (CWB), Ballroom of the Americas, 9:00 AM
 239-3 Ethical Schemas and Implicit Moral Associations Predict Counterproductive Work Behaviors, Ballroom of the Americas, 9:00 AM
 239-4 Why Does Customer Incivility Impair Service Performance?, Ballroom of the Americas, 9:00 AM
 239-5 Exploring Family-Work Conflict's Relationship With Work Counterproductivity and Organizational Citizenship, Ballroom of the Americas, 9:00 AM
 239-6 Effect of Scale Anchors on Measurement of Counterproductive Work Behavior, Ballroom of the Americas, 9:00 AM
 254 Incivility in the Workplace, Grand A, 10:30 AM

Emotions/Emotional Labor

- 33-2 Investigating Group Affect From a Dual-Processing Perspective, Ballroom of the Americas, 12:00 PM
 33-3 Antecedents of Emotional Labor in Intercultural Service Encounters, Ballroom of the Americas, 12:00 PM
 33-4 Effects of Mood and Job Demands on Counterproductive Work Behavior, Ballroom of the Americas, 12:00 PM
 33-5 A Within-Individual Investigation of Emotional Labor: Consequences and Moderators, Ballroom of the Americas, 12:00 PM
 33-6 Expanding the Generalizability of Surface and Deep Acting Across Industries, Ballroom of the Americas, 12:00 PM
 33-7 Emotional Intelligence and Transformational Leadership: What About the Follower?, Ballroom of the Americas, 12:00 PM
 33-8 Negative Emotions in Failure Feedback: When Feeling Bad Is Good, Ballroom of the Americas, 12:00 PM
 33-9 The Substantive Validity of Self-Report Emotional Intelligence Measures, Ballroom of the Americas, 12:00 PM
 33-10 Anger and Rival Network Perception, Ballroom of the Americas, 12:00 PM
 33-11 Leaders' Emotional Displays and Followers' OCB and Team Performance, Ballroom of the Americas, 12:00 PM
 33-12 Antecedents and Performance Effects of Affective Forecasts, Ballroom of the Americas, 12:00 PM
 33-13 Extending COR Theory: Interaction Between Emotional Labor and Interpersonal Influence, Ballroom of the Americas, 12:00 PM
 33-14 Negative Personality, Trust, and Distrust: The Mediating Role of Emotions, Ballroom of the Americas, 12:00 PM
 33-15 Negative Outcomes of Surface Acting: Can Leader Inclusiveness Help?, Ballroom of the Americas, 12:00 PM
 33-16 Emotional Labor Strategies, Affects, Supervisor Personality, and Work Engagement, Ballroom of the Americas, 12:00 PM
 33-17 When Bossy Is Better: Leader-Facilitated Emotion Management and Job Stress, Ballroom of the Americas, 12:00 PM
 33-18 Positive Progress: Extending Theory on Affect and Attention Residue, Ballroom of the Americas, 12:00 PM
 52 Novel Approaches to Conducting Research on Workplace Affect, 344 AB, 1:30 PM
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 139 Research Incubator on Happiness and Subjective Well-Being, Grand G, 11:30 AM
 182 Employees' Management of Emotional Expressions Within Organizations, 336 AB, 3:30 PM
 236 Understanding Employee Motivation to Perform Emotional Labor, Grand J, 8:30 AM
 251 Context, Emotions, and Performance, 344 AB, 10:30 AM
 272 Leadership and Emotion Regulation, 344 AB, 12:00 PM

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

- 7 Combatting Turnover Through Giving Employees What They Want, 340 AB, 10:30 AM
- 76-2 Frequency Versus Time Lost: Not Proxies for Voluntary and Involuntary Absence, Ballroom of the Americas, 3:30 PM
- 76-3 The Relationship Between Morale and Turnover: A Longitudinal Investigation, Ballroom of the Americas, 3:30 PM
- 76-4 Turnover in Healthcare: The Mediating Effects of Employee Engagement, Ballroom of the Americas, 3:30 PM
- 76-5 Modeling Attrition Using Discrete Time-Survival Mixture Analysis, Ballroom of the Americas, 3:30 PM
- 76-6 Temporal Patterns of Functional/Dysfunctional Employee Turnover and Organizational Performance, Ballroom of the Americas, 3:30 PM
- 76-7 A Power and Turnover Model: Tests With a Chinese Sample, Ballroom of the Americas, 3:30 PM
- 76-8 Do Shocks Moderate the Relationship Between Satisfaction and Turnover?, Ballroom of the Americas, 3:30 PM
- 76-9 Predicting Persistence in Science, Technology, Engineering, and Math Fields, Ballroom of the Americas, 3:30 PM
- 76-10 Differential Relationships of Internal and External Networking Behaviors With Turnover, Ballroom of the Americas, 3:30 PM
- 76-11 Examining the Supervisor-to-Subordinate Work Withdrawal Contagion Phenomenon, Ballroom of the Americas, 3:30 PM
- 76-12 LinkedIn as a Tool for Turnover Research, Ballroom of the Americas, 3:30 PM
- 76-13 Perceptions of Collaborations as Leverage Against Intention to Leave, Ballroom of the Americas, 3:30 PM
- 76-14 Gender and Reactions to Abusive Supervision: A Conditional Process Model, Ballroom of the Americas, 3:30 PM
- 76-15 Blue Bird Syndrome and Hobo Attitude: Differential Predictions of Turnover, Ballroom of the Americas, 3:30 PM

Global/International/Cross-Cultural Issues

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- 62 Humanitarian Work Psychology's Role in the Future of I-O Psychology, Grand B, 2:00 PM
- 79 Nurturing Local Communities of Applied Psychologists Outside the U.S., Grand I, 3:30 PM
- 85 The Digital Frontier: The Future of Culture and Virtuality Research, 344 AB, 4:30 PM
- 102 Humanitarian Work Psychology: Supply Meets Demand, 340 AB, 8:30 AM
- 143 Pay It Forward: Giving Back as I-O Psychologists, 337 AB, 12:00 PM
- 146 Expatriate Selection, 342, 12:00 PM
- 189 Managing Talent in the Emerging Markets: Lessons for Multinational Organizations, Grand A, 3:30 PM
- 241 The Cultural Conundrum: Training Cross-Cultural Competence, Grand H, 9:00 AM
- 253-1 The Importance of International Competencies in Industrial-Organizational Psychology Graduate Curricula, Ballroom of the Americas, 10:30 AM
- 253-2 Evaluating Coping Strategies Mexican Workers Use When Exposed to Violence, Ballroom of the Americas, 10:30 AM
- 253-3 The Big Five Personality Traits and Expatriate Adjustment: A Meta-Analysis, Ballroom of the Americas, 10:30 AM
- 253-4 A Multilevel Cross-Cultural Examination of Role Overload and Organizational Commitment, Ballroom of the Americas, 10:30 AM
- 253-5 Perceived Underemployment Mediates the Relation Between Skill Utilization and Attitudes, Ballroom of the Americas, 10:30 AM
- 253-6 Cultural Intelligence and Future Expatriate Adjustment, Ballroom of the Americas, 10:30 AM
- 253-7 Using Reliability to Investigate the Nature of Cultural Intelligence, Ballroom of the Americas, 10:30 AM
- 253-8 The Role of Cultural Differences in Expatriate Adjustment, Ballroom of the Americas, 10:30 AM
- 253-9 Cultural Differences in OCB: From East to Mideast to West, Ballroom of the Americas, 10:30 AM
- 253-10 Evaluation of Job Performance Behaviors: Do Raters' Cultural Values Matter?, Ballroom of the Americas, 10:30 AM
- 253-11 They Were Framed! The Development of Contextualized Individual Culture Measures, Ballroom of the Americas, 10:30 AM
- 253-12 Facets of Cultural Intelligence (CQ): Relations to Cross-Cultural Adjustment, Ballroom of the Americas, 10:30 AM
- 253-13 Examining the Theory of Planned Behavior Across Levels of Collectivism, Ballroom of the Americas, 10:30 AM
- 253-14 Globalization and Work-Related Values: The Moderating Role of Demographic Characteristics, Ballroom of the Americas, 10:30 AM
- 253-15 The Effects of Message Order and Culture on Influence Strategies, Ballroom of the Americas, 10:30 AM
- 277 Come Hell or High Water: Leading in Challenging Cross-Cultural Contexts, Grand C, 12:00 PM
- 288 Global Leader Assessment and Development: Issues and Applications, 335 A, 1:30 PM
- 302 International Panel on Disability and Employment, Grand G, 1:30 PM
- 303 Contextual Influences on International Work Assignments, Grand H, 1:30 PM

Groups/Teams

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- 31 A Look Inside Workplace Meetings: A Science and Practice Perspective, 344 AB, 12:00 PM
- 48 Looking Forward to Mars: Researching Teams for Future Exploration Missions, 339 AB, 1:30 PM
- 83 Exploring the Science of Team Training in Healthcare, 339 AB, 4:30 PM
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- 116-2 Boundary Conditions Related to Chen and Kanfer (2006), Ballroom of the Americas, 9:00 AM
- 116-3 Distancing Ourselves From Geographic Dispersion: An Improved Measure of Virtuality, Ballroom of the Americas, 9:00 AM
- 116-4 Effects of Team Members' Social Value Orientation on Interteam Cooperation, Ballroom of the Americas, 9:00 AM
- 116-5 A Model of the Consequences of Affective Divergence in Groups, Ballroom of the Americas, 9:00 AM
- 116-6 Understanding the Trust-Team Effectiveness Relationship Through Cohesion and Satisfaction, Ballroom of the Americas, 9:00 AM
- 116-7 Team Member Ability, Familiarity, and Success in the NBA, Ballroom of the Americas, 9:00 AM
- 116-8 The Generation of Relationship Conflict: Conflict Attributions, Trust, Agreeableness, Ballroom of the Americas, 9:00 AM
- 116-9 Culture and Transactive Memory Systems, Ballroom of the Americas, 9:00 AM
- 116-10 Conceptualizing Cohesion at Multiple Levels: A Theoretical Model, Ballroom of the Americas, 9:00 AM
- 116-11 Dispersion in Team Conflict Perceptions Impacts Team Performance and Satisfaction, Ballroom of the Americas, 9:00 AM
- 116-12 Exploring the Relationship of Human, Social, and Psychological Capital, Ballroom of the Americas, 9:00 AM
- 116-13 Keep Chatting!: The Importance of Premeeting Talk on Meeting Effectiveness, Ballroom of the Americas, 9:00 AM
- 116-14 Devil's Advocate or Jerk? Team Member Agreeableness and Emotional Stability, Ballroom of the Americas, 9:00 AM
- 116-15 Time for Group Cohesion: Investigating an Emergent State Over Time, Ballroom of the Americas, 9:00 AM
- 116-16 Moderating Effect of Conflict Management on Cognitive Diversity-Team Outcome Relationships, Ballroom of the Americas, 9:00 AM
- 116-17 Team-Level Training Reactions and Team Performance, Ballroom of the Americas, 9:00 AM

- 116-18 Pacing Style Diversity, Time Awareness Norms, and Temporal Conflict, Ballroom of the Americas, 9:00 AM
 116-19 Individual and Synergistic Performance: The Role of Individual Difference Variables, Ballroom of the Americas, 9:00 AM
 116-20 Team Performance Effects on Self- and Team Efficacy, Ballroom of the Americas, 9:00 AM
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 116-23 Transactive Memory and Team Performance: Moderating Effect of Diversity, Ballroom of the Americas, 9:00 AM
 116-24 Trust and Cohesion: Related but Affectively Different, Ballroom of the Americas, 9:00 AM
 116-25 Individual and Workgroup Perceptions of Overqualification on Performance, Ballroom of the Americas, 9:00 AM
 116-26 Dyadic Crossover of Personality on Stress: Bad Apples or Reactions?, Ballroom of the Americas, 9:00 AM
 116-27 Leadership Emergence and Group Development: Longitudinal Analysis of Project Teams, Ballroom of the Americas, 9:00 AM
 116-28 How Persuasion and Group Membership Affect Social Identification and Helping, Ballroom of the Americas, 9:00 AM
 116-29 Moderating and Mediating Variables on the Team Coaching–Attitudes Relationship, Ballroom of the Americas, 9:00 AM
 116-30 Comparing Predictors of Emergent Leadership in Face-to-Face and Virtual Teams, Ballroom of the Americas, 9:00 AM
 150 The Meaning and Measurement of Entitativity in Complex Organizational Forms, Grand A, 12:00 PM
 167 Leadership and Team Processes in Safety-Critical Environments, 344 AB, 1:30 PM
 185 Unique Challenges of Distributed Multiteam System Processes and Performance, 343 AB, 3:30 PM
 209 The Effect of Individual Differences on Team Processes, Grand B, 5:00 PM
 231 The Digital Frontier: Facilitating Teamwork Through Bits and Bytes, Grand B, 8:30 AM
 256 Building Shared Knowledge in Teams: Shaping Macrocognitive Processes, Grand C, 10:30 AM
 281 Master Collaboration: Three Successful Academic–Practitioner Collaborations, Grand G, 12:00 PM

Human Factors/Ergonomics

- 127-2 Robots in the Workplace: Communication With Visual Projection, Ballroom of the Americas, 10:30 AM

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

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 44-19 Selective Incivility: Immigrant Groups Experience Subtle Discrimination at Different Rates, Ballroom of the Americas, 1:00 PM
 61-1 Age Attributions in Virtual Work: Soft Bigotry of Low Expectations?, Ballroom of the Americas, 2:00 PM
 61-2 Why Were You Fired? Gender, Race, and Evaluations of Explanations, Ballroom of the Americas, 2:00 PM
 61-3 Effects of Physical Disabilities and Onset Age on Career Self-Efficacies, Ballroom of the Americas, 2:00 PM
 61-4 Humor Resource Management? Gender, Humor, and Workplace Perceptions, Ballroom of the Americas, 2:00 PM
 61-5 Evaluating the Impact of Interventions Designed to Change Social Attitudes, Ballroom of the Americas, 2:00 PM
 61-6 How Gender-Role Theory Illuminates Influence Tactics' Use and Effectiveness, Ballroom of the Americas, 2:00 PM
 61-7 Waiting for Superwoman: Gendered Double Standards in the OCB–Selection Relationship, Ballroom of the Americas, 2:00 PM
 61-8 The Case for Diversity Management, Ballroom of the Americas, 2:00 PM
 61-9 Are You Man Enough? Evaluations of Gendered Information in Academia, Ballroom of the Americas, 2:00 PM
 61-10 Gender Differences in Employee Green Behaviors: Cross-Cultural Variation Across Twenty-Two Countries, Ballroom of the Americas, 2:00 PM
 61-11 Social Categorization Attenuates Group Engagement, Ballroom of the Americas, 2:00 PM
 61-12 Do Female Leaders Make Subordinates More Helpful?, Ballroom of the Americas, 2:00 PM
 61-13 Enhancing Diversity Training: Framing, Method, and Individual Difference Effects, Ballroom of the Americas, 2:00 PM
 61-14 Diversity Climate and Employee Attitudes: The Mediating Role of Prejudice, Ballroom of the Americas, 2:00 PM
 61-15 Examining the Nationality Diversity–Team Performance Relationship, Ballroom of the Americas, 2:00 PM
 61-16 Psychological Disorders in the Workplace: An Identity Management Theory Application, Ballroom of the Americas, 2:00 PM
 61-17 Stereotypes of the Unemployed: Differences by Time Unemployed and Gender, Ballroom of the Americas, 2:00 PM
 61-18 Positive Perceptions of Gay Male and Lesbian Leaders, Ballroom of the Americas, 2:00 PM
 61-19 Understanding the Cause of Men's Negative Reactions to Female Leaders, Ballroom of the Americas, 2:00 PM
 61-20 Understanding Gender Stereotyping as an Impediment to Women's Leadership Advancement, Ballroom of the Americas, 2:00 PM
 61-21 Sexual Harassment, Incivility, and Academia, Ballroom of the Americas, 2:00 PM
 61-22 Fairness Ratings Depend on Both Target and Observer Demographics, Ballroom of the Americas, 2:00 PM
 61-23 Responses to Discrimination Are Shaped by Those Close to Us, Ballroom of the Americas, 2:00 PM
 61-24 Exploring the Relationship Between Social Network Characteristics and Employee Performance, Ballroom of the Americas, 2:00 PM
 61-25 Identity Integration, Perceived Respect, and Male Nurses' Job Attitudes, Ballroom of the Americas, 2:00 PM
 61-26 Deep-Level Dissimilarity and Emotional Exhaustion: Exploring Potential Moderator Variables, Ballroom of the Americas, 2:00 PM
 61-27 Effects of EO Climate on Exhaustion: A Conditional Process Model, Ballroom of the Americas, 2:00 PM
 61-28 Effects of Experienced Discrimination and Organizational Trust on Well-Being, Ballroom of the Americas, 2:00 PM
 76-16 Buffering the Negative Effects of Discrimination on Job Seekers, Ballroom of the Americas, 3:30 PM
 76-17 Domestic Foreigners: Nativity Assumptions and Hiring Disadvantages of Asian Americans, Ballroom of the Americas, 3:30 PM
 76-18 Workplace Discrimination Based on Chronic Illness: Experiences and Responses, Ballroom of the Americas, 3:30 PM
 76-19 Race Discrimination in Employment and its Outcomes: A Meta-Analysis, Ballroom of the Americas, 3:30 PM
 136 A Cross-Cultural Research Incubator on Disability and Work, Grand I, 10:30 AM
 147 Understanding Identity Management of Stigmatized Individuals in the Workplace, 343 AB, 12:00 PM
 187 Invisible Stigmas and Dirty Work: New Frontiers in Stigma Research, 346 AB, 3:30 PM
 195 SIOP and EEOC: Developing Contemporary Guidance on Employee Selection, Grand G, 3:30 PM
 210 Is Race Still Relevant? Assessing its Continuing Significance in Organizations, Grand C, 5:00 PM
 228 Investigating Workplace Relationships From a Diversity Perspective, 344 AB, 8:30 AM
 243 Understanding and Promoting Inclusion in the Workplace, 335 A, 10:30 AM
 265 The Current Status of Gender Inequality in the Workplace, 335 A, 12:00 PM
 306-1 Authorship and Topical Trends in Industrial-Organizational Psychology: Reviewing I-O Handbooks, Ballroom of the Americas, 2:00 PM

Innovation/Creativity

- 12 Theme Track: Keynote: An External Perspective on the Foundations of Innovation Execution, Grand G, 10:30 AM
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- 57 Theme Track/IGNITE: Promoting Innovation: Interventions With High-Impact Branding, Grand G, 1:30 PM
- 60-1 Evaluation, Criticism, and Creativity: Criticism Content and Creative Problem Solving, 337 AB, 2:00 PM
- 60-2 Motivational Theories of Innovative Performance: Should One Reward and Expect?, 337 AB, 2:00 PM
- 60-3 Eureka! How Adversity, Collaborations, and Strategies Influence Scientific Creativity, 337 AB, 2:00 PM
- 60-4 Leading Exploratory Innovation: The Roles of Learning Orientation and Formalization, 337 AB, 2:00 PM
- 69-1 Revisiting the Conscientiousness-Creativity Relationship, 337 AB, 3:30 PM
- 69-2 Perceived Rewards, Knowledge Sharing, and Creativity: Knowledge Exchange/Combination Climate Matters, 337 AB, 3:30 PM
- 69-3 The Influence of Problem Construction Goals and Constraints on Creativity, 337 AB, 3:30 PM
- 69-4 When and Why Dissatisfied Employees Become Creative: Examining Moderated Mediation, 337 AB, 3:30 PM
- 77 Theme Track: Storytelling: I-O as Comedy, Tragedy, and Theater of the Absurd, Grand G, 3:30 PM
- 87 Theme Track: The Sweet Spot for Organizational Interventions: Superglue or Teflon, Grand G, 4:30 PM
- 97 Advancing Your SIOP Member Experience: The Emergence of my.SIOP, Grand I, 8:00 AM
- 116-31 Process and Outcome Satisfaction, Problem Construction, and Creativity in Teams, Ballroom of the Americas, 9:00 AM
- 116-32 Team Empowerment, Goal Orientations, and Creative Performance: Cross-Level Interactions, Ballroom of the Americas, 9:00 AM
- 159-1 The Effect of Problem Construction on Solution Quality and Originality, Ballroom of the Americas, 1:00 PM
- 159-2 Creativity Training: Examining Content, Format, and Activity Type, Ballroom of the Americas, 1:00 PM
- 213 Cybersecurity: A National Imperative and Challenge for I-O Psychology, Grand F, 5:00 PM
- 217 Fostering Creativity and Innovation Within Teams: Challenges and Opportunities, 339 AB, 8:00 AM
- 237 Creativity and Innovation in Organizations: An Academic-Practitioner Dialogue, 337 AB, 9:00 AM
- 239-7 Who Improves Your Creativity?: Knowledge Sharing From Different Sources, Ballroom of the Americas, 9:00 AM
- 239-8 Intrinsic Motivation-Creativity Relationship With Moderating Mechanisms of Supervisor Knowledge Sharing, Ballroom of the Americas, 9:00 AM

Job Analysis/Job Design/Competency Modeling

- 43-1 Job Analytic Comparisons of Competency Requirements in Global Managerial Jobs, 337 AB, 1:00 PM
- 43-2 Beyond Interrater Reliability: Using G-Theory to Examine KSAO-Task Linkage Ratings, 337 AB, 1:00 PM
- 43-3 Identifying Critical Job Family Competencies: Within and Across Job Families, 337 AB, 1:00 PM
- 43-4 Accuracy of Job Analysis Ratings in Predicting Training Experience Validities, 337 AB, 1:00 PM
- 138-1 Examining the Effect of Idiosyncratic Deals: The Role of Self-Efficacy, Ballroom of the Americas, 11:30 AM
- 164 Creating Synergies: Competency Models to Develop and Integrate HR Systems, 337 AB, 1:30 PM
- 176 A Cross-Cultural Work Design Research Incubator, Grand I, 1:30 PM
- 270 Developing Competency-Aligned Training Programs: What Does This Really Mean?, 340 AB, 12:00 PM
- 289 Analyzing the Next Generation of TSA Officers: Ready For Takeoff?, 335 BC, 1:30 PM

Job Attitudes/Engagement

- 49 Employee Lifecycle Research: Understanding and Improving the Journey at Work, 340 AB, 1:30 PM
- 74 Action-Oriented Surveys: Turning Employee Feedback Into Business Solutions, 344 AB, 3:30 PM
- 82-1 Bad Apples Are Just Disengaged: Engagement Mediates the Personality-Deviance Relationship, 337 AB, 4:30 PM
- 82-2 Workplace Spirituality: Does a Faith-Accommodating Climate Impact Employee Engagement?, 337 AB, 4:30 PM
- 82-3 Antecedents and Outcomes of Workplace Engagement, 337 AB, 4:30 PM
- 82-4 Work Engagement, Job Crafting, and Person-Environment Fit, 337 AB, 4:30 PM
- 100 Interdisciplinary Perspectives on Bringing Meaning and Meaningfulness Into I-O Psychology, 336 AB, 8:30 AM
- 130 Identified Employee Surveys: Potential Ethical Issues and Appropriate Actions, Grand C, 10:30 AM
- 137 Employee Engagement Linkage to Business Performance: Best Practices and Implications, Grand J, 10:30 AM
- 163 Profiles in Commitment: Person-Centered Approaches to Organizational Commitment, 336 AB, 1:30 PM
- 172 Getting Impact From Surveys: Avoiding More Yakkety-Yak, Grand D, 1:30 PM
- 183 Employee Net Promoter Score: Is it the Ultimate Question?, 337 AB, 3:30 PM
- 202-1 Don't Mess With My Company, Ballroom of the Americas, 4:30 PM
- 202-2 The Measurement and Dimensionality of Perceived Person-Organization Fit, Ballroom of the Americas, 4:30 PM
- 202-3 Passion for Work: Kindling the Flame Without Burning Out, Ballroom of the Americas, 4:30 PM
- 202-4 Control and Expectancy: Locus of Control Predicting Psychological Entitlement, Ballroom of the Americas, 4:30 PM
- 202-5 Outcomes and Correlates of Trust in Coworkers: A Meta-Analysis, Ballroom of the Americas, 4:30 PM
- 202-6 Who Likes Their Work? Work Satisfaction Across U.S. Job Families, Ballroom of the Americas, 4:30 PM
- 202-7 The Effects of Intent Attributions on Responses to Supervisor Support, Ballroom of the Americas, 4:30 PM
- 202-8 Applying Person-Environment Fit Theory to Job Characteristics Needed and Supplied, Ballroom of the Americas, 4:30 PM
- 202-9 Perceived Organizational Support, Diversity, and Work-Family Balance, Ballroom of the Americas, 4:30 PM
- 202-10 Perceived Organizational Support: The Contribution of Perceived Organizational Competence, Ballroom of the Americas, 4:30 PM
- 202-11 Perceived Organizational Support, Regulatory Focus, and Turnover Intentions, Ballroom of the Americas, 4:30 PM
- 202-12 What Is Happening With the "?" in the JDI?, Ballroom of the Americas, 4:30 PM
- 202-13 The Antecedents and Consequences of Employee Organizational Cynicism: A Meta-Analysis, Ballroom of the Americas, 4:30 PM
- 202-14 An Agentic Perspective on Employee Development, Ballroom of the Americas, 4:30 PM
- 202-15 Positive and Negative Workaholism, Ballroom of the Americas, 4:30 PM
- 202-16 Work Orientation: An Exploration of the Factors of Calling, Ballroom of the Americas, 4:30 PM
- 202-17 Overqualification and Feelings of Deprivation, Ballroom of the Americas, 4:30 PM
- 202-18 The Effect of Cynicism on Overqualification and Commitment, Ballroom of the Americas, 4:30 PM
- 202-19 Examining the Curvilinear Relationship Between Income and Job Satisfaction, Ballroom of the Americas, 4:30 PM
- 202-20 Professional Stigma: How it Impacts Identity Salience and Professional Commitment, Ballroom of the Americas, 4:30 PM
- 202-21 Dedicating Time to Volunteering, Ballroom of the Americas, 4:30 PM
- 202-22 Employee Recognition Awards: Relationship With Perceived Organizational Support and Commitment, Ballroom of the Americas, 4:30 PM
- 202-23 Organizational Commitment and Its Implications Around the Globe: A Meta-Analysis, Ballroom of the Americas, 4:30 PM
- 202-24 Invariance of Psychological Contract Measures Across Part- and Full-Time Workers, Ballroom of the Americas, 4:30 PM
- 202-25 Job Scope, Commitment, and Turnover: The Role of Motivational Traits, Ballroom of the Americas, 4:30 PM

- 202-26 The Impact of Perceived Isolation on Job-Related Outcomes, Ballroom of the Americas, 4:30 PM
 202-27 When Employees Feel Most Secure: Working for Fair, Supportive Organizations, Ballroom of the Americas, 4:30 PM
 202-28 The Role of Goal Setting in the Emergence of Flow, Ballroom of the Americas, 4:30 PM
 202-29 Exit-Voice-Loyalty-Neglect Attitudinal Profiles of Dissatisfied Workers: A Person-Centered Approach, Ballroom of the Americas, 4:30 PM
 202-30 An Empirical Comparison of Seven Work Commitment Models, Ballroom of the Americas, 4:30 PM
 202-31 Generational Differences in Work Ethic: A Comprehensive Analysis, Ballroom of the Americas, 4:30 PM
 202-32 Elaborating the Relationships Between Morning Recovery and Momentary Job Satisfaction, Ballroom of the Americas, 4:30 PM
 232 Examining Overqualification and Positive Outcomes: When Are They Possible?, Grand C, 8:30 AM
 239-9 Person–Organization Fit and Individual Performance: Exploring Mediating and Moderating Mechanisms, Ballroom of the Americas, 9:00 AM
 239-10 Using Telecommuting to Engage Government Employees: Does Supervisory Status Matter?, Ballroom of the Americas, 9:00 AM
 239-11 Engaging Employed Professionals: Reconceptualizing the Role of Collective Identification, Ballroom of the Americas, 9:00 AM
 239-12 Conceptualization and Performance Implications of Service Employees' Boreout, Ballroom of the Americas, 9:00 AM
 239-13 Measuring Employee Engagement: Toward Consensus in Constructs and Instruments, Ballroom of the Americas, 9:00 AM
 248 Perceived Organizational Support and Employee Well-Being, 340 AB, 10:30 AM
 310 A Multifoci Approach to Engagement: Integrating Science and Practice, 337 AB, 3:30 PM

Job Performance/Citizenship Behavior

- 94-3 Normality of Job Performance: A Reply to O'Boyle and Aguinis, Grand A, 6:00 PM
 128 Adaptive Performance: Unpacking the Black Box, Grand A, 10:30 AM
 140 From Scorelines to Bottom Lines: Sports Data and Management Theory, 335 A, 12:00 PM
 161 The Topography of Performance: Maximum, Typical, and Dynamic Performance, 335 A, 1:30 PM
 238 Dynamic Criteria and Performance Variability: Where Are We Now?, 339 AB, 9:00 AM
 239-14 The Role of Citizenship Pressure Within the Organization, Ballroom of the Americas, 9:00 AM
 239-15 Felt Trust and Task Performance: A Laboratory Experiment, Ballroom of the Americas, 9:00 AM
 239-16 Self-Serving Motivational and Supervisor–Employee Relational Antecedents of OCB, Ballroom of the Americas, 9:00 AM
 239-17 Examining the Conscientiousness–Adaptive Performance Relationship at Global and Facet Levels, Ballroom of the Americas, 9:00 AM
 239-18 Curvilinear Effects of Perceived Organizational Support on Individual Outcomes, Ballroom of the Americas, 9:00 AM
 239-19 The Effectiveness of Supervisor Knowledge Sharing: Moderating Roles of Expertise, Ballroom of the Americas, 9:00 AM
 239-20 Interplay of Competence, Conflict and Proactive Personality in Predicting OCB, Ballroom of the Americas, 9:00 AM
 239-21 Factors Influencing Employees' Willingness to Constructively Resist their Manager's Decision, Ballroom of the Americas, 9:00 AM
 239-22 A Belt-and-Braces Approach to Promoting Employee Voice Behaviors, Ballroom of the Americas, 9:00 AM
 239-23 An Interpersonal Approach: Relational Identity and Helping in the Workplace, Ballroom of the Americas, 9:00 AM
 239-24 OCB and Gender: A Policy Capturing Approach, Ballroom of the Americas, 9:00 AM
 239-25 Power Laws and Lognormal Distributions in Performance Data, Ballroom of the Americas, 9:00 AM
 239-26 How Leader–Member Exchange (LMX) Facilitates the Expression of Proactivity, Ballroom of the Americas, 9:00 AM
 239-27 Employee Voice, Values, Practices and Organizational Climate: A Conceptual Integration, Ballroom of the Americas, 9:00 AM
 239-28 Overqualification Increases Performance? Consider Skill Atrophy and Social Support, Ballroom of the Americas, 9:00 AM
 239-29 Social Perspective Taking: A Cultural Analysis Skill for Effective Performance, Ballroom of the Americas, 9:00 AM
 239-30 Dispositional Antecedents and Situation Moderators of Organizational Cynicism, Ballroom of the Americas, 9:00 AM
 295 OCB: Exploring New Directions in Multilevel, International Contexts, 346 AB, 1:30 PM

Judgment/Decision Making

- 4 Of Course It Was! Emphasizing Intuition in Dual-Process Organizational Decision Making, 336 AB, 10:30 AM
 99 New Findings in JDM—I-O Research: Improving Decision Quality, 335 BC, 8:30 AM
 159-3 Conscious and Nonconscious Drivers of Social Influence Resistance at Work, Ballroom of the Americas, 1:00 PM
 159-4 Prophets Versus Profits: How Market Competition Influences Leaders' Disciplining Behavior, Ballroom of the Americas, 1:00 PM
 159-5 Experts' and Novices' Success and Failure in a Business Simulation, Ballroom of the Americas, 1:00 PM
 159-6 Sunk Cost: Going for Broke or Staying in the Game, Ballroom of the Americas, 1:00 PM
 159-7 Infatuated by Their Own Reflections: Why Narcissists Won't Listen, Ballroom of the Americas, 1:00 PM
 159-8 Greedy Groups Fear No Evil: Motives Behind the "Discontinuity Effect," Ballroom of the Americas, 1:00 PM
 159-9 Gender Differences in the Effectiveness of Trust Repair Efforts, Ballroom of the Americas, 1:00 PM
 159-10 The Effects of Manipulated Regulatory Focus on Goal Disengagement, Ballroom of the Americas, 1:00 PM
 159-11 Decision-Making Processes Underlying Work–Family Conflict, Ballroom of the Americas, 1:00 PM
 284 Intelligence in the Workplace, 342, 12:30 PM

Leadership

- 1 Opening Plenary Session, Grand A, 8:30 AM
 22 Leadership Over Time: Constants and Variables, Grand F, 11:00 AM
 32 Examining Shared Leadership in Virtual Teams: Theoretical and Empirical Insights, 346 AB, 12:00 PM
 44-20 Ethical Leadership Ratings: The Role of Followers' Personality, Ballroom of the Americas, 1:00 PM
 44-21 Ethical Leadership Buffers Negative Effects of Group Moral Identity Diversity, Ballroom of the Americas, 1:00 PM
 50 Learning Agility and Leader Development, 342, 1:30 PM
 58 Leading in Asia: Differences Across the Diverse Cultures of Asia, Grand H, 1:30 PM
 68 Innovations in I-O Psychology Science and Practice: Pushing the Envelope, 336 AB, 3:30 PM
 73 Distinguished Scientific Contributions Award: Four Leadership Principles That Are Worth Remembering, 343 AB, 3:30 PM
 81 Implicit Leadership Theories (2): Measurement and Methods, 335 A, 4:30 PM
 86-10 Upper Echelons' Choice: To Be Positive or Paranoid?, Ballroom of the Americas, 4:30 PM
 86-11 A Pattern-Oriented Approach to Examining IFTs, Ballroom of the Americas, 4:30 PM
 86-12 An Examination of Prototype Congruence and Leader–Member Exchange, Ballroom of the Americas, 4:30 PM
 86-13 Trust, LMX, Upward Influence Effectiveness, and Resource Allocation, Ballroom of the Americas, 4:30 PM
 86-14 Shared Leadership and Performance: A Meta-Analytic Perspective, Ballroom of the Americas, 4:30 PM
 86-15 Perceived Follower Support: Contributions to Supportive Supervision and Workgroup Outcomes, Ballroom of the Americas, 4:30 PM

86-16	Integrity's Place in Middle- and Top-Level Managerial Performance, Ballroom of the Americas, 4:30 PM
86-17	The Overlooked Role of Individual Identity in Transformational Leadership Processes, Ballroom of the Americas, 4:30 PM
86-18	Gender and Leader Recovery From Task and Relationship-Oriented Mistakes, Ballroom of the Americas, 4:30 PM
86-19	Assessing Implicit Leadership Theories Using The Go/No-Go Association Task, Ballroom of the Americas, 4:30 PM
86-20	Variable-Oriented and Person-Oriented Approach to Implicit Leadership Theories, Ballroom of the Americas, 4:30 PM
86-21	Innovation-Oriented Leadership: Definition, Measurement Development and Validation, Ballroom of the Americas, 4:30 PM
86-22	Silo No More: Perceived Effectiveness of Leaders in Hybrid Positions, Ballroom of the Americas, 4:30 PM
86-23	Gender Differences in the Impact of Leadership Styles on Embeddedness, Ballroom of the Americas, 4:30 PM
86-24	The Contingent Effects of Leader-Member Exchange Agreement on Employee Attitudes, Ballroom of the Americas, 4:30 PM
86-25	Abusive Supervision, Identification With Leader, Power Distance, and Task Performance, Ballroom of the Americas, 4:30 PM
86-26	Meet Your Match: A Multilevel Examination of Ideal Leader Prototypes, Ballroom of the Americas, 4:30 PM
86-27	The Agency Penalty Revisited: Agency as a Multifaceted Concept, Ballroom of the Americas, 4:30 PM
86-28	A Moderated Mediation Model of Leader Power and Follower Outcomes, Ballroom of the Americas, 4:30 PM
86-29	Leader Extraversion and the Emergence of Shared Leadership, Ballroom of the Americas, 4:30 PM
95-1	Social Influence Tactics Effectiveness, LMX, and Culture, Ballroom of the Americas, 8:00 AM
95-2	Small Group Leadership Self-Efficacy Measure: Development and Preliminary Validation, Ballroom of the Americas, 8:00 AM
95-3	Interdependent Employee-Organization Exchange and Leader-Member Exchange (LMX) Relationships, Ballroom of the Americas, 8:00 AM
95-4	Stereotypes and Leadership Models: Asian-Americans' and Caucasians' Views of Managers, Ballroom of the Americas, 8:00 AM
95-5	Transformational and Servant Leadership Effects on Subordinate Risky Decision Making, Ballroom of the Americas, 8:00 AM
95-6	Team Composition and Emergent States as Predictors of Shared Leadership, Ballroom of the Americas, 8:00 AM
95-7	Leadership Paradigm Integration: An Example of Safety-Critical Work Contexts, Ballroom of the Americas, 8:00 AM
95-8	Family-Work Conflict and Abusive Supervision: The Moderating Role of Gender, Ballroom of the Americas, 8:00 AM
95-9	Apologies Are Risky: Follower Perceptions of Leader Recovery From Mistakes, Ballroom of the Americas, 8:00 AM
95-10	Why Granting Voice Is Not Always Positive, Ballroom of the Americas, 8:00 AM
95-11	Exploring the Dark Side of Humor in the Workplace, Ballroom of the Americas, 8:00 AM
95-12	The Joint Effects of CEO and Supervisor Transformational Leadership, Ballroom of the Americas, 8:00 AM
95-13	Political Skill, LMX, LMX Differentiation, and Employee Outcomes, Ballroom of the Americas, 8:00 AM
95-14	CEO Performance and Compensation: A Test of Two Competing Models, Ballroom of the Americas, 8:00 AM
95-15	Evaluating Personality Differences Between First- and Second-in-Command Leaders, Ballroom of the Americas, 8:00 AM
95-16	Convergent, Concurrent, and Incremental Validity Evidence for Leader Integrity, Ballroom of the Americas, 8:00 AM
95-17	Leader-Follower Assertiveness Fit: An Asset or a Handicap?, Ballroom of the Americas, 8:00 AM
95-18	Exhausted Leaders: Abusive Supervision, Subordinate Deviance, and Self-Monitoring, Ballroom of the Americas, 8:00 AM
95-19	Workgroup Performance and Perceived Leader Effectiveness: Does Gender Matter?, Ballroom of the Americas, 8:00 AM
95-20	Examination of Leadership Personality Profiles Using Latent Class Analysis, Ballroom of the Americas, 8:00 AM
95-21	Leadership Ratings: Does Gender Matter?, Ballroom of the Americas, 8:00 AM
95-22	Surviving an Abusive Supervisor: The Roles of Conscientiousness and Coping, Ballroom of the Americas, 8:00 AM
95-23	Leader Influences and Subordinate Proactivity: Are Some Leader Influences Better?, Ballroom of the Americas, 8:00 AM
95-24	The Impact of Ethical Versus Abusive Leadership on Follower Well-Being, Ballroom of the Americas, 8:00 AM
95-25	Susceptible Followership: Development of the Lost Soul and Opportunist Scales, Ballroom of the Americas, 8:00 AM
95-26	Mediating Effects of Engagement Between Machiavellianism and Job Satisfaction, Ballroom of the Americas, 8:00 AM
95-27	Paternalistic Leadership Effectiveness: Joint Effect of Authoritarianism and Benevolence, Ballroom of the Americas, 8:00 AM
95-28	Psychological Distance Explains the Effectiveness of Leader Appeals, Ballroom of the Americas, 8:00 AM
95-29	A Generalizability Analysis of Implicit Leadership Theories, Ballroom of the Americas, 8:00 AM
95-30	Effects of Ethical Leadership on Exhaustion: A Conditional Process Model, Ballroom of the Americas, 8:00 AM
95-31	Resources From Supervisors to Subordinates: Measurement Development and Theoretical Integration, Ballroom of the Americas, 8:00 AM
107	Women Leaders: Barriers and Boosters on the Corporate Ladder, Grand A, 8:30 AM
108	Leadership Assessment: Contemporary Issues and Challenges in Demonstrating Value, Grand B, 8:30 AM
114	Team Leadership in Culturally Diverse, Virtual Environments, Grand J, 8:30 AM
155	Why Is the Leadership Development Industry Failing?, Grand F, 12:00 PM
157	Assessing at the Top: Lessons for Senior Executive Assessment, Grand I, 12:00 PM
170	The Leadership Research-Teaching Gap: Closing the Gap, Starting Today!, Grand B, 1:30 PM
173	Current Advancements in Research on Women Leaders: Triumphs and Roadblocks, Grand E, 1:30 PM
179	A Conversation With SIOP Leadership, Grand G, 2:00 PM
190	Alternative Approaches to Assessing Learning Agility, Grand B, 3:30 PM
196	Steve Jobs' Leadership Style: Good or Not?, Grand H, 3:30 PM
207	Distinguished Early Career Contributions Award (Practice): Challenges, Trends, and Innovations in Leadership Assessment: A Scientist-Practitioner Perspective, 343 AB, 5:00 PM
220	Do Leadership Questionnaires Say More About Followers Than Leaders?, Grand H, 8:00 AM
224	Catalysts and Best Practices in On-the-Job Leadership Development, 336 AB, 8:30 AM
250	Leadership and Follower and Organizational Identities, 343 AB, 10:30 AM
271	Linking Personality and 360 Assessments to Coach and Develop Leaders, 343 AB, 12:00 PM
276	Developing Leaders for the Changing U.S. Health System, Grand B, 12:00 PM
279	Living History Series: An Interview With David P. Campbell, Grand E, 12:00 PM
282	Leading the Way: Incorporating Network Analytics Into Leadership Research, Grand H, 12:00 PM
301	Destructive Leadership: A Holistic View for Minimizing its Toxic Influence, Grand F, 1:30 PM
316	Closing Plenary Session, Grand A, 4:30 PM

Legal Issues/Employment Law

18	I-O in the Legal Context: Inconsistencies in Understanding and Application, Grand B, 11:00 AM
45	LGBT Workplace Legal Environment: Considerations for Employee and Employer, Grand I, 1:00 PM
65	Legal Update: Recent Cases, Trends and Implications for I-O Practice, Grand I, 2:00 PM

- 76-20 Attorney Evaluations of Validation, Scoring, and Adverse Impact Reduction Strategies, Ballroom of the Americas, 3:30 PM
 76-21 One Shade Too Grey: Occupational Age Stereotypes and Legal Outcomes, Ballroom of the Americas, 3:30 PM
 84 Moving the State of Adverse Impact Measurement Forward, 343 AB, 4:30 PM
 156 Serving as an Expert Witness: Advice From the Trenches, Grand H, 12:00 PM
 177 In the Line of Accommodation Duty: Legal and Practical Implications, Grand J, 1:30 PM
 269 Accommodating Individuals With Disabilities: Legal and Applied Perspectives, 339 AB, 12:00 PM

Measurement/Statistical Techniques

- 36 Statistical and Methodological Myths and Urban Legends: Part VIII, Grand J, 12:00 PM
 59 Hard Problems: Known Unknowns and Unknown Unknowns in Behavioral Science, Grand J, 1:30 PM
 94-4 Consequences of Ignoring Ideal-Point Items for Criterion-Related Validity Estimates, Grand A, 6:00 PM
 101 Qualitative Methods 101: When, Why, and How to Use Them, 339 AB, 8:30 AM
 121 Judgment and Empiricism in IRT and Rasch-Based Test Construction, 336 AB, 10:30 AM
 144 Multilevel Models: Theory, Methods, and Analyses, 339 AB, 12:00 PM
 154 Big Data: A Big Opportunity for Industrial and Organizational Psychology, Grand E, 12:00 PM
 188-1 Testing the Generalizability of Indirect Range Restriction Corrections, Ballroom of the Americas, 3:30 PM
 188-2 Multicollinearity in Multilevel Models, Ballroom of the Americas, 3:30 PM
 188-3 State of our Toolbox: Meta-Analysis of Reliability Measurement Precision, Ballroom of the Americas, 3:30 PM
 188-4 Moderation in All Things: Interaction Effects in Management Research, Ballroom of the Americas, 3:30 PM
 188-5 Altering Test Specifications to Increase Classification Accuracy of CAT, Ballroom of the Americas, 3:30 PM
 188-6 Explained Variance Measures for Multilevel Models, Ballroom of the Americas, 3:30 PM
 188-7 An Evaluation of Item-Sort Tasks Methods and Statistics, Ballroom of the Americas, 3:30 PM
 188-8 A Further Study in the Unified Latent Growth Curve Model, Ballroom of the Americas, 3:30 PM
 188-9 HGLM and Mantel-Haenszel Tests for Adverse Impact, Ballroom of the Americas, 3:30 PM
 188-10 Bootstrapping With Small Samples: Misplaced Confidence in Bootstrapped Confidence Intervals, Ballroom of the Americas, 3:30 PM
 188-11 Selecting IRT Models for Personality Data: Psychometrics, Fit, and Scoring, Ballroom of the Americas, 3:30 PM
 188-12 Reconciling Measurement Discrepancies: Integrating Survey and Behavioral Data, Ballroom of the Americas, 3:30 PM
 188-13 An IRT Approach to Scale Reduction of EPQ, Ballroom of the Americas, 3:30 PM
 188-14 Attenuating Effect of Insufficient Effort Responding on Relationships Between Measures, Ballroom of the Americas, 3:30 PM
 188-15 Effect Size Analysis on Measurement Equivalence of Extraversion, Ballroom of the Americas, 3:30 PM
 188-16 Maximum-Likelihood Estimation Versus Bayesian Estimation: A Multilevel Modeling Approach, Ballroom of the Americas, 3:30 PM
 188-17 Extreme Response Style: A Meta-Analysis, Ballroom of the Americas, 3:30 PM
 188-18 Examining the Factor Structure of the Multigroup Ethnic Identity Measure, Ballroom of the Americas, 3:30 PM
 188-19 The Effects of Bias: Understanding the Implications of Differential Prediction, Ballroom of the Americas, 3:30 PM
 188-20 The Minor Consequences of Incorrectly Assuming Marker Variable Is Ideal, Ballroom of the Americas, 3:30 PM
 188-21 Convergence of Practical-Statistical Significance Indices in Measurement Invariance, Ballroom of the Americas, 3:30 PM
 188-22 Another Look Into the File Drawer Problem in Meta-Analysis, Ballroom of the Americas, 3:30 PM
 188-23 Propensity Scoring Has the "Propensity" to Contribute to Organizational Research, Ballroom of the Americas, 3:30 PM
 188-24 Exploring Data Using Traditional Statistics and Neural Networks, Ballroom of the Americas, 3:30 PM
 188-25 Removing Meta-Analytic Bias: Bayesian Variance Estimation With an Informed Prior, Ballroom of the Americas, 3:30 PM
 188-26 A Conceptual and Methodological Framework for Cross-Level Isomorphism, Ballroom of the Americas, 3:30 PM
 188-27 A Free Comprehensive Web-Based User-Friendly Resource to Compute Relative Importance, Ballroom of the Americas, 3:30 PM
 188-28 Statistical and Methodological Issues Raised in the Reviewing Process, Ballroom of the Americas, 3:30 PM
 188-29 The Derivation of an Employee Wants Taxonomy, Ballroom of the Americas, 3:30 PM
 188-30 Psychometric Focused Strategies for Shortening a Scale, Ballroom of the Americas, 3:30 PM
 192 Multiple Regression Analysis: Guidance for the Applied Researcher, Grand D, 3:30 PM
 200 New Procedures for Measuring Correlation: Introducing MIC and MINE, 335 A, 4:30 PM
 255 Data Analysis and Visualization With R, Grand B, 10:30 AM
 267 New Uses for Ideal-Point IRT: Addressing Substantive and Methodological Questions, 336 AB, 12:00 PM
 291 Introduction to Bayesian Statistics, 339 AB, 1:30 PM

Motivation/Rewards/Compensation

- 218-1 Examining Public Service Motivation and Affective Commitment in School Teachers, Ballroom of the Americas, 8:00 AM
 218-2 A Computational Model of Corner-Cutting Behavior and Goal Progress Velocity, Ballroom of the Americas, 8:00 AM
 218-3 Understanding the Positive Effects of Mortality Awareness on Work Relationships, Ballroom of the Americas, 8:00 AM
 218-4 Effects of Benefits on Commitment Among Full- and Part-Time Employees, Ballroom of the Americas, 8:00 AM
 218-5 Knowledge Sharing, Self-Enhancement Motive, and Abusive Supervision, Ballroom of the Americas, 8:00 AM
 218-6 The Influence of Feedback on Motivation, Ballroom of the Americas, 8:00 AM
 218-7 Who Is Empowered? A Dispositional Basis to Psychological Empowerment, Ballroom of the Americas, 8:00 AM
 218-8 Justice Delayed Is Justice Denied: Procrastination's Role in Arbitration Delay, Ballroom of the Americas, 8:00 AM
 218-9 Team and Dispositional Goal Orientations and Performance: Integrating Self-Regulation, Ballroom of the Americas, 8:00 AM
 218-10 Goal Importance and Goal Proximity Interact to Predict Resource Allocation, Ballroom of the Americas, 8:00 AM
 218-11 Changes in Self-Regulated Learning Strategies Across Different Tasks, Ballroom of the Americas, 8:00 AM
 218-12 Investigating the Relationship Between Perceived Organizational Support and Goal Commitment, Ballroom of the Americas, 8:00 AM
 278 Self-Regulation of Motivation Over Time, Grand D, 12:00 PM

Occupational Health/Safety/Stress & Strain/Aging

- 11 Advances in Workplace Positive Psychology Interventions, 346 AB, 10:30 AM
 61-29 Ageism Climate, Chronological Age, and Employability Perceptions Among Nurses, Ballroom of the Americas, 2:00 PM
 61-30 Social Job Characteristics and Age Interact to Affect Well-Being Outcomes, Ballroom of the Americas, 2:00 PM
 61-31 Reemployment After Job Loss: Does Age Matter?, Ballroom of the Americas, 2:00 PM
 66 When Family Interferes With Safety at Work: Exploring Cognitive Factors, 335 A, 3:30 PM

- 92 Where Is the I-O Psychology in Corporate Well-Being?, 346 AB, 5:00 PM
- 94-5 Social Adaptability as a Resource Buffering Abusive Supervision Perceptions, Grand A, 6:00 PM
- 118 Perils of Academic Work Engagement: What Are Organizations Hearing?, Grand I, 9:00 AM
- 204 Digging Deeper Into the Safety Leadership–Safety Outcome Relationship, 336 AB, 5:00 PM
- 240 APA's Psychologically Healthy Workplace Program: I-O's Role and Involvement Opportunities, Grand G, 9:00 AM
- 249 Partnering With Healthcare Organizations, 342, 10:30 AM
- 273 Who Is Most Affected by Job Insecurity and Why?, 346 AB, 12:00 PM
- 287-1 Appraisals of, and Responses to, Workplace Interpersonal Mistreatment: Diary Study, Ballroom of the Americas, 1:00 PM
- 287-2 An Apple a Day: Occupational Stress, Preventative Interventions, and Health, Ballroom of the Americas, 1:00 PM
- 287-3 Navigating the Demands of Communication Network Centrality: A Mediated-Moderation Model, Ballroom of the Americas, 1:00 PM
- 287-4 Commitment to Organizational Change: Investigating Stress in a Postacquisition Environment, Ballroom of the Americas, 1:00 PM
- 287-5 The Nature of Safety Performance: Dimensionality and Relationship to Antecedents, Ballroom of the Americas, 1:00 PM
- 287-6 Effects of Emotional Labor on Stress, Psychological Well-Being, and Job Satisfaction, Ballroom of the Americas, 1:00 PM
- 287-7 Moderating Effects of Natural Elements: Job Stressors and Well-Being, Ballroom of the Americas, 1:00 PM
- 287-8 Development and Initial Validation of a Measure of Wellness Climate, Ballroom of the Americas, 1:00 PM
- 287-9 Internal and External Resources Moderate the Job Demand–Strain Relationships, Ballroom of the Americas, 1:00 PM
- 287-10 Differential Effects of Negative Affectivity on Attitudinal and Health Outcomes, Ballroom of the Americas, 1:00 PM
- 287-11 Stressful Climate: A Mediated Model of Health Perceptions, Ballroom of the Americas, 1:00 PM
- 287-12 Minimizing the Effects of Burnout Using a Diary-Based Approach, Ballroom of the Americas, 1:00 PM
- 287-13 The Influence of Individual and Contextual Factors on Safety Performance, Ballroom of the Americas, 1:00 PM
- 287-14 Benefits of Mindfulness at Work: An Experimental Field Study, Ballroom of the Americas, 1:00 PM
- 287-15 The Moderating Effect of Trust on Consequences of Job Insecurity, Ballroom of the Americas, 1:00 PM
- 287-16 Development of the Work Events Inventory: Event Readjustment Difficulty, Ballroom of the Americas, 1:00 PM
- 287-17 The Effects of Gender and Status Composition of Mentoring Relationships, Ballroom of the Americas, 1:00 PM
- 287-18 R&R, What Is it Good For? Taking Leave During Combat, Ballroom of the Americas, 1:00 PM
- 287-19 Variable Time Series Analysis of Combat Stresses, Strains, and Resources, Ballroom of the Americas, 1:00 PM
- 287-20 Exhausted and Disengaged: Can Perceived Organizational Support Help?, Ballroom of the Americas, 1:00 PM
- 287-21 The Moderating Role of Conscientiousness as a Double-Edged Sword, Ballroom of the Americas, 1:00 PM
- 287-22 The Development of an Applied Measure of Psychological Capital, Ballroom of the Americas, 1:00 PM
- 287-23 Multimethod Testing of the Job-Demand–Control-Support Model in Middle School Teachers, Ballroom of the Americas, 1:00 PM
- 287-24 Political Skill as Moderator in the Burnout–Competitiveness Relationship, Ballroom of the Americas, 1:00 PM
- 287-25 Predicting Objective Safety Outcomes and Corrective Actions Using SecureFit®, Ballroom of the Americas, 1:00 PM
- 287-26 A Causal Model of Job Insecurity and Job Satisfaction, Ballroom of the Americas, 1:00 PM
- 287-27 The Role of Resources in Employees' Weekend Recovery, Ballroom of the Americas, 1:00 PM
- 287-28 Humor as a Coping Mechanism for Traumatic Events in Firefighters, Ballroom of the Americas, 1:00 PM
- 287-29 The Relationship Between Victim Incivility and Employee Outcomes in Firefighters, Ballroom of the Americas, 1:00 PM
- 287-30 The Effects of Marathon Training on Job Recovery, Ballroom of the Americas, 1:00 PM
- 287-31 The Effects of Leadership and Coworker Dynamics on Employee Exhaustion, Ballroom of the Americas, 1:00 PM
- 287-32 Safety First: An Investigation of Workload, Safety Priority, and Accidents, Ballroom of the Americas, 1:00 PM

Organizational Culture/Climate

- 24 Dark Organizational Climates and Cultures, 335 BC, 12:00 PM
- 27 Safety Culture, Climate, and Norms: The Latest Empirical Research, 339 AB, 12:00 PM
- 56 Developing an Employment Value Proposition: Discovering What Matters Most, Grand D, 1:30 PM
- 72 Resilience in Organizations, 342, 3:30 PM
- 90 Connecting Employee Workplace Perceptions to Social–Environmental Workplace Determinants, 336 AB, 5:00 PM
- 94-6 Who You Ask Matters: Cultural Congruence, Hierarchy, and Management Innovation, Grand A, 6:00 PM
- 111 Applications of Employee Value Propositions: Delivering What Matters Most, Grand F, 8:30 AM
- 120 Replacing Culture Change With Culture Alignment for a Corporate Win, 335 BC, 10:30 AM
- 166 Employees Leave Organizational Cultures Too... Not Just Their Managers, 343 AB, 1:30 PM
- 253-16 Collaborating for High Performance: A Qualitative Study of Relational Climate, Ballroom of the Americas, 10:30 AM
- 253-17 Organizational Culture Strength and Organizational Performance: Comparing Differing Approaches, Ballroom of the Americas, 10:30 AM
- 253-18 The Medical Student Safety Attitudes and Professionalism Survey, Ballroom of the Americas, 10:30 AM
- 253-19 A Competitive Work Environment, a Cross-National Analysis, Ballroom of the Americas, 10:30 AM
- 253-20 An Integrative Model of Patient Safety Culture, Ballroom of the Americas, 10:30 AM
- 253-21 The Distinctiveness of Safety Climate and Violence Prevention Climate, Ballroom of the Americas, 10:30 AM
- 253-22 We See it Differently: Differential Perceptions of Women in STEM, Ballroom of the Americas, 10:30 AM
- 253-23 A Meta-Analysis of Antecedents, Moderators, and Consequences of Service Climate, Ballroom of the Americas, 10:30 AM
- 253-24 Multilevel Effects of Individual Trust and Trust Climate, Ballroom of the Americas, 10:30 AM
- 253-25 Perceptual Fit of Organizational Values: A Shared Reality Perspective, Ballroom of the Americas, 10:30 AM
- 253-26 The Impact of Work Unit Culture on Telework Performance, Ballroom of the Americas, 10:30 AM
- 253-27 Ethical Climate, Self-Constraint, and Unethical Decision Making, Ballroom of the Americas, 10:30 AM
- 253-28 Organizational Support for Technology Use Over Time, Ballroom of the Americas, 10:30 AM
- 253-29 Development and Validation of the Climate for Health Weight Scale, Ballroom of the Americas, 10:30 AM
- 253-30 Forecasting Profitability: Strong, Positive Climate for OCB Pays off, Ballroom of the Americas, 10:30 AM
- 296 The Culture of Unions in the Workplace, Grand A, 1:30 PM

Organizational Justice

- 41 Changing the Conversation in the Justice Literature, Grand F, 12:30 PM
- 44-22 Automatic Fairness Theory: Integrating Fairness Theory With Automatic Counterfactual Reasoning, Ballroom of the Americas, 1:00 PM
- 44-23 How the Language We Speak Influences Reactions to Unfair Treatment, Ballroom of the Americas, 1:00 PM

- 44-24 Interactional Fairness, Organizational Embeddedness, and Discretionary Behavior, Ballroom of the Americas, 1:00 PM
 44-25 The Role of LGO in Coping With Organizational Injustice, Ballroom of the Americas, 1:00 PM
 44-26 Is Overall Justice a Useful Construct?, Ballroom of the Americas, 1:00 PM
 44-27 How Supervision, Justice, and Organizational Support May Impact Employee Strains, Ballroom of the Americas, 1:00 PM
 44-28 Powerlessness, Transparency, Justice, and Interpersonal Conflict During Organizational Change, Ballroom of the Americas, 1:00 PM
 44-29 Validation of a Measure of External Organizational Justice, Ballroom of the Americas, 1:00 PM
 44-30 Do It Because I Said So...Please? Justice and Power, Ballroom of the Americas, 1:00 PM
 44-31 Multifoci Justice and Creativity in Work Teams: A Multilevel Framework, Ballroom of the Americas, 1:00 PM
 109 Moderating Established Justice Effects: New Twists and Varied Contexts, Grand C, 8:30 AM
 257 Fairness in the Maelstrom: Organizational Justice During Large-Scale Organizational Change, Grand D, 10:30 AM

Organizational Performance/Change/Downsizing/OD

- 6 Driving Competitive Advantage: What It Means From an I-O Perspective, 339 AB, 10:30 AM
 30 New Perspectives in Green Organizations: Driving Change With I-O Psychology, 343 AB, 12:00 PM
 51 Organizational Capability: The Role of I-O Practitioners in Strategy Implementation, 343 AB, 1:30 PM
 125 Making M&A Work, 344 AB, 10:30 AM
 218-13 Comedy or Tragedy? Examining HR Interventions Using a Storytelling Arc, Ballroom of the Americas, 8:00 AM
 218-14 Change Hurts: The Relationship Between Organizational Change and Financial Loss, Ballroom of the Americas, 8:00 AM
 218-15 Differential Effects of Two Organizational Interventions on Employee Attitudes, Ballroom of the Americas, 8:00 AM
 218-16 High Performance Organizations and Macroeconomic Performance, Ballroom of the Americas, 8:00 AM
 229 Nothing Endures but Change: I-O's Role in Organizational Transformations, 346 AB, 8:30 AM
 287-33 Negative Effects of Job Loss: A Dyadic Approach, Ballroom of the Americas, 1:00 PM

Performance Appraisal/Feedback/Performance Management

- 13 Performance Management Researchers and Practitioners...You Need to Hear This, 2.0!, Grand H, 10:30 AM
 105 Innovating Approaches for Criteria Improvement, 344 AB, 8:30 AM
 218-17 A Large-Scale, Longitudinal Investigation of Performance Improvement Following Multisource Feedback, Ballroom of the Americas, 8:00 AM
 218-18 Role of Empathic Concern and Planning in Delivering Performance Feedback, Ballroom of the Americas, 8:00 AM
 218-19 Predictors of Performance Outcomes in the Telework Environment, Ballroom of the Americas, 8:00 AM
 218-20 Regulatory Focus/Fit and Utilization of Corrective Task Feedback, Ballroom of the Americas, 8:00 AM
 218-21 Do Incremental Theorists Penalize Others' Failure to Demonstrate Positive Change?, Ballroom of the Americas, 8:00 AM
 218-22 Does 360 Feedback Lead to Performance Improvement?, Ballroom of the Americas, 8:00 AM
 218-23 Trust in Supervisor: The Relationship Driving Feedback Behaviors, Ballroom of the Americas, 8:00 AM
 218-24 Raters' Motivation to Give Feedback and Multisource Feedback Rating Biases, Ballroom of the Americas, 8:00 AM
 218-25 Relative Importance of Major Job Performance Dimensions in Korean Contexts, Ballroom of the Americas, 8:00 AM
 218-26 A Multidimensional Measure of Observer Attributions for Performance, Ballroom of the Americas, 8:00 AM
 218-27 Damned If She Does or Doesn't: Agreeableness, Gender, and Performance, Ballroom of the Americas, 8:00 AM
 218-28 Vertical and Horizontal Individualism and Collectivism Orientations and Feedback-Seeking Behaviors, Ballroom of the Americas, 8:00 AM
 218-29 Increasing Positive Emotions Following Negative Feedback: How Empathy Can Help, Ballroom of the Americas, 8:00 AM
 264 How to Fix Performance Management, Grand I, 11:30 AM
 304 Whose Employees Are Best? Using Performance Management to Categorize Employees, Grand J, 1:30 PM

Personality

- 19 International Perspectives on Combining Personality and Multirater Feedback Data, Grand C, 11:00 AM
 33-19 A Meta-Analysis of the Emotional Intelligence-Core Self-Evaluation Relationships, Ballroom of the Americas, 12:00 PM
 33-20 Emotional Intelligence and Medical School Performance: A Prospective Multivariate Study, Ballroom of the Americas, 12:00 PM
 35 I-O and Introversion: Match or Mismatch?, Grand I, 12:00 PM
 44-32 Antecedents of Moral Disengagement: Examining Moral Identity and Moral Attentiveness, Ballroom of the Americas, 1:00 PM
 55 A Sticky Topic: Using Personality Tests in Selection Settings, Grand C, 1:30 PM
 67 The Role of Theory in Advancing Personality Assessment at Work, 335 BC, 3:30 PM
 86-30 Insecure Followers Need Secure Leaders: Adult Attachment and Workplace Outcomes, Ballroom of the Americas, 4:30 PM
 86-31 Examining the Nomological Network of Meta-Accuracy Within Leader-Member Exchanges, Ballroom of the Americas, 4:30 PM
 117 Genes and Jingle-Jangle: Embracing and Evaluating New Personality Research, Grand D, 9:00 AM
 131 Personality at Work: Expanding the Nomological Network, Grand D, 10:30 AM
 138-2 The Incremental Variance in Work Attitudes Explained by Political Skill, Ballroom of the Americas, 11:30 AM
 138-3 The Construct and Predictive Validity of Approach and Avoidance Temperament, Ballroom of the Americas, 11:30 AM
 138-4 The Relationship Between OCB and Locus of Control: A Meta-Analysis, Ballroom of the Americas, 11:30 AM
 138-5 Interactive Effects of Machiavellianism and Organizational Constraints on Task Performance, Ballroom of the Americas, 11:30 AM
 138-6 Personality Strength and the Attenuation of Situation-Behavior Relationships, Ballroom of the Americas, 11:30 AM
 138-7 Person-Environment Fit and Performance: The Mediating Role of Regulatory Focus, Ballroom of the Americas, 11:30 AM
 138-8 Effects of Impression Management on Personality Measures: A Meta-Analysis, Ballroom of the Americas, 11:30 AM
 138-9 Personality and Job Performance: Emic and Etic Approaches, Ballroom of the Americas, 11:30 AM
 138-10 Interactive Effects of Agreeableness and Openness on Organizational Deviance, Ballroom of the Americas, 11:30 AM
 138-11 Vocational Interests and Goal Orientation in Continuing Professional Education, Ballroom of the Americas, 11:30 AM
 138-12 Increasing Validity in Personality Prediction: A Trait Interaction Approach, Ballroom of the Americas, 11:30 AM
 138-13 Moderating Roles of Social Exchange Concepts on Personality-Outcome Relationship, Ballroom of the Americas, 11:30 AM
 138-14 Reciprocal Relationships Between Proactive Personality and Work Experiences, Ballroom of the Americas, 11:30 AM
 138-15 I'm Too Good for This Job: The Narcissism-Overqualification Link, Ballroom of the Americas, 11:30 AM
 138-16 Personality Correlates of Preference for Multitasking, Ballroom of the Americas, 11:30 AM
 138-17 Dispositional Correlates of Entitlement in Young Workers, Ballroom of the Americas, 11:30 AM
 138-18 Attributions in Mobile Computer-Mediated Communication, Ballroom of the Americas, 11:30 AM
 138-19 Role of Extraversion and Agreeableness in Actor and Partner Satisfaction, Ballroom of the Americas, 11:30 AM

- 138-20 A Longitudinal Study of Collective Personality: Stability, Antecedents, and Consequences, Ballroom of the Americas, 11:30 AM
 138-21 Relationships Among Big Five Diagonals, Turnover Intent, and Accidents, Ballroom of the Americas, 11:30 AM
 138-22 Further Investigating the Predictive Validity of Polychronicity, Ballroom of the Americas, 11:30 AM
 138-23 A Competitive Dynamics Perspective on CEO Openness to Experience, Ballroom of the Americas, 11:30 AM
 138-24 Validating Word Fragment Completion Scales of Affectivity: A Field Study, Ballroom of the Americas, 11:30 AM
 138-25 Social Desirability in Personality Assessment: Are We Asking for It?, Ballroom of the Americas, 11:30 AM
 138-26 Conscientiousness as a Moderator of Within-Person Level Self-Efficacy Effects, Ballroom of the Americas, 11:30 AM
 138-27 A Meta-Analysis of Conscientiousness-Cognitive Ability Relations, Ballroom of the Americas, 11:30 AM
 138-28 The Influence of Personality on Social Media Usage, Ballroom of the Americas, 11:30 AM
 138-29 Understanding the Personality Profile of Individuals Interested in Blue-Collar Jobs, Ballroom of the Americas, 11:30 AM
 138-30 Plasticity and Instability: Nomological Nets of Two Self-Monitoring Factors, Ballroom of the Americas, 11:30 AM
 138-31 The Latent Bidimensionality of Self-Monitoring, Ballroom of the Americas, 11:30 AM
 169 Advances in the Use of Personality to Predict Workplace Criteria, Grand A, 1:30 PM
 225 New Insights Into Personality Test Faking: Consequences and Detection, 340 AB, 8:30 AM
 239-31 Core Self-Evaluations, Interpersonal Relationships, and Organizational Citizenship Behaviors, Ballroom of the Americas, 9:00 AM
 252 Applications of Bifactor Models to Big Five Data, 346 AB, 10:30 AM
 274-1 Examining Ability to Fake and Test-Taker Goals in Personality Assessments, Ballroom of the Americas, 12:00 PM
 274-2 Job Applicant Scores and the FFM: Do Non-FFM Measures Fit?, Ballroom of the Americas, 12:00 PM
 274-3 Preemployment Personality Test Faking and the Forced-Choice Method, Ballroom of the Americas, 12:00 PM
 274-4 Examining a Method to Detect and Moderators of Successful Faking, Ballroom of the Americas, 12:00 PM
 274-5 Don't Mind Stealing Bread if I'm Hungry: Recession and Faking, Ballroom of the Americas, 12:00 PM
 274-6 Developing and Validating a Faking Detection Scale for the CRT-A, Ballroom of the Americas, 12:00 PM
 306-2 Behavioral Variability Measured Using Likert and Frequency-Based Response Formats, Ballroom of the Americas, 2:00 PM
 306-3 Method Factors, Bifactors, and Item Valence, Ballroom of the Americas, 2:00 PM
 306-4 Reconciling Conflicting Findings of Personality Curvilinearity With Theory and Psychometrics, Ballroom of the Americas, 2:00 PM
 306-5 Measurement Invariance of the NEO-PI-R Conscientiousness Items Across Intelligence Levels, Ballroom of the Americas, 2:00 PM
 306-6 Selecting "Neither Agreeing nor Disagreeing": Person and Item Contributors, Ballroom of the Americas, 2:00 PM
 306-7 An IRT Test of the Core Self-Evaluations Scale, Ballroom of the Americas, 2:00 PM

Research Methodology (e.g., surveys)

- 21 Causal Inferences in Our Science: Perspectives From Editorial Experts, Grand E, 11:00 AM
 70 Organizational Neuroscience: Classic I-O Topics, Innovative Approaches, 339 AB, 3:30 PM
 113 A Long, Hard Look at Short Measures, Grand H, 8:30 AM
 122 Adding Meat to the Bone: Integrating Qualitative and Quantitative Approaches, 337 AB, 10:30 AM
 132 Making an Impact With Research: Best Practices in Academic-Practitioner Collaborations, Grand E, 10:30 AM
 152 Five Perspectives on Sharing Data for Large Scale Meta-Analyses, Grand C, 12:00 PM
 194 The Art of Experimentation in Organizations: Practical and Ethical Considerations, Grand F, 3:30 PM
 246 Common Method Variance Biases: Evidence and Remedies, 337 AB, 10:30 AM
 259 Utilizing Novel Network-Based Methodology to Better Capture Organizational Phenomena, Grand F, 10:30 AM
 262 Quantifying Experiences at Work: Smartphone-Enabled Experience Sampling Method (ESM), Grand I, 10:30 AM
 268 Practical Lessons in Survey Methods for Measuring Employee Green Behaviors, 337 AB, 12:00 PM
 293 Qualitative Investigation of Context: Staff Rides for Research and Practice, 343 AB, 1:30 PM
 306-8 I-O Psychology's Decline in Effect-Size Magnitude Over Time, Ballroom of the Americas, 2:00 PM
 306-9 Measurement of Work Group Diversity: An Extended Typology, Ballroom of the Americas, 2:00 PM
 306-10 Training Needs Analysis: An Alternative Content Development Strategy, Ballroom of the Americas, 2:00 PM
 306-11 Common Errors and Best Practices for Moderated-Mediation Models, Ballroom of the Americas, 2:00 PM
 306-12 Is Crowdsourcing Worthwhile? Measurement Equivalence Across Data Collection Techniques, Ballroom of the Americas, 2:00 PM
 306-13 Understanding Irrelevant Measurements: The Utility of "Not Applicable" Survey Options, Ballroom of the Americas, 2:00 PM
 306-14 Sample Weighting in Organizational Surveys, Ballroom of the Americas, 2:00 PM
 306-15 Predicting Careless Responses and Attrition in Survey Data With Personality, Ballroom of the Americas, 2:00 PM
 306-16 Measurement Invariance Tests of a Measure of Impression Management, Ballroom of the Americas, 2:00 PM
 306-17 Processing Large Quantities of Qualitative Comments, Ballroom of the Americas, 2:00 PM
 306-18 A Feasibility Test of the Facial Action Coding System, Ballroom of the Americas, 2:00 PM
 306-19 Effect of Numbers in Fully Labeled Bipolar and Unipolar Scales, Ballroom of the Americas, 2:00 PM
 306-20 Survey Progress Bars Influencing Data Quality and Time on Task, Ballroom of the Americas, 2:00 PM
 306-21 Is the Policy Capturing Technique Resistant to Response Distortion?, Ballroom of the Americas, 2:00 PM
 311 Minding the Gap: What HR Delivers Versus What Customers Want, 339 AB, 3:30 PM

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

- 3 I-O in Educational Contexts: Selection of Teachers and Students, 335 BC, 10:30 AM
 10 Drive Succession Planning to the Next Level Using Talent Strategy, 344 AB, 10:30 AM
 16-23 Evaluating Contingent Workers as a Recruitment Source for Full-Time Positions, Ballroom of the Americas, 11:00 AM
 40 Analytics Unchained: *Fortune* 500 Recruiting and Selection Insights and Improvements, Grand E, 12:30 PM
 61-32 More Flies With Honey: Negotiation Gender Composition and Small Talk, Ballroom of the Americas, 2:00 PM
 76-22 Weighing in on Weight Discrimination Against Females of Different Races, Ballroom of the Americas, 3:30 PM
 76-23 Predicting Voluntary Turnover and Job Performance From Biodata, Ballroom of the Americas, 3:30 PM
 76-24 Marked for Failure: Visual Stigma in Video Resumes and Interviews, Ballroom of the Americas, 3:30 PM
 76-25 Could Sackett and Roth Have Saved New Haven?, Ballroom of the Americas, 3:30 PM
 76-26 Biases in the Context of Hiring Through LinkedIn, Ballroom of the Americas, 3:30 PM
 76-27 A Preliminary Investigation of Discriminatory Hiring Attitudes Toward Tattooed People, Ballroom of the Americas, 3:30 PM
 91 Empirical Evidence for Successfully Using Social Media in Organizations, 340 AB, 5:00 PM

- 112 Differences in Worldwide Selection Practices: The Impact of an International Standard on Assessment, Grand G, 8:30 AM
- 127-3 Selecting for Multitasking: Problems With Polychronicity, Ballroom of the Americas, 10:30 AM
- 127-4 Recency Effects and Need for Cognition in the Competency-Based Interview, Ballroom of the Americas, 10:30 AM
- 127-5 Mood Moderates the Indirect Relationship Between Interviewing Self-Efficacy and Performance, Ballroom of the Americas, 10:30 AM
- 129 You're Changing What? Change Management for New Selection Systems, Grand B, 10:30 AM
- 151 Industry Differences: Mine Is Unique...Right?, Grand B, 12:00 PM
- 162 Impression Management in Employment Interviews: Detection, Individual Differences and Stereotypes, 335 BC, 1:30 PM
- 201 "It Depends": More Nuanced Approaches to Understanding Assessment Center Validity, 335 BC, 4:30 PM
- 205 Proposition: Antinepotism Policies Should Be Abolished, 337 AB, 5:00 PM
- 218-30 Employee Performance and Potential for Promotion, Training, and Development Recommendations, Ballroom of the Americas, 8:00 AM
- 230 When it Comes to Practice, Do Applicant Reaction Models Matter?, Grand A, 8:30 AM
- 245 Pretty, Funny, Crude, and Open: Contemporary Research on Self-Presentation, 336 AB, 10:30 AM
- 274-7 Reactions to Noncognitive Assessments: Relative Importance of Test-Taker Personality Traits, Ballroom of the Americas, 12:00 PM
- 274-8 Acceptability of Video Resumés: The Role of Personality and GMA, Ballroom of the Americas, 12:00 PM
- 274-9 Does Wording of Job Ads Affect Ethnic Minorities' Application Behavior?, Ballroom of the Americas, 12:00 PM
- 274-10 Ethnic Minorities' Impression Management in the Interview: Helping or Hindering?, Ballroom of the Americas, 12:00 PM
- 274-11 Effects of Being Philanthropic and Going Green on Applicant Perceptions, Ballroom of the Americas, 12:00 PM
- 274-12 Cross-Cultural Differences in the Attitude Toward Applicants' Faking, Ballroom of the Americas, 12:00 PM
- 274-13 Applicant Withdrawal for Online Testing: Investigating Personality Differences, Ballroom of the Americas, 12:00 PM
- 274-14 Attitudes Towards Applicants With Contingent-Work History, Ballroom of the Americas, 12:00 PM
- 274-15 Deception in the Job Interview and Follow-Up Questioning, Ballroom of the Americas, 12:00 PM
- 274-16 Need for Autonomy and Resistance to Standardized Employee Selection Practices, Ballroom of the Americas, 12:00 PM
- 274-17 Exploring Relations Between Competition and Applicant Faking, Ballroom of the Americas, 12:00 PM
- 274-18 Do Personal Pictures on LinkedIn Profiles Impact Staffing Decisions?, Ballroom of the Americas, 12:00 PM
- 274-19 LinkedIn Profiles: How Do You Present Yourself?, Ballroom of the Americas, 12:00 PM
- 274-20 Applicant Reactions as a Function of Testing Time, Ballroom of the Americas, 12:00 PM
- 299 Person-Environment Fit: A Duet Between Solid Theory and Rigorous Methodology, Grand D, 1:30 PM
- 308 Research and Practice in the Recruitment of Veterans, 335 BC, 3:30 PM

Strategic HR/Utility/Changing Role of HR

- 46 I-O Psychology's Role in Integrated Talent Management, 335 BC, 1:30 PM
- 75 The Science and Practice of Social Media Use in Organizations, 346 AB, 3:30 PM
- 76-28 The Effects of Strategic HRM and Workforce Characteristics on Turnover, Ballroom of the Americas, 3:30 PM
- 104 Talent Management Practices in Healthcare Industry: Unique Benefits and Challenges, 343 AB, 8:30 AM
- 134 I-O in the C-Suite: Perspectives From Heads of Human Resources, Grand G, 10:30 AM
- 158 Horses for Courses: Talent Strategies for Asia, Grand J, 12:00 PM
- 171 IGNITE + Panel Session Combo: Analytics Stories of Partnership, Grand C, 1:30 PM
- 186 Talent War! Retaining High Potentials, Top Performers, Critical Knowledge, 344 AB, 3:30 PM
- 198 Creating and Sustaining HR Analytics: Challenges and Opportunities, Grand J, 3:30 PM
- 218-31 Attitudinal and Performance Outcomes of Investments in Employee Development, Ballroom of the Americas, 8:00 AM
- 235 Cybersecurity and I-O: Practical Applications for a Critical Workforce, Grand F, 8:30 AM
- 297 Working With What You Have: Demonstrating ROI Using Nontraditional Methods, Grand B, 1:30 PM

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

- 14 What New Practitioners Wish They'd Learned in Graduate School, Grand I, 10:30 AM
- 23 Research Careers Outside of Academia: Adventures Into the Great Unknown, 335 A, 12:00 PM
- 26-1 Evaluation of Research Productivity Among I-O Psychology Doctoral Programs, 337 AB, 12:00 PM
- 26-2 A Model for Teaching Individual Assessment in Doctoral I-O Programs, 337 AB, 12:00 PM
- 26-3 Current Trends in I-O Psychology: A Qualitative Analysis of JobNet, 337 AB, 12:00 PM
- 26-4 Assessing Scientist and Practitioner Orientations in Industrial-Organizational Psychology, 337 AB, 12:00 PM
- 37 Distinguished Teaching Contributions Award: Teaching Like it Matters: Applying Newcomer Socialization and Justice Research, Grand A, 12:30 PM
- 54 Scientist-Practitioner Divide: Try to Eliminate or Accept as Inevitable?, Grand A, 1:30 PM
- 103 Discussions for New or Prospective Faculty, 342, 8:30 AM
- 133 From the Classroom to the Workforce: Tips for New Practitioners, Grand F, 10:30 AM
- 142 Master's Degrees in I-O: Candid Conversations With Senior I-O Leaders, 336 AB, 12:00 PM
- 165 HOT TOPIC: SIOP Members and Public Policy: Evaluating Teacher Performance, 342, 1:30 PM
- 180 Overcoming Teaching Challenges in Undergraduate Industrial-Organizational Psychology Courses, 335 A, 3:30 PM
- 203 Current Issues and Trends in the Licensing of I-O Psychologists, Grand G, 4:30 PM
- 214 Pay It Forward: Enhancing Student Learning and Service Through Wikipedia?, Grand I, 5:00 PM
- 242 Working Towards an I-O Advocacy Agenda, Grand I, 9:00 AM
- 263 What Are You Talking About?! Why I-Os Need ITs, Grand J, 10:30 AM
- 283 Demystifying I-O Research Career Options: Applied, Academic, and Everything Between, Grand J, 12:00 PM
- 298 Prepared for the Global Workforce? Internationalizing I-O Programs, Grand C, 1:30 PM
- 307 Funding Opportunities at the National Science Foundation for I-O Research, Grand I, 2:00 PM

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

- 15 Mobile Devices in Talent Assessment: Where Are We Now?, Grand J, 10:30 AM
- 34 IGNITE Lightning Round: Simulations and Personnel Selection, Grand H, 12:00 PM
- 71 Innovations in Situational Judgment Tests: Theory, Formats, Scoring, and Applications, 340 AB, 3:30 PM
- 76-29 The Diversity-Validity Dilemma in Selection: The Role of Response Fidelity, Ballroom of the Americas, 3:30 PM
- 76-30 Accuracy of Confidence Intervals With an Adjustment on Adverse Impact, Ballroom of the Americas, 3:30 PM
- 76-31 Is Retest Bias Biased? An Examination of Subgroup Differences, Ballroom of the Americas, 3:30 PM

78	Issues Surrounding the Effectiveness of Individual Executive Assessment in Organizations, Grand H, 3:30 PM
88	How to Probe Successfully to Reduce Faking in Employment Interviews, Grand J, 4:30 PM
94-7	A Meta-Analysis of the Criterion-Related Validity of Physical Ability Tests, Grand A, 6:00 PM
94-8	Institutional Versus Individual Decision Models for Assessing Test Utility, Grand A, 6:00 PM
94-9	The Impact of Keying Group Characteristics on SJT Validity, Grand A, 6:00 PM
94-10	Is Overprediction of Black Performance an Artifact of Observed Validity?, Grand A, 6:00 PM
110	The Promise and Perils of Social Media Data for Selection, Grand E, 8:30 AM
115	Innovations in Assessment: How Computer Animation Transforms Testing, 337 AB, 9:00 AM
127-6	Development of a Construct-Oriented Situational Judgment Test of Sensemaking Skills, Ballroom of the Americas, 10:30 AM
127-7	Validity of Selection Tests: An Applicant Versus Job Incumbent Comparison, Ballroom of the Americas, 10:30 AM
127-8	Construct Validation of a Situational Judgment Test of Integrity, Ballroom of the Americas, 10:30 AM
127-9	Self-Efficacy: Incremental Validity beyond Ability and Implications for Differential Prediction, Ballroom of the Americas, 10:30 AM
127-10	Measuring Hunches—Is Intuition Separable From Intelligence?, Ballroom of the Americas, 10:30 AM
127-11	Impact of Test Design Features on Cognitive Ability Score Differences, Ballroom of the Americas, 10:30 AM
127-12	Cognitive- and Personality-Based Discriminant Validity Concerns Regarding Stemler-Sternberg SJTs, Ballroom of the Americas, 10:30 AM
127-13	Exploring Omitted Variables: Why Cognitive Tests Overpredict Minority Performance, Ballroom of the Americas, 10:30 AM
127-14	Predictive Validity of Undergraduate GPA Adjusted for College Quality, Ballroom of the Americas, 10:30 AM
127-15	Are Forced Choice Personality Measures Contaminated by General Mental Ability?, Ballroom of the Americas, 10:30 AM
127-16	Investigating Predictors of Sales Performance: A Longitudinal Study, Ballroom of the Americas, 10:30 AM
127-17	Proposing a Taxonomy for Simulation Tests, Ballroom of the Americas, 10:30 AM
127-18	Creation and Validation of a Technological Adaptation Scale, Ballroom of the Americas, 10:30 AM
127-19	Mean Sex Differences in Psychomotor Ability: A Meta-Analysis, Ballroom of the Americas, 10:30 AM
127-20	Testing a New Conceptual Model of Assessment Center Ratings, Ballroom of the Americas, 10:30 AM
127-21	Equivalence of Assessments on Mobile Devices: A Replication and Extension, Ballroom of the Americas, 10:30 AM
127-22	Fluid Ability, Crystallized Ability, and Real-World Performance: A Meta-Analysis, Ballroom of the Americas, 10:30 AM
127-23	Theoretical and Practical Considerations for Retest Performance, Ballroom of the Americas, 10:30 AM
127-24	Cross-Sample Generalization of Diversity Indices for Two-Predictor Composites: A Demonstration, Ballroom of the Americas, 10:30 AM
127-25	Relative Importance of Spatial Abilities for Predicting Pilot Performance, Ballroom of the Americas, 10:30 AM
127-26	Examining the Transparency of the Conditional Reasoning Test of Aggression, Ballroom of the Americas, 10:30 AM
127-27	Decision-Making Style, Accountability, and Responsibility: Influences on Preferred Hiring Approach, Ballroom of the Americas, 10:30 AM
127-28	That Middle Option: Response Scale Exchange Under Response Set Conditions, Ballroom of the Americas, 10:30 AM
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- 159-16 Investigating the Dynamics of Transfer Over Time, Ballroom of the Americas, 1:00 PM
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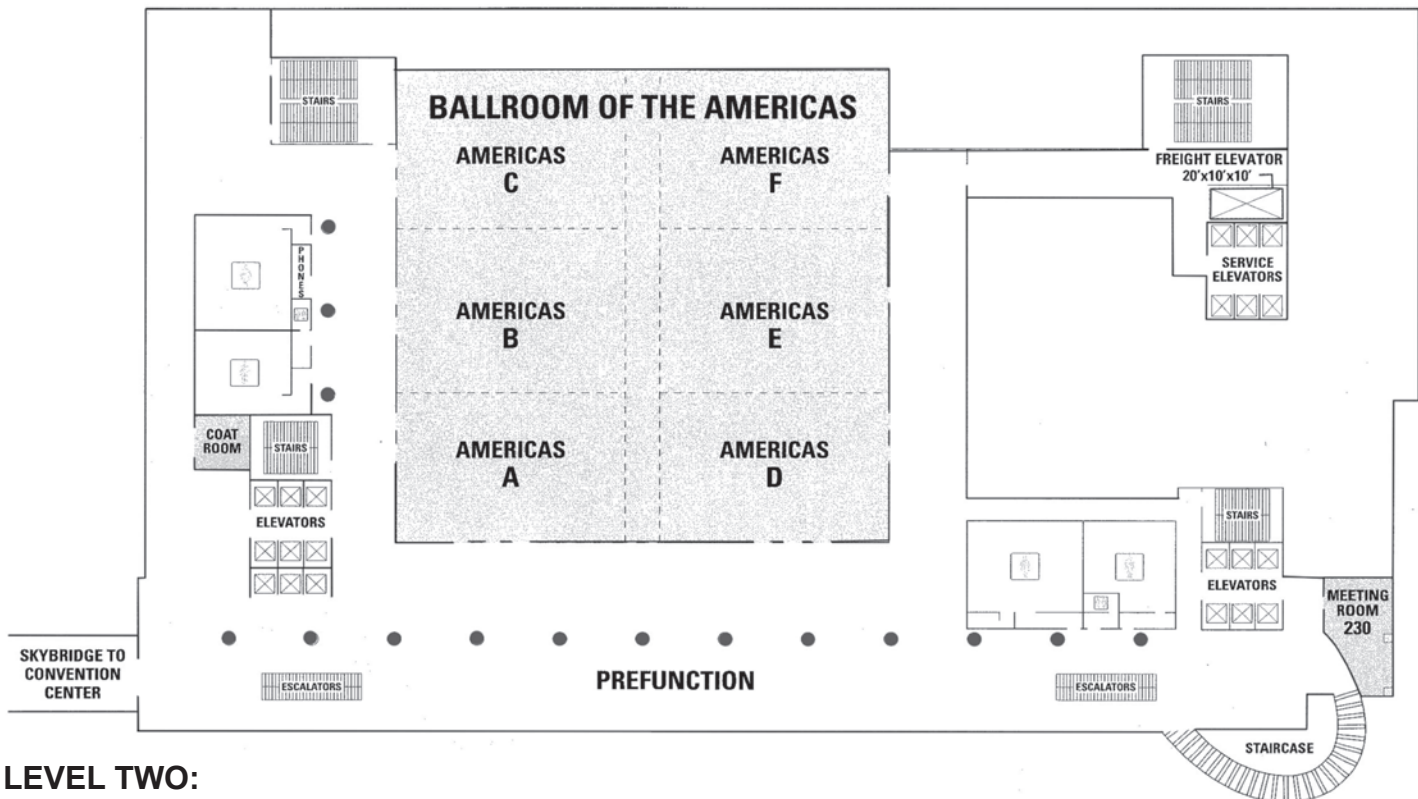
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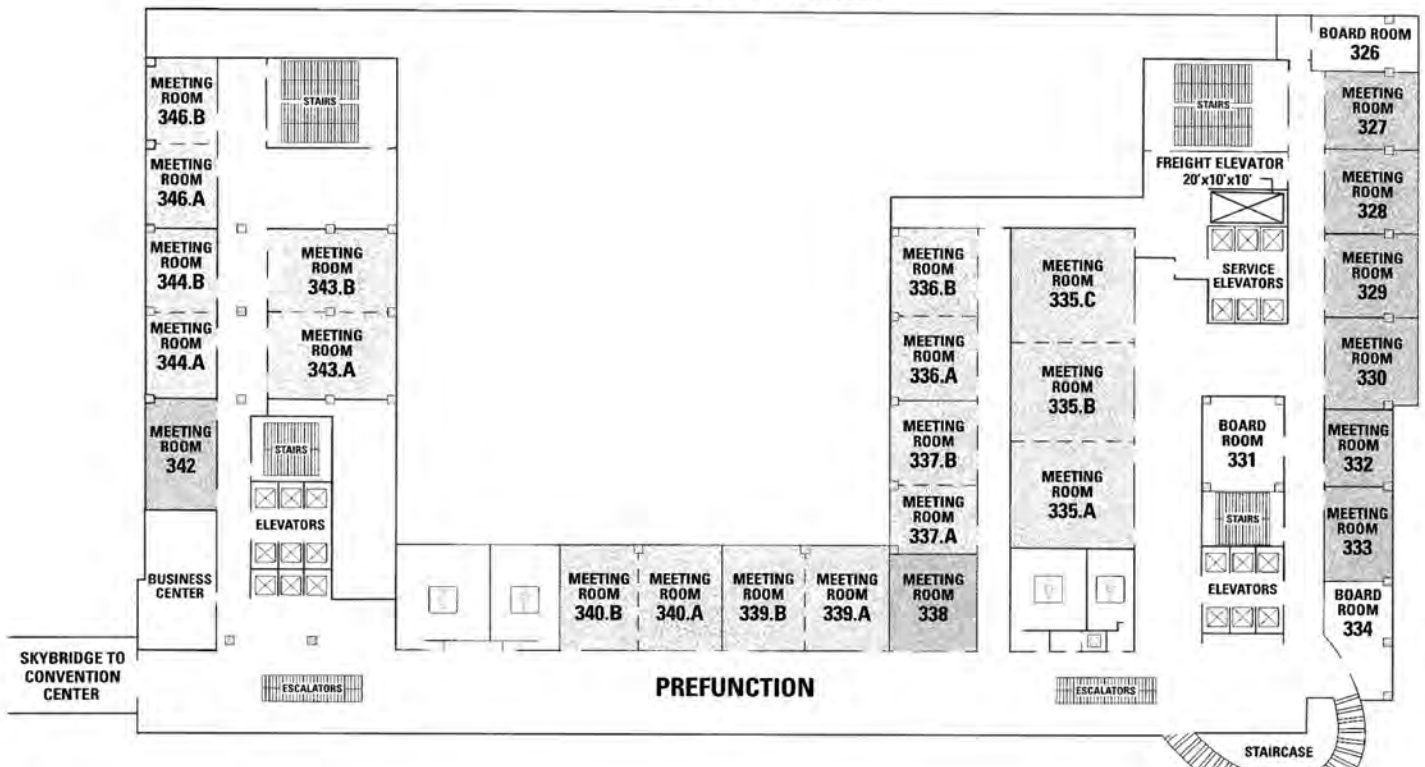
LEVEL TWO:

Exhibit Hall (Ballroom of the Americas)

Exhibitor Showcase (Douglas BCD)

Note: Friday and Saturday 8 AM Posters will be in the Prefunction Area. Other regular poster sessions will be in the ballroom.

LEVEL THREE

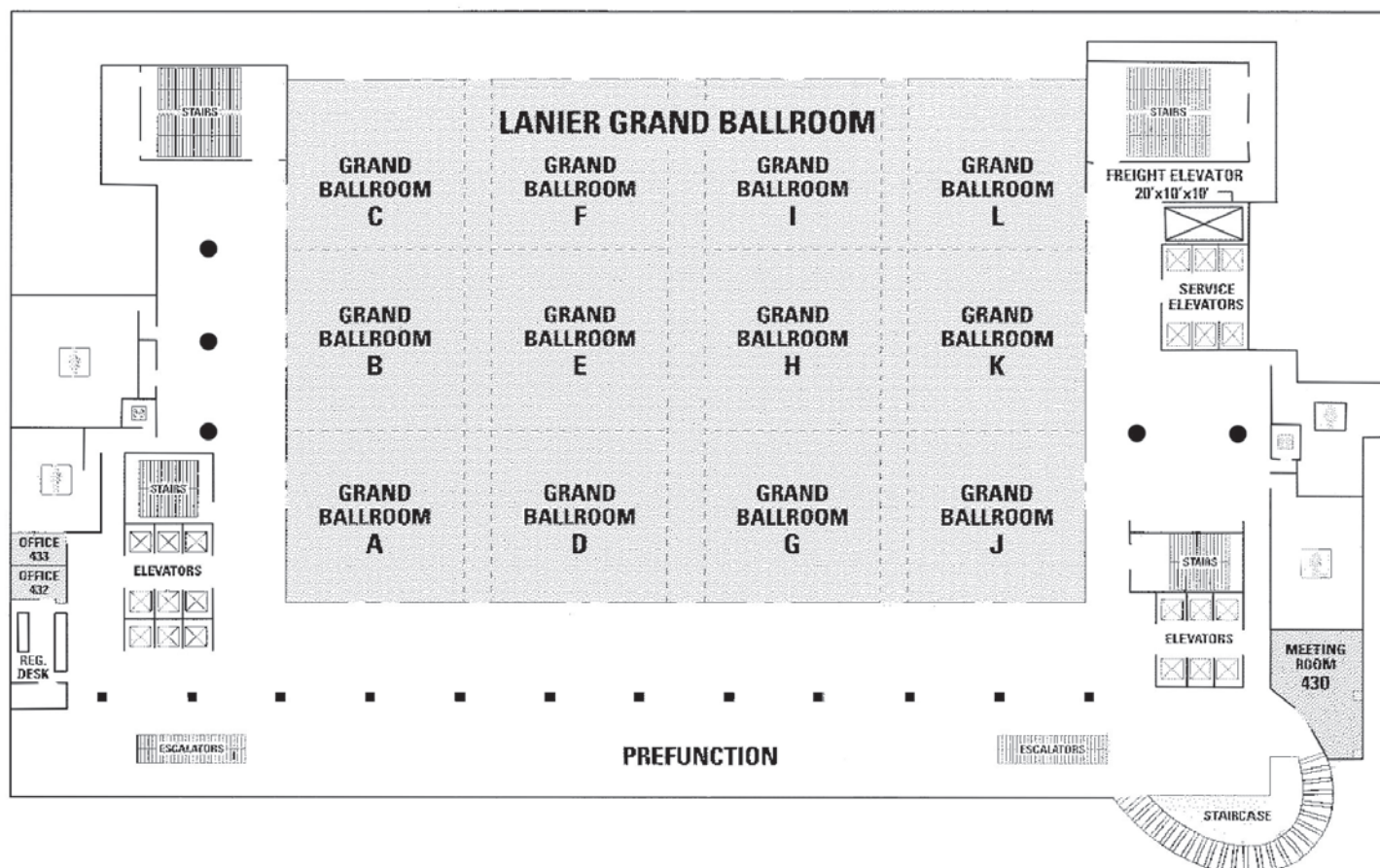


LEVEL THREE:

CEMA Meeting (338)

LGBT Committee and Allies Meeting (338)

LEVEL FOUR



LEVEL FOUR:

- SIOP Newcomer Reception (Grand Ballroom J)
- SIOP Welcome Reception (Grand Ballroom A-F)
- SIOP Registration Area (Foyer)
- Placement Center (SIOP Welcome Reception (Grand Ballroom K-L)
- Memorial: Dr. Robert Guion (Grand Ballroom J)
- International Members Reception (Grand Ballroom H)
- Evening Reception with Top Posters (Grand Ballroom A-F)
- LGBT Reception (Grand Ballroom J)
- Opening Plenary (Grand Ballroom A-F)
- Closing Plenary (Grand Ballroom A-F)
- Closing Reception (Grand Ballroom G-L)

Speed Mentoring: Skyline Room, 24th Level

CEMA Reception: Café Bar (1st Level)



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