Our assessments will fit right in with your hiring process

- 40 Years of Expertise in Maintenance & Production Assessment Solutions
- Over 150 Off-the-Shelf Tests covering all skill levels
- Comprehensive Online Testing and Reporting Platform
- Custom Tests and Validation Services available

Some of our recent validation news:

- Graham Ault, Human Resources, at Harley-Davidson Motor Company, asked Dr. Robert Johagen to develop measures to be used corporate-wide for their Production Technician I position. The assessments validated were basic skills measures of reading, arithmetic, inspection & assembly and process monitoring & problem solving. The final components include Ramsey Corporation’s Speed of Marking Test, SMI-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 (Treater Trader) 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 ArnesonMittal, 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 “screendout” version meant to discourage rote memorization of answers. The study was monitored for ArnesonMittal 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 Manajlo, Safety & Employees Development Manager, and company job experts from eight job families to develop questions and build mastery tests for each job family.
- We worked with Mauro Klas, 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 Ramsey 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.
Real World Competency Modeling

IPAT's 16PF® Competency Report speaks specifically to the qualities and attributes needed for success in a particular role. Our model incorporates 20 competencies that are based on global research and expertise.

You can focus on the standard competencies that most closely describe the role, or we can work with you to determine the strengths the organization requires and tailor a report to your client’s requirements.

Experience real world competency modeling with the 16PF Competency Report and help your managers select and develop the people they need to achieve their organizational objectives every time.

Conference Special
For a free trial of the 16PF Competency Report:
1. Stop by Booth #504 or call 800.225.4728
2. Mention code H031.

Visit IPAT Booth #504
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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Hilton Americas-Houston
1600 Lamar
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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EB Jacobs  Questar
EBSCO Publishing  Select International
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Human Synergistics Inc.  Worth Publishers
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Data Solutions Inc.  Ramsay Corporation
DeGarmo Group  The IPA Institute
EASI Consult, LLC  University of Houston Clear Lake
### SIOP REGISTRATION HOURS
**Foyer (4th Level)**
- **WEDNESDAY:** 3:00 pm–9:00 pm
- **THURSDAY:** 7:30 am–6:00 pm
- **FRIDAY:** 8:00 am–5:00 pm
- **SATURDAY:** 8:00 am–3:00 pm

### EXHIBIT HALL HOURS
**Ballroom of the Americas (2nd Level)**
- **THURSDAY:** 10:00 am–5:30 pm
- **FRIDAY:** 8:30 am–5:30 pm
- **SATURDAY:** 8:30 am–3:00 pm

### COMMITTEE MEETINGS
- **Committee on Ethnic Minority Affairs**
  - Thursday, April 11, 4:00–5:00 pm
  - Room 338 (3rd Level)
- **Lesbian, Gay, Bisexual, and Transgender Committee and Allies**
  - Friday, April 12, 2:30–3:30 pm
  - Room 338 (3rd Level)

- **Committee Receptions listed below.**

### COFFEE BREAKS

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### EXHIBITOR SHOWCASE HOURS
**Ballroom of the Americas (2nd Level)**
- **THURSDAY:** 10:00 am–5:00 pm
- **FRIDAY:** 9:00 am–5:00 pm
- **SATURDAY:** 9:00 am–1:00 pm

### PLACEMENT CENTER HOURS
**Grand Ballroom K-L (4th Level)**
- **WEDNESDAY:** 3:00 pm–5:30 pm
- **THURSDAY:** 8:00 am–5:30 pm
- **FRIDAY:** 8:00 am–5:30 pm
- **SATURDAY:** 8:00 am–Noon

### PLACEMENT CENTER HOURS
**Grand Ballroom K-L (4th Level)**
- **WEDNESDAY:** 3:00 pm–5:30 pm
- **THURSDAY:** 8:00 am–5:30 pm
- **FRIDAY:** 8:00 am–5:30 pm
- **SATURDAY:** 8:00 am–3:00 pm

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### SIOP SPECIAL EVENTS

**HOW TO GET THE MOST FROM THE SIOP CONFERENCE**
Wednesday, April 10, from 5:30–6:30 pm; Grand Ballroom J (4th Level)

**SIOP WELCOME RECEPTION**
Wednesday, April 10, from 6:00–8:00 pm; Grand Ballroom A-F (4th Level)

**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)

**COMMITTEE ON ETHNIC MINORITY AFFAIRS SOCIAL HOUR**
Thursday, April 11, from 6:00–7:00 pm; Café Bar (1st Level)

**INTERNATIONAL MEMBERS’ RECEPTION**
Thursday, April 11, from 6:00–7:00 pm; Grand Ballroom H (4th Level)

**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

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES RECEPTION**
Friday, April 12, from 6:00–7:00 pm; Grand Ballroom J (4th Level)

**CLOSING CONFERENCE PLENARY**
Saturday, April 13, from 4:30–5:30 pm; Grand Ballroom A-F (4th Level)

**SIOP CLOSING RECEPTION**
Saturday, April 13, from 6:00–8:00 pm; Grand Ballroom G-L (4th Level)
### 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](http://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](http://www.siop.org/Conferences/13Con/Regbk/workshop_intro.aspx)

1. Broadening the Basis for Validation Evidence: Alternative Strategies and Their Implications.
2. Assessing the Legal Risks of Your Assessments.
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.
11. What’s All the Buzz About? The Most Impactful I-O Research Developments of the Last Five Years.

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

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

#### 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)
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
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

I-O Research and Practice: Why Can’t We Be Friends?
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](http://www.siop.org/Conferences/13Con/Regbk/ce_credit_opportunities.aspx)
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The American Institutes for Research’s (AIR) Workforce and Training group has been at the forefront of applied research to enhance the performance of individuals and organizations. AIR, a not-for-profit organization, has focused on this critical need for more than 60 years since our founder, John Flanagan, began developing combat pilot selection procedures to identify candidates who were best suited for these high-stress jobs.

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2013 SIOP Conference
Houston, Texas

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 (3:30 PM, 343 AB)
# Hilton Americas-Houston 2013 SIOP Conference

## 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

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### Hilton Americas-Houston 2013 SIOP Conference

#### 28th Annual Conference

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<td>1 Opening Plenary Session: Presidential Address, Presentation of SIOP Awards, Fellows, &amp; Election Results</td>
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<td>18 I/O in the Legal Context: Inconsistencies</td>
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<td>19 International Perspectives on Combining Personality</td>
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<td>21 Causal Inferences in Our Science: Perspectives</td>
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<td>33 IGNITE Lightning Round: Simulations</td>
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**Interactive Posters**  
**Posters**  
**Master Tutorial**  
**Invited Sessions**

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**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

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28th Annual Conference

17
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<thead>
<tr>
<th>Thursday Sessions by Content Area</th>
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<td><strong>Careers/Mentoring/Socialization/Onboarding/Retirement</strong></td>
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| **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, 12:00 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 |
| 76 | Poster 2, 3:30 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, 1:30 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 |
| 94 | 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
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 Hershcovis, 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 Hershcovis, 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

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
Shanique G. Brown, DePaul University, Catherine S. Daus, Southern Illinois University-Edwardsville, Rationability and Intuition Within Decision Making: The Effect of Anger Control
David M. Fisher, DePaul University, Eileen Linnanber, 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 (CWB). 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

Indicates Theme Track Session
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, București University
Dan Ispas, Illinois State University
Coralia Sulea, West University of Timișoara
Alexandra Lii, Illinois State University
Submitter: Dan Ispas, dispens@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

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

Combatting 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
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. Jeansonne, 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, Human Capital Growth, Panelist
Rebecca R. Zisman, 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.
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

16. Poster: 11:00 AM–11:50 AM

Ballroom of the Americas

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
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.decoster@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@uncc.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, juliafullick@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
Karim 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, kpiccone2008@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
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.

Submitter: Michelle Thackray, mthackray2010@my.fit.edu

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.

Submitter: Hilary Roche, hgroche@gmail.com

16-22 Cross-Level Predictors of Willingness to Mentor

This study examined cross-level effects of demographics 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.

Submitter: Michelle Thackray, mthackray2010@my.fit.edu

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.

Submitter: Jason Dahling, dahling@tcnj.edu
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 Measurable 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 Batwree, 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, Ilike Inceoglu, SHL Group Ltd, Yin Lin, SHL, Stability of OPQ32 Across Countries: A Multilevel Analysis
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, Ilike Inceoglu, SHL Group Ltd, Dave Bartram, SHL Group Ltd, Ann Marie Ryan, Michigan State University, Julia 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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For more information, contact:
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We’d love to meet you! Stop by booth 106 for more information.
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. Gerity, 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. Pultka, Human Resources Research Organization, Panelist  
Mark J. Schmit, SHRM Foundation, Panelist  
Shonna D. Waters, Department of Defense, Panelist

Submitter: Bethany Bynum, bbynum@humrro.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 Petitto, 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, Valerie 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. Cotella, 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, jwwilliam@iu.edu

26. Interactive Posters: 12:00 PM–12:50 PM  
337 AB  
Fired Up, Ready to Go! Current Issues/Trends in 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
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, Co-Chair
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 Niekert, 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 des Saarlandes, Martin Kleinmann, University of Zurich, Maria Bachmann, University of Zurich, Counterproductive Behavior in Meetings
Nale K. Lehmann-Willenbrock, Vrije Universiteit Amsterdam, Zhike
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, Andra Serban, Binghamton University, Francis J. Yammarino, Binghamton University, Surinder Kahai, State University of New York, Binghamton, Kristie Crane, University of Virginia, Choosing Virtuality: Team Virtuosity, 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 Crane, University of Virginia, Testing Leadership and Team Performance in Face-to-Face and Virtual Teams
Rebecca Grossman, University of Central Florida, Eduardo Salas, University of Central Florida, Stephen M. Fiore, University of Central Florida

Examining the Role of Emotion Regulation and Expression 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

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

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

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

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

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
### 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  
Dara O'Harra, University of Nebraska-Lincoln  
Ted A. Paterson, University of Nebraska-Lincoln  

Submitter: Wonho Jeung, kmawine@gmail.com

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### 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

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### 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

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### 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

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### 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

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### 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

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### 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, orourke1em@cmich.edu

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### 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 Miloslavic, 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, aapaul2011@my.fit.edu

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### 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

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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
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 measures 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
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. Fetzer, SHL Group, Chair
Eric J. Sydell, 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 Fetzer, mike.fetzer@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.
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
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
Lauren N. Harkrider, Kenexa, an IBM Company
Sarah Evans, Walmart Stores, Inc.
Trent J. Burner, Walmart Stores, Inc.
Erica L. Hauck, Kenexa, an IBM Company
Jeff A. Weekley, Kenexa, an IBM Company
Submitters: Jeff Weekley, jeff.weekley@kenexa.com, Lauren N. Harkrider, zhanna@oku.edu, 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, bphillip@alliant.edu

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 non-task 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, GITP/Erasmus University Rotterdam
Joost Modderman, GITP
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.iliie@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.
### 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, lsnryder@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 in 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  
Philip 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.
Thursday PM

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, drena.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, srttoaddy@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.
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
Zhita 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

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, k cigular@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

50. Community of Interest: 1:30 PM–2:50 PM
342 AB
Learning Agility and Leader Development
Neta Moje, 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, Merk, Panelist
Julia Urbanchuk, Bristol-Myers Squibb, Panelist

Submitter: Michel Buffet, michael@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, 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
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 Swanevelder, 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 Swanevelder, charmaine.swanevelder@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 Valleria, Kyle Lundby, Global Aspect Human Capital Advisors, Kathryn Tumull, CEB Valleria, 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, williamjamesshepherd@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 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

Submitter: Gerald Goodwin, jay.goodwin@us.army.mil
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, jengriffith@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, jmile@rsm.nl
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 implicit 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
Maria 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.
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
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 conductive 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

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 Romay, 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

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
Donal 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 as 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 indicated 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
Isahel McWha, Cornell University, Panelist
Douglas H. Reudys, Development Dimensions International (DDI), Panelist
Inusah Abdul-Nasiru, University of Ghana, Panelist
Paul M. Muchinsky, University of North Carolina-Greensboro, Panelist
Submitter: Doug Maynard, maynarddd@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
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
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
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?: Ruminating 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
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
Jiwon 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

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

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

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

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

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

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
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

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.
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, bbymum@humrro.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@humrro.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@humrro.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
Manoea 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 T. 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. Wallmsley, 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 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 Un
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, abdial04@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...
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.mgonagle@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-fashioned 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. Fritzschke, 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, jbraugh@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 Derous, 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.
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 Hightower, 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, jaschmidt@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 L 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 Hightower, 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–4:20 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
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 Watczak, 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 Lelchook, Gettysburg College
Marcus W. Dickson, Wayne State University
James E. Martin, Wayne State University

Submitter: Ariel Lelchook, aelchook@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. Posnack, Georgia Institute of Technology, Ruth Kanfer, Georgia Institute of Technology, Student and Program Influences on Interprofessional Team Training
Executive Talent Development in Family and Nonfamily Firms: Preliminary Results

David P. Baker, IMPAQ International, Discussant

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.

Nonfamily Firms: Preliminary Results

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, Robin High, University of Nebraska Medical Center, Regina Nalon, University of Nebraska Medical Center, Team Reflexivity and Patient Falls: Implications for Training

David P. Baker, IMPAQ International

Submitter: Deborah DiazGranados, diazgranados@vcu.edu

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

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

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

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
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.

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

86-10 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 14 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 physicists, 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.

Jooeyeon Son, University of Illinois at Urbana-Champaign
Ying Chen, University of Illinois at Urbana-Champaign
Submitter: Jooeyeon 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 of 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 Ackgolz, Appalachian State University, Shawn Bergman, Appalachian State University, Jacqueline Z. Bergman, Appalachian State University, Timothy J. Huesman, Appalachian State University, **User Attitudes Toward Social Recruiting Practices**
Caitlin Krulikowski, Fors Marsh Group, Kathryn Solook, Fors Marsh Group, Sean Marsh, Fors Marsh Group, **Frieniding 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
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 conceptualized. 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.
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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Bryan Myers, University of North Carolina, Wilmington

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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)
### 2013 SIOP Conference

#### Hilton Americas-Houston

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<td>8:00 AM</td>
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<td>96 Back to the Future: Applied Research</td>
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<td>107 Women Leaders: Barriers and Boosters</td>
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<td>128 Adaptive Performance: Unpacking the Black Box</td>
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<td>129 You're Changing What? Change Management</td>
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<td>130 Identified Employee Surveys</td>
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<td>Grand E</td>
<td>131 Personality at Work: Expanding</td>
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<td>Grand F</td>
<td>132 Making an Impact With Research: Best Practices</td>
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<td>133 From the Classroom to the Workforce: New Pract</td>
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<td>134 I-O in the C-Suite: Perspectives</td>
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<td>135 Individual Psychological Assessment</td>
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<td>136 A Cross-Cultural Assessment Incubator</td>
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<td>4:00 PM</td>
<td>Grand B</td>
<td>159 Managing Talent in the Emerging Markets</td>
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<td>Grand C</td>
<td>160 Alternative Approaches to Assessing Learning</td>
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<td>161 New Directions in Employee &amp; Leader Dev.</td>
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<td>162 Multiple Regression Analysis: Guidance</td>
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<td>163 Current Best Practices and Future of Alt. Validation</td>
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<td>166 Pay It Forward</td>
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#### Session 281: Master Collaboration: Three Successful Academic–Practitioner Collaborations

This session showcases three different collaborative efforts. Earn 1.5 APA CE credits

### I-O Research and Practice: Why Can't We Be Friends?

**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 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, 340 AB, 12:00 PM
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: Unpackaging 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/Strress & 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/Clima**	

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
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

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

103 Discussions for New or Prospective Faculty, 342, 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

**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
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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 MINE, 335 A, 4:30 PM
215 Employee Gender and the Work–Family Experience: More Similar Than Presumed?, Grand J, 5:00 PM

28th Annual Conference
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 Malaysia
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 moderate 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.

Leanne Caudill, University of North Carolina Charlotte
Dalia L. Diab, Xavier University
Submitter: Leanne 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-
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, tobiadennerlein@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 306 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
Ilia 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 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, tulsia81@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, thundiyl@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.

Gija G. Van Houwelingen, Erasmus University Rotterdam
Daan A. Stam, Erasmus University
Steffen R. Giessner, Erasmus University Rotterdam
Submitter: Gija Van Houwelingen, ghouchelingen@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, zhoulie2007@gmail.com

96. Symposium/Forum: 8:00 AM–8:50 AM
Grand D

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, Kathryon 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
Andrew 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
Niloofar Ghods, YSC Inc., Presenter
Submitter: Andrew Loignon, aloignon@uncc.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
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, tjrthausen@stthomas.edu

101. Friday Seminars: 8:30 AM–11:30 AM
339 AB
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
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 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
Katherine 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.
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 Ilmaraza, 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. Oquist, University of Minnesota, Bruce Center, University of Minnesota, Chu-Ting Chung, University of Minnesota, Joseph M. Wohktitel, University of Minnesota, Gender Composition of Multirater Supervisor Teams Impacts Managerial Performance Ratings
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. Colequitt, 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, williamjamesshepherd@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
Submitter: Rosalind Searle, rosalind.searle@btpopenworld.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
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
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


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.

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

116-5 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. DeOreintis, 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 DeOreintis, 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
Evan R. Crawford, University of Iowa
Submitter: Patrick Downes, pat-downes@uiowa.edu

116-8 The Generation of Relationship Conflict: Conflict Attributes, 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. McLamon, University of Western Ontario
Hayden Woodley, University of Western Ontario
Submitter: Matthew McLamon, mmclamo@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
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
Winfred Arthur, Texas A&M University
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, shantz@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 on 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 andHelping

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-Morral, 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 multivariate 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, rilowman@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 changing 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 Thiessen-Roe, Kronos Incorporated, John D. Morrison, Independent Consultant, Rationally and Empirically Derived Psychometric Parameters: Bridging the Gap
Amanda Daines, SHL, Time and Time Again: Setting a Test-Level Timer
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. Marais, CEB Valtera, Chair
Diane L. Daum, CEB Valtera, Scott A. Young, CEB Valtera, The Best of Both Worlds: Integrating Quantitative and Qualitative Data
La 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

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

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
Lois E. Tetrick, George Mason University, Discussant
Submitter: Tori Crain, tori.crain@pdx.edu

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

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 Matuszew ska, Aon Hewitt, Panelist
Submitter: Miriam Nelson, miniam.nelson@aonhewitt.com

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

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. Coover, University of South Florida
Yu Sun, University of South Florida
Ivan Shindev, 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
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 subscales 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. Macek, 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-
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

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

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

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.

Michael McDaniel, Virginia Commonwealth University
Timothy E. Thorley, Virginia Commonwealth University
Submitter: Michael McDaniel, mmdani@vcu.edu

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, huyanhtie@gmail.com

Creating 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

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, mmdani@vcu.edu

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

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 devices.
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 Sjoberg, Stockholm University
Sofia Sjoberg, Pearson Sweden
Thomas Lindevall, Stockholm University

Submitter: Sofia Sjoberg, 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-
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. Bliwise, 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

Dustin Jundt, djundt@slu.edu

129. Panel Discussion: 10:30 AM–11:50 AM
Grand B
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 Ngren, 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
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
Bernin 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 Bunia, 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, Novellis, 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
Robert C. Barnett, MDA Leadership Consulting, Adam Beaty, 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
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, oceangrues@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, maynardd@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 B. 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, bk.miller@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
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.

Submitter: Angela Reaves, areav001@fiu.edu
Victoria L. Pace, Florida International University
Angela C. Reaves, Florida International University

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, tgunfowora@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 Nadkami, Drexel University
Tyra (Ping) Shao, California State University, Sacramento
Submitter: Jaclyn Shor, jaclynnshor@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 staff. 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) differen-
tiated 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-col-
lar occupational interests were investigated using profile pat-
ttern 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-pat-
tern, 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 posi-
tively 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 fac-
tor 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 accu-
rency 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 happi-
ness; discuss and debate outstanding issues in definition, meas-
urement, 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
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“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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This session will review the research supporting influence and inspiration and show how McDonald’s inspired restaurant employees using practical applications of assessments. After attending the session, you’ll have an opportunity to test-drive the MBTI and FIRO-B tools and receive a free interpretation.

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<td>140. Symposium/Forum</td>
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<td>From Scorelines to Bottom Lines: Sports Data and Management Theory</td>
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<td>335 A</td>
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<td>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.</td>
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<tr>
<td>Brian J. Hoffman, The University of Georgia, Chair</td>
<td></td>
<td>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</td>
</tr>
<tr>
<td>Nathan A. Bowling, Wright State University, Play Ball Predicting Winning Percentage Among Major League Baseball teams</td>
<td></td>
<td>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</td>
</tr>
<tr>
<td>141. Panel Discussion</td>
<td>12:00 PM–1:20 PM</td>
<td>Evaluating Leadership Development Programs: Balancing Science and Practice</td>
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<td>335 BC</td>
<td></td>
<td>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.</td>
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<tr>
<td>Taylor E. Sparks, HumRRO, Co-Chair</td>
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<td>Beverly A. Dugan, HumRRO, Co-Chair</td>
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<tr>
<td>Jazmine E. Boatman, Development Dimensions International (DDI), Panelist</td>
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<td>Tracey Patterson, Center for Creative Leadership, Panelist</td>
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<tr>
<td>142. Panel Discussion</td>
<td>12:00 PM–1:20 PM</td>
<td>Master’s Degrees in I-O: Candid Conversations With Senior I-O Leaders</td>
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<td>336 AB</td>
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<td>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.</td>
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<tr>
<td>Adam Hilliard, Select International, Chair</td>
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<td>Trent J. Burner, Wal-Mart Stores, Inc., Panelist</td>
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<tr>
<td>143. Panel Discussion</td>
<td>12:00 PM–12:50 PM</td>
<td>Pay It Forward: Giving Back as I-O Psychologists</td>
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<tr>
<td>337 AB</td>
<td></td>
<td>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.</td>
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<tr>
<td>Laura L. Koppes Bryan, University of Baltimore, Chair</td>
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<td>Jaci Jarrett Masztal, Burke, Inc., Panelist</td>
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<tr>
<td>Julie B. Olson-Buchanan, California State University-Fresno, Panelist</td>
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<td>Tracey E. Rizzuto, Louisiana State University, Panelist</td>
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<tr>
<td>Jennifer Weiss, HR Alignment Consulting, Panelist</td>
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<td>Submitter: Jennifer Weiss, <a href="mailto:jennifer.weiss@hralignment.net">jennifer.weiss@hralignment.net</a></td>
</tr>
<tr>
<td>144. Friday Seminars</td>
<td>12:00 PM–3:00 PM</td>
<td>Multilevel Models: Theory, Methods, and Analyses</td>
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<tr>
<td>339 AB</td>
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<td>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.</td>
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<tr>
<td>John E. Mathieu, University of Connecticut, Presenter</td>
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<td>Gilad Chen, University of Maryland, Presenter</td>
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<tr>
<td>Russell E. Johnson, Michigan State University, Coordinator</td>
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<td>Submitter: Russell Johnson, <a href="mailto:johnsonr@bus.msu.edu">johnsonr@bus.msu.edu</a></td>
</tr>
<tr>
<td>145. Friday Seminars</td>
<td>12:00 PM–3:00 PM</td>
<td>Bullying at Work: Perspectives From Europe and North America</td>
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<tr>
<td>340 AB</td>
<td></td>
<td>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.</td>
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<tr>
<td>Charlotte Rayner, Portsmouth Business School, Presenter</td>
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<td>Loraleigh Keashley, Wayne State University, Presenter</td>
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<tr>
<td>Suzy Fox, Loyola University-Chicago, Coordinator</td>
<td></td>
<td>Submitter: Suzy Fox, <a href="mailto:sfox1@luc.edu">sfox1@luc.edu</a></td>
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<tr>
<td>146. Community of Interest</td>
<td>12:00 PM–1:20 PM</td>
<td>Expatriate Selection</td>
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<tr>
<td>342</td>
<td></td>
<td>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.</td>
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<tr>
<td>Jessica L Wildman, Florida Institute of Technology, Host</td>
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<td>Thomas Rockstuhl, Nanyang Technological University, Host</td>
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<tr>
<td>Jeffrey M. Cucina, U.S. Customs and Border Protection, Coordinator</td>
<td></td>
<td>Submitter: Adam Hilliard, <a href="mailto:ahilliard@selectintl.com">ahilliard@selectintl.com</a></td>
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</table>
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
Alfa S. Ahmad, George Mason University, Co-Chair
Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Alfa 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. Waldrip, 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
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/Johns 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, Anwen 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, 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 Knudson, PDI Ninth House, An Exploration of Personality and Industry

Stephen Nichols, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, Examining Values Across Studies or Data 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
Denz 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. Brasheer, 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. Facteau, SHL, Chair
Debora D. Mitchell, Sprint, Panelist
Janet Manzullo, Time Warner Cable, Panelist
Todd Carlisle, Google, Panelist
Eugene Burke, SHL Group Ltd., Panelist

Submitter: Jeffrey Facteau, 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 Kellemann, 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. Moosaw, APTMetrics, Inc., Co-Chair
James L. Outzt, Outz & Associates, Panelist
Nancy T. Tippins, CEB Valtaera, Panelist
Kathleen Kappy Lundquist, APTMetrics, Panelist
Harold W. Goldstein, Baruch College, CUNY, Panelist
Cyrus Mehri, Mehri & Skau, PLLC, Panelist

Submitter: Jessica Keeney, jkeeney@apmetrics.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. Eyring, 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

160. Poster: 1:50 PM–3:00 PM
Ballroom of the Americas
Innovation and Creativity

160-1 Creative Problem Solving: An Empirical Examination of the Construct
Catherine M. Davis, Arizona State University

160-2 Measuring Individual Differences in Creativity: A Replication and a Review
Kari S. Rodriguez, American University

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 C. 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
Heesoo 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, zhanhab@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, zhanhab@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.tamus.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, goldeneni@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
Xiaqian (Stella) Wang, Mobley Group Pacific Ltd.
Matthew J. Schuelke, U. S. Air Force Research Laboratory
Submitter: Jay Hardy III, jhardy@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, mnikarim@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 on their goal orientation.

Martin Lauzier, UQO
Robert R. Haccoun, University de Montreal
Submitter: Martin Lauzier, martin.lauzier@uqo.ca
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<tr>
<th>Session No.</th>
<th>Title</th>
<th>Authors</th>
<th>Submitter</th>
<th>Email</th>
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<tr>
<td>159-24</td>
<td>Complicating Case-Based Ethics Instruction Through Incrementally Built Cases</td>
<td>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.</td>
<td>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</td>
<td><a href="mailto:alexandramacdougall@ou.edu">alexandramacdougall@ou.edu</a></td>
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<td>159-25</td>
<td>The Relationship Between Training Scores and Store-Level Outcomes</td>
<td>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.</td>
<td>Courtney A. Nelson, The University of Tulsa Bradley J. Brummel, The University of Tulsa Christopher Wright, Corporate Survey.com</td>
<td><a href="mailto:courtney.nelson@ou.edu">courtney.nelson@ou.edu</a></td>
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<td>159-26</td>
<td>Third Generation Training: An Empirical Investigation</td>
<td>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.</td>
<td>Tristan Q. Nelson, Colorado State University Kurt Kraiger, Colorado State University</td>
<td><a href="mailto:tristqnelson@gmail.com">tristqnelson@gmail.com</a></td>
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<td>159-27</td>
<td>Comparison of Instructional Methods Effects on Army Training Course Outcomes</td>
<td>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.</td>
<td>Brian Perdomo, Consortium Research Fellows Program/U.S. Army Research Institute Robert J. Pieban, U.S. Army Research Institute Paul N. Blankenbeckler, Northrop Grumman Corp. Michael D. Dibuc, Northrop Grumman Corp</td>
<td><a href="mailto:brian.perdomo@auburn.edu">brian.perdomo@auburn.edu</a></td>
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<td>159-28</td>
<td>Feedback in Videogames: The Effects on Desired Learning Outcomes</td>
<td>This effort examined the relationships between assessment presentation (feedback) and declarative knowledge, knowledge 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.</td>
<td>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</td>
<td><a href="mailto:philip.ramsay@psramsay.mail.usf.edu">philip.ramsay@psramsay.mail.usf.edu</a></td>
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<td>159-29</td>
<td>Cognitive Resources, Directed Thought, and Task Performance: Meta-Analyzing Mind Wandering</td>
<td>This meta-analysis quantitatively summarizes research findings on the popular phenomenon of mindwandering, or task-unrelated thought (TUT; Smallwood &amp; 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).</td>
<td>Jason G. Randall, Rice University Fred Oswald, Rice University</td>
<td><a href="mailto:jason.randall@rice.edu">jason.randall@rice.edu</a></td>
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<td>159-30</td>
<td>Core Proactive Motivational Processes in Continuing Professional Development Across Groups</td>
<td>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.</td>
<td>Kim S. Sankey, University of Southern Queensland Michael A. Machin, University of Southern Queensland</td>
<td><a href="mailto:kimsankeyk@usq.edu.au">kimsankeyk@usq.edu.au</a></td>
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<td>159-31</td>
<td>Return on Investment of a Master’s Education in Industrial-Organizational Psychology</td>
<td>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.</td>
<td>Felix Thai, Middle Tennessee State University Michael B. Hein, Middle Tennessee State University Dana Fuller, Middle Tennessee State University</td>
<td><a href="mailto:felix.thai@gmail.com">felix.thai@gmail.com</a></td>
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<td>159-32</td>
<td>Do Learning Styles Matter?</td>
<td>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.</td>
<td>Annette Towler, DePaul University Daniel S Stanhope, North Carolina State University Eric A. Surface, SWA Consulting Inc.</td>
<td><a href="mailto:atowler@depaul.edu">atowler@depaul.edu</a></td>
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28th Annual Conference 2013 SIOP Conference
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 Kedhamath, 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 Bangarter, 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. Brenner, 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
Hilton Americas-Houston 2013 SIOP Conference

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

Deirdre 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 Gourdine, 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 Drump, University of Western Australia, David V. Day, University of Western Australia, Leadership Functions in Action Teams: Differences Across Phases and Time

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, kmackay223@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
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. Moyer, 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, michael@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/
Hilton Americas-Houston 2013 SIOP Conference

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

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 culture. Notably, these relationships were stronger for women.

No gender differences emerged on non-work–family outcomes.

Mark D. Agars, California State University-San Bernardo
Leanne M. Tortez, California State University-San Bernardo
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 Bernardo
Kimberly A. French, University of South Florida
Jacqueline McConaughy, California State University-San Bernardo
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. Barelka, Michigan State University  
Submitter: Kevin Eschleman, keach@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, fritzcc@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  
Jonathan 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).

Charlotte Fritz, Portland State University  
Allison M. Ellis, Portland State University  
Caitlin A. Demsky, Portland State University  
Submitter: Charlotte Fritz, fritzcc@pdx.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 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.

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

178-20 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. Sitter, 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 Huttless, Creighton University, Emotionally Laboring in Workplace Meetings: Moderating Role of Workplace Politics
Ivona Hideg, Wilfrid Laurier University, Huwien 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. Klimesh, 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 Valera, Panelist
Peter J. Rutiliano, Siroti 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

Enrie 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 MTs 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 Autonoma 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-Shiu 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, Kerri 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, beatty071@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, clark274@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, kdui001@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, r.gardner@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, d.grelle@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 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, Atos 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.
Hilton Americas-Houston 2013 SIOP Conference

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 Feitoza, University of Central Florida
Lindsay E. Moynihan, University of Central Florida
Christina N. Lacereenza, 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, cdnye@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, oboyleich@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, jisoo@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 compared 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@wk.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, kristie@shirreffs.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, scotttonidandel@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, scotttonidandel@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 Lenor 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 Sitter, 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, ebm 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
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: Laird 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
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

"It Depends": More Nuanced Approaches to Understanding Assessment Center Validity

"It Depends": More Nuanced Approaches to Understanding Assessment Center Validity

There continues to be controversy surrounding the degree to 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

Submitter: David Scarborough, david.scarborough@bhsu.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@sfedu.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 University
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, chainmann@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, kymx1616@umn.edu

202-11 Perceived Organizational Support, Regulatory Focus, and Turnover Intentions

Few studies have investigated the relationship between dispositional 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, management support, and participation in developmental activities. Participants were graduate students and working professionals (N = 95). A significant main effect was found for proactive strategies (β = .39, p = .001, r² = .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, jrm0619@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, knew001@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 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, tunjoki@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, tunjoki@gmail.com

202-19 Examining the Curvilinear Relationship Between Income and Job Satisfaction

This study investigated the nature of the relationship between income 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 job 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
Kalil 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 Aifes, Tilburg University
Tina Saksida, University of Toronto
Submitter: Amanda Shantz, shantzayorku.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),
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 Malin, 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 interplay 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 emerging 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
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, Gamification: A New Approach to Serious Games in Training
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

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

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

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 Cunshenbery, Pennsylvania State University, Sarina M. Maneotis, Senits, 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, Triparno 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, Triparno de Vreede, 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, reiter-palmon@unomaha.edu

210. Symposium/Forum: 5:00 PM–5:50 PM

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, Soo Yeol 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

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.


Submitter: Andrew Biga, Andrew.Biga@jetblue.com

212. Panel Discussion: 5:00 PM–5:50 PM

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,
Submitter: Maura Mills, Maura.Mills@hofstra.edu
Analytics and Reporting Tools

Is your data isolated and inaccessible? Data Solutions introduces its revolutionary Organization Reporting Tools (ORT). The ORT allows you to partner in the business with cutting edge reporting and analytics capabilities.

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NOT A GOOD LEADER

If only candidates made it this easy to spot the red flags. Some things aren’t easy to spot—like whether someone is an innovator, team player, or can really lead others. And candidates won’t expose problem areas, but DDI does. We help you define what success will look like, provide assessment tools that predict performance, and structure the interviewing process to reduce risk.

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Strategic Surveys for Organizations
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Multi-Constituency
360 Assessment & Coaching
Leadership Development

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?”

www.OrgVitality.com  ContactUs@OrgVitality.com  1.914.747.7736
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Risk or Talent Management?
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For decades, Risk and Talent Management solutions from Vangent, a General Dynamics Company, have helped organizations positively impact key performance areas including leadership, teamwork, sales performance and service orientation while minimizing losses due to employee theft, counterproductivity, accidents, turnover and information security breaches.

Visit us in Booth #608 to discuss how our assessments, surveys and custom solutions can help you maintain your balance and create a low risk, high performing organization.

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.

www.vangent-hcm.com • HCM.info@vangent.com
Welcome to Houston

Above earth’s atmosphere and below its surface, from space travel to energy, Houston has long symbolized the spirit of exploration in America.

Join us as we salute our host city and the spirit of exploration at SIOP 2013.

We understand the essential connection between exploration and scientific research. In fact, for over forty years, Sirota has explored the reaches of applied I/O knowledge to find ever more meaningful research-based and data-driven solutions to the people challenges faced by organizations in an increasingly complex business environment.

As I/O professionals, we are called upon to solve daunting challenges in today's world. These are problems that won't be readily solved by resorting to dogma or fads – meeting today's challenges will require serious exploration of new ideas, methods, and approaches. Because real solutions require scientific exploration.

In that spirit, welcome to Houston! We invite you to come explore with us at SIOP 2013.

Engage Your Employees
Improve Your Performance
Enhance Your Talent Strategy

Develop Your Leaders
Execute Your Business Strategy
Strengthen Your Culture

Visit Us at Booth # 511 to explore Sirota’s unique partnership approach and how we provide solutions to complex people issues!
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 Klinecker (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 Willkin (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:  
### 2013 SIOP Conference

Houston, Texas

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### 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)
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
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<td>244 Recruiting and Retaining Military Veterans as Employees: Success Stories, 335 BC, 10:30 AM</td>
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<td>260 IGNITE: I-O Psychology’s Influence on the World of Work, Grand G, 10:30 AM</td>
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<td>286 Distinguished Early Career Contributions Award (Science): Adjustment to Changes: Maintaining Well-Being and Productivity, 337 AB, 1:00 PM</td>
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<td>312 Identifying High Potentials: “The Best Companies for Leaders” Weigh In, 340 AB, 3:30 PM</td>
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<td>314 Building Integrated Leadership Development Systems: Challenges and Innovations, 344 AB, 3:30 PM</td>
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<td>247 Far From Elementary: I-O and HR Management in K-12 Education, 339 AB, 10:30 AM</td>
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<td><strong>Global/International/Cross-Cultural Issues</strong></td>
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<td>241 The Cultural Conundrum: Training Cross-Cultural Competence, Grand H, 9:00 AM</td>
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<td>277 Come Hell or High Water: Leading in Challenging Cross-Cultural Contexts, Grand C, 12:00 PM</td>
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<td>288 Global Leader Assessment and Development: Issues and Applications, 335 A, 1:30 PM</td>
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<td>302 International Panel on Disability and Employment, Grand G, 1:30 PM</td>
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<td><strong>Groups/Teams</strong></td>
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<td>231 The Digital Frontier: Facilitating Teamwork Through Bits and Bytes, Grand B, 8:30 AM</td>
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<td>256 Building Shared Knowledge in Teams: Shaping MacroCognitive Processes, Grand C, 10:30 AM</td>
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<td>281 Master Collaboration: Three Successful Academic–Practitioner Collaborations, Grand G, 12:00 PM</td>
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<td><strong>Inclusion/Diversity (e.g., sexual orientation, race, gender)</strong></td>
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<td>243 Understanding and Promoting Inclusion in the Workplace, 335A, 10:30 AM</td>
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<td>265 The Current Status of Gender Inequality in the Workplace, 335A, 12:00 PM</td>
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<td>232 Examining Overqualification and Positive Outcomes: When Are They Possible?, Grand C, 8:30 AM</td>
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<td>310 A Multifaceted Approach to Engagement: Integrating Science and Practice, 337 AB, 3:30 PM</td>
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<td>250 Leadership and Follower and Organizational Identities, 343 AB, 10:30 AM</td>
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<td>271 Linking Personality and 360 Assessments to Coach and Develop Leaders, 343 AB, 12:00 PM</td>
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<td>276 Developing Leaders for the Changing U.S. Health System, Grand B, 12:00 PM</td>
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<td>279 Living History Series: An Interview With David P. Campbell, Grand E, 12:00 PM</td>
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<td>282 Leading the Way: Incorporating Network Analytics Into Leadership Research, Grand H, 12:00 PM</td>
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<td>301 Destructive Leadership: A Holistic View for Minimizing Its Toxic Influence, Grand F, 1:30 PM</td>
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<td>316 Closing Plenary Session, Grand A, 4:30 PM</td>
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<td><strong>Legal Issues/Employment Law</strong></td>
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<td>269 Accommodating Individuals With Disabilities: Legal and Applied Perspectives, 339 AB, 12:00 PM</td>
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<td>278 Self-Regulation of Motivation Over Time, Grand D, 12:00 PM</td>
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<td><strong>Occupational Health/Safety/Stress &amp; Strain/Aging</strong></td>
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<td>240 APA’s Psychologically Healthy Workplace Program: I-O’s Role and Involvement Opportunities, Grand G, 9:00 AM</td>
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<td>249 Partnering With Healthcare Organizations, 342, 10:30 AM</td>
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<td>273 Who Is Most Affected by Job Insecurity and Why?, 346 AB, 12:00 PM</td>
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<td>296 The Culture of Unions in the Workplace, Grand A, 1:30 PM</td>
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<td><strong>Organizational Justice</strong></td>
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<td>257 Fairness in the Maelstrom: Organizational Justice During Large-Scale Organizational Change, Grand D, 10:30 AM</td>
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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, 345 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
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
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. Burnett, 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.

Sookyoungh L. Kim, Seoul National University
Yongsu Yoo, Seoul National University
Soojin Lee, Seoul National University
Jae Hyung Ahn, Seoul National University
Submitter: Sookyoungh Kim, lorettat75@naver.com

217. Symposium/Forum: 8:00 AM–8:50 AM

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
Paul Paulus, University of Texas at Arlington, Discussant
Submitter: Tracy Xiong, txiong@uwaterloo.ca
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 higher negative affect resulting in lower performance.

Esther R. Unger-Aviram, Sapir Academic College, Israel
Tal Katz-Navon, The Interdisciplinary Center, Herzliya
Caryn J. Block, Columbia University
Submitter: Esther Unger-Aviram, 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, jmcc0619@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.

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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

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

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

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

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

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

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

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

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.
However, this pattern existed only for female employees. The relationship between Agreeableness and job performance was stronger when employees had moderate levels of Agreeableness. 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.

**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, akyn@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, knuth004@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

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

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, Laurens L. Meier, University of South Florida, Paul E. Spector, University of South Florida, Personality, Job Stressors, and Counterproductive Work Behavior: A Three-Way Interaction
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
<table>
<thead>
<tr>
<th>Session</th>
<th>Date/Time</th>
<th>Room</th>
<th>Title</th>
<th>Description</th>
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<tbody>
<tr>
<td>226. Community of Interest</td>
<td>8:30 AM–9:50 AM</td>
<td>342</td>
<td>Millennials at Work</td>
<td>This session provides an integrated scientist–practitioner perspective on the practical value of applicant reaction models. 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.</td>
</tr>
<tr>
<td>229. Panel Discussion</td>
<td>8:30 AM–9:50 AM</td>
<td>346 AB</td>
<td>Nothing Endures but Change: I-O’s Role in Organizational Transformations</td>
<td>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.</td>
</tr>
<tr>
<td>230. Panel Discussion</td>
<td>8:30 AM–9:50 AM</td>
<td>Grand A</td>
<td>When it Comes to Practice, Do Applicant Reaction Models Matter?</td>
<td>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-</td>
</tr>
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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 attitudes 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. Perrew, 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 Organizational Based Strategies

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
Christian Spitzmueller, University of Frankfurt/University of Houston, Zhuxi Wang, University of Houston, Russell A. Matthews, Bowling Green State University, Gwenth 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

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 emotion 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. Siezak, 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@zips.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, reiter-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 Bhave, 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 detrimental self-control appear to negate the relationship between integrity and counterproductive behavior.

Joshua D. Bazzy, Tusculum College
David J. Woehr, University of North Carolina Charlotte
Submitter: Joshua Bazzy, jbazzy@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, zkalinowski@yahoo.com

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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 Dichert, 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 tried to resolve the inconsistent relationship between intrinsic motivation and creativity by introducing moderators. Results showed that the positive moderating 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
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<th>Title</th>
<th>Authors</th>
<th>Submitter</th>
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<td>239-13 Measuring Employee Engagement: Toward Consensus in Constructs and Instruments</td>
<td>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</td>
<td>Wei Wang, <a href="mailto:wwang37@illinois.edu">wwang37@illinois.edu</a></td>
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<td>239-14 The Role of Citizenship Pressure Within the Organization</td>
<td>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.</td>
<td>Jeremy Bauer, University of South Florida Kevin Loo, University of South Florida Jacob Seybert, University of South Florida Raymond Charles Ottino, University of South Florida Kevin L. Askew, University of South Florida Meng Uoy Taing, University of South Florida</td>
<td>Jeremy Bauer, <a href="mailto:jbauer58@gmail.com">jbauer58@gmail.com</a></td>
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<td>239-15 Felt Trust and Task Performance: A Laboratory Experiment</td>
<td>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</td>
<td>Scott Cassidy, <a href="mailto:cassidyds@uoguelph.ca">cassidyds@uoguelph.ca</a></td>
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<td>239-16 Self-Serving Motivational and Supervisor–Employee Relational Antecedents of OCB</td>
<td>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</td>
<td>Tsz-Ying Chan, <a href="mailto:tsz.chan@colorado.edu">tsz.chan@colorado.edu</a></td>
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<td>239-17 Examining the Conscientiousness-Adaptive Performance Relationship at Global and Facet Levels</td>
<td>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</td>
<td>Megan Crowley, <a href="mailto:milecrowley@gmail.com">milecrowley@gmail.com</a></td>
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<td>239-18 Curvilinear Effects of Perceived Organizational Support on Individual Outcomes</td>
<td>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.</td>
<td>Kenneth J. Harris, Indiana University Southeast K. Michele Kacmar, University of Alabama</td>
<td>K. Michele Kacmar, <a href="mailto:mkacmar@cba.ua.edu">mkacmar@cba.ua.edu</a></td>
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<td>239-19 The Effectiveness of Supervisor Knowledge Sharing: Moderating Roles of Expertise</td>
<td>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.</td>
<td>YeunJoon Kim, Seoul National University HyunMin Cho, Maersk</td>
<td>YeunJoon Kim, <a href="mailto:dean.kim21@gmail.com">dean.kim21@gmail.com</a></td>
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<td>239-20 Interplay of Competence, Conflict, and Proactive Personality in Predicting OCB</td>
<td>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</td>
<td>Jennifer Kisamore, <a href="mailto:jkisamore@ou.edu">jkisamore@ou.edu</a></td>
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<td>239-21 Factors Influencing Employees’ Willingness to Constructively Resist their Manager’s Decision</td>
<td>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.</td>
<td>Laurent M. Lapierre, University of Ottawa Silvia Bonaccio, University of Ottawa Alicia D. McLellan, University of Ottawa</td>
<td>Laurent Lapierre, <a href="mailto:lapierre@telfer.ottawa.ca">lapierre@telfer.ottawa.ca</a></td>
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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
Abidifatih A. Ali, Michigan State University
Mark G. Ehret, 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, smpspain@gmail.com

239-26 How Leader–Member Exchange (LMX) Facilitates the Expression of Proactiveness

This study proposes a contingency perspective of proactiveness 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 Kanzowitz, tracy.kanzowitz@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 Alich, 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, dknappp@humrro.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?

Winny Shen, University of South Florida, Co-Chair
Adrienne R. Carter-Sowell, Texas A & M University, Co-Chair
Soner Dumanli, University of South Florida, Fred G. Macoukji, University of South Florida, Winny 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. Pflaut, 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: Winny 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
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 Walter 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 Lechko, Gettysburg College, Using Humor During Employment Interviews
Justin Marcus, Ozzygin University, Who Discloses on Facebook? Personality and Self-Construal 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 Walsh, 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, Basing 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, Kyoun Yung 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. Haiman, 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, Birbeck, 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 AB
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**

### 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. Gallen, 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. Soask, Pennsylvania State University-Great Valley, Jee 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, Weiyou 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

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**251. Symposium/Forum: 10:30 AM–11:50 AM**

### 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 contexts shape members' emotions and performance.

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. Jahn, University of Leiden, **Emotions and Conflict in the Modern Office**

Laura Peltita, University of Rome Sapienza, Valerio Ghezzi, University of Rome Sapienza, **Organizational Culture and Emotional Contagion as Predictors of Job Competencies**

Christopher Coutts, 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

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**252. Master Tutorial: 10:30 AM–11:50 AM**

### 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

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**253. Poster: 10:30 AM–11:20 AM**

### Ballroom of the Americas

**Global & Cross-Cultural Issues/Organizational Culture & Climate**

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**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.


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

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**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

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**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.

Submitter: David M. 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 Tornbom’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. Alkadhder, 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 Manangement

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 volunteering. Overall, attitudes, subjective norms, and perceived behavioral control predicted online volunteering intentions and behavior. The relative influence of these 3 antecedents, however, depended on participants’ collectivism orientation.
<table>
<thead>
<tr>
<th>Paper Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>253-14 Globalization and Work-Related Values: The Moderating Role of Demographic Characteristics</td>
<td>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.</td>
</tr>
</tbody>
</table>
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. Smitnick, 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, kimongli@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 Artisico, 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. Silter, Indiana University-Purdue University Indianapolis
Michael J. Zickar, Bowling Green State University
Steve M. Jex, Bowling Green State University
Submitter: Katherine Silter, 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
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(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. Smitnick, 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 Macro-cognitive Processes
Macro-cognition 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, David Pickhardt, Michigan State University, Stanton Mak, Michigan State University, Macro-cognition 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, Macro-cognition 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, Neina 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 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

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 Wadawaki, 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. Sharp, 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

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


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, Conming, Inc., Host
Submitter: Mariangela Battista, battistam@optonline.net
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<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tr>
<td>Drive Succession Planning to the Next Level Using Talent Strategy (Panel Discussion)</td>
<td>Thursday April 11th</td>
<td>9:30 a.m.</td>
<td>344 AB</td>
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<tr>
<td>Employee Lifecycle Research: Understanding and Improving the Journey at Work (Symposium)</td>
<td>Thursday April 11th</td>
<td>1:30 p.m.</td>
<td>340 AB</td>
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<tr>
<td>Implementing Flexible Work Arrangements: The Hidden Challenges (Symposium)</td>
<td>Friday April 12th</td>
<td>8:30 a.m.</td>
<td>346 AB</td>
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<tr>
<td>Innovations in Assessment: How Computer Animation Transforms Testing (Symposium)</td>
<td>Friday April 12th</td>
<td>9:00 a.m.</td>
<td>337 AB</td>
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<tr>
<td>I-O’s Role in Emerging Training Technologies (Symposium)</td>
<td>Friday April 12th</td>
<td>5:00 p.m.</td>
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<th>Session</th>
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<tr>
<td>265. Symposium/Forum</td>
<td>12:00 PM–1:20 PM</td>
<td>The Current Status of Gender Inequality in the Workplace</td>
<td>Larry R. Martinez, Pennsylvania State University, Chair; Steve Binggeli, Rice University, Co-Chair; Enrica N. Ruggs, Rice University, Co-Chair; Tobias Dennefein, 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 Szcesny, University of Bem, 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 &amp; Graduate Center, CUNY, Discussant; Steve Binggeli, <a href="mailto:binggeli.steve@gmail.com">binggeli.steve@gmail.com</a></td>
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<tr>
<td>266. Panel Discussion</td>
<td>12:00 PM–1:20 PM</td>
<td>Work–Life Programs: What Works?</td>
<td>Angela K. Pratt, The Kellogg Company, Chair; Adam J. Massman, The Kellogg Company, Panelist; Andrew Bia, JetBlue Airways, Panelist; Andrea Si McCance, Procter &amp; Gamble, Panelist; Tammy D. Allen, University of South Florida, Panelist; Submitter: Adam Massman, <a href="mailto:adam.massman@kellogg.com">adam.massman@kellogg.com</a></td>
</tr>
<tr>
<td>267. Symposium/Forum</td>
<td>12:00 PM–1:20 PM</td>
<td>New Uses for Ideal-Point IRT: Addressing Substantive and Methodological Questions</td>
<td>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, <a href="mailto:dev.dalal@uconn.edu">dev.dalal@uconn.edu</a></td>
</tr>
<tr>
<td>268. Symposium/Forum</td>
<td>12:00 PM–12:50 PM</td>
<td>Practical Lessons in Survey Methods for Measuring Employee Green Behaviors</td>
<td>Brenton M. Wiernik, University of Minnesota, Co-Chair; Melissa S. Stemig, 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, <a href="mailto:stephan.dilchert@baruch.cuny.edu">stephan.dilchert@baruch.cuny.edu</a></td>
</tr>
<tr>
<td>269. Panel Discussion</td>
<td>12:00 PM–1:20 PM</td>
<td>Accommodating Individuals With Disabilities: Legal and Applied Perspectives</td>
<td>Corina Rice, CSX Transportation, 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. Allegri, PSI Services LLC, Panelist; Swati Buddhavarapu, CSX Transportation, <a href="mailto:swatirao@gmail.com">swatirao@gmail.com</a></td>
</tr>
</tbody>
</table>
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

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
Maie 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
Maie 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
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. Jenson, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Chelsea Jenson, 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.

Elaina 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: Elionora 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@sigaassessmentssystems.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@parkerssearch.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, GITP/Erasmus University Rotterdam
Janneke K. Oostrom, VU University Amsterdam
Eva Derous, Ghent University
Alec W. Serlie, GITP/Erasmus University Rotterdam
Marise Ph. Born, Erasmus University-Rotterdam
Submitter: Eva Derous, eva.derous@ugent.be

274-9 Does Wording of Job Ads Affect Ethnic Minorities’ Application Behavior?

Two field experiments show that traits 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 Derous, Ghent University
Lien Wille, Ghent University
Submitter: Eva Derous, eva.derous@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 Derous, Ghent University
Veronique Verhees, Tabaknatie
Liesbeth De Beyter, T-Office
Submitter: Eva Derous, eva.derous@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.
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, nslater@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 Elman, Hofstra University
Comila Shahani-Denning, Hofstra University
Submitter: Comila Shahani-Denning, pscyzs@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.
Hilton Americas-Houston 2013 SIOP Conference

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, s_fischer@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.

Julija Golubovich, Michigan State University
Ann Marie Ryan, Michigan State University
Submitter: Julija 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.
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, jmorrison@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, 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

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, Co-Chair

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.

Guizhu, Singapore Management University, Co-Chair
Sinhu Cheng, Michigan State University, Co-Chair
Patrick D. Converse, Florida Institute of Technology, Stephanie Miloslav, 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
Sinhu Cheng, Michigan State University, Guizhu, Singapore Management University, Effects of Anger on Goal Revision Over Time

Submitter: Sinhu Cheng, sinhu.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
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
Ryan S. O’Leary, PDRI, Michael S. Fetzer, 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

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—one 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. Vasiopoulos, 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, dorothe.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. Kraus, 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

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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-
Support was found for all hypotheses. Occupational stress reduces individuals' participation in various preventative health behaviors (nutrition, exercise, reduced smoking). Using a longitudinal nationally representative sample of working Canadians, this study tested the hypothesis that occupational stress moderates a within-person appraisal–response relationship. 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. This study 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.

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.

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.

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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
Chao Ping 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. Kams, Ohio University
Justin D. Purl, Ohio University
Rodger W. Griffeth, Ohio University
Marinus van Driel, Van Driel Consulting/DEOMI
Daniel P. McDonald, Defense Equal Opportunity Management Institute
Submitter: Rodger Griffeth, 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 Stoever 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 C. 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
Aline 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
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.
### 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.
Esteban 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 Science
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, jenniewaite@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)
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 Spitzmuller, 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, Transprotection 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 Pearman, Independent Consultant, Discussant  
Submitter: Deborah Whetzel, dwhetzel@humrro.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  
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, donlzink@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, PDI, Chair  
Donna Chrobot-Mason, University of Cincinnati, Panelist  
Jimmy Davis, Blacksmith Consulting Co, Panelist  
Comrie 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  
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@shipp.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
28th Annual Conference 2013 SIOP Conference

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
Torli 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. Agans, California State University-San Bernardino, Examining Commensurability of Work–Family Measures Among Low-Income Populations
Ravil Hezikiau-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, Guhyun 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
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 Kozuszynik, 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 T. Talbot, Coventry University, Jon Billsberry, Deakin University, Brenda M. Holloyoak, 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
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 Lahli, 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
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.
This study examines the relation between effect size and publication year among primary sources in 52 meta-analyses. Findings indicate a negative relation \( r = -0.09 \) across I-O psychology topics and a substantial decline in effect size between the earliest year \( r = 0.28 \) and late phase \( r = -0.14 \) 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

306-8 I-O Psychology's Decline in Effect-Size Magnitude Over Time

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

306-4 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
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Matthew J. W. McLarnon, University of Western Ontario
Julie J. Carswell, Sigma Assessment Systems
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Alicia Stachowski, University of Wisconsin-Stout
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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 \( r = -0.09 \) across I-O psychology topics and a substantial decline in effect size between the earliest year \( r = 0.28 \) and late phase \( r = -0.14 \) 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
Guilhyun 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@bstate.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
Katherine Osatuke, VHA NCOD/Miami University
Submitter: Katherine Osatuke, Katherine.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 Steel-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 Anagnostopoulou, 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, srtodadd@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, qroberso@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. Grieppentrog, Forsh Marsh Group, Chair
Bryan Wiggins, Forsh Marsh Group, Katie Helland, Forsh Marsh Group, Lindsey Brewer, Forsh Marsh Group, Understanding the Veteran Population: A Survey of Recently Separated Veterans
Laura M. Eigle, Frito-Lay, Interviewing Veterans: The Crosswalk of Military Experiences to Corporate Competencies
Hector Acosta, United States Air Force, Discussant
Submitter: Brian Grieppentrog, 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. Kiman, The College of New Jersey, Panelist
Yongwei Yang, Gallup, Inc., Panelist
Sheeldon 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
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, rsatterwhite@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

Submitter: Lisa Steelman, lsteelma@fit.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
Ginamari 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: Ginamari 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
Employee Withdrawal (e.g., absence, turnover)/Retention

7 Combating Turnover Through Giving Employees What They Want, 340 AB, 10:30 AM
7-2 Frequency Versus Time Lost: Not Proxies for Voluntary and Involuntary Absence, Ballroom of the Americas, 3:30 PM
7-3 The Relationship Between Morale and Turnover: A Longitudinal Investigation, Ballroom of the Americas, 3:30 PM
7-4 Turnover in Healthcare: The Mediating Effects of Employee Engagement, Ballroom of the Americas, 3:30 PM
7-5 Modeling Attrition Using Discrete Time-Survival Mixture Analysis, Ballroom of the Americas, 3:30 PM
7-6 Temporal Patterns of Functional/Dysfunctional Employee Turnover and Organizational Performance, Ballroom of the Americas, 3:30 PM
7-7 A Power and Turnover Model: Tests With a Chinese Sample, Ballroom of the Americas, 3:30 PM
7-8 Do Shocks Moderate the Relationship Between Satisfaction and Turnover?, Ballroom of the Americas, 3:30 PM
7-9 Predicting Persistence in Science, Technology, Engineering, and Math Fields, Ballroom of the Americas, 3:30 PM
7-10 Differential Relationships of Internal and External Networking Behaviors With Turnover, Ballroom of the Americas, 3:30 PM
7-11 Examining the Supervisor-to-Subordinate Work Withdrawal Contagion Phenomenon, Ballroom of the Americas, 3:30 PM
7-12 LinkedIn as a Tool for Turnover Research, Ballroom of the Americas, 3:30 PM
7-13 Perceptions of Collaborations as Leverage Against Intention to Leave, Ballroom of the Americas, 3:30 PM
7-14 Gender and Reactions to Abusive Supervision: A Conditional Process Model, Ballroom of the Americas, 3:30 PM
7-15 Blue Bird Syndrome and Hobo Attitude: Differential Predictions of Turnover, 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
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

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
63 Exploring the Science of Team Training in Healthcare, 339 AB, 4:30 PM
116-1 Membership Fluidity in Teams: The State of the Science, Ballroom of the Americas, 9:00 AM
116-2 Boundary Conditions Related to Chen and Kanfer (2005), 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 Attributes, Trust, Agreeableness, Ballroom of the Americas, 9:00 AM
116-9 Culture and Transactional 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
116-21 Meta-Analytical Investigations of Shared Leadership in Teams, Ballroom of the Americas, 9:00 AM
116-22 Understanding Performance Variability: The Role of Group Personality Faultlines, Ballroom of the Americas, 9:00 AM
116-23 Transactional 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 The Effect of Individual and Group Membership on Social Identification and Helping, Ballroom of the Americas, 9:00 AM
116-29 Modifying 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 Macroinstructive Processes, Grand C, 10:30 AM
281 Master Collaboration: Three Successful Academic–Practitioner Collaborations, Grand D, 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)
39 I-O's Role in Patching the Leaky Pipeline for S&E Women, Grand D, 12:30 PM
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 Satisfaction, 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
256 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
42 Theme Track: The Intersection of ResearchPractice: Effectively Using Partnerships so Research Sticks, Grand G, 12:30 PM
202-5 Outcomes and Correlates of Trust in Coworkers: A Meta-Analysis, 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

202-1 Don't Mess With My Company, Ballroom of the Americas, 4:30 PM

183 Employee Net Promoter Score: Is it the Ultimate Question?, 337 AB, 3:30 PM

172 Getting Impact From Surveys: Avoiding More Yakkety-Yak, Grand D, 1:30 PM

163 Profiles in Commitment: Person-Centered Approaches to Organizational Commitment, 336 AB, 1:30 PM

137 Employee Engagement Linkage to Business Performance: Best Practices and Implications, Grand J, 10:30 AM

130 Identified Employee Surveys: Potential Ethical Issues and Appropriate Actions, Grand C, 10:30 AM

100 Interdisciplinary Perspectives on Bringing Meaning and Meaningfulness Into I-O Psychology, 336 AB, 8:30 AM

82-4 Work Engagement, Job Crafting, and Person–Environment Fit, 337 AB, 4:30 PM

82-3 Antecedents and Outcomes of Workplace Engagement, 337 AB, 4:30 PM

82-2 Workplace Spirituality: Does a Faith-Accommodating Climate Impact Employee Engagement?, 337 AB, 4:30 PM

49 Employee Lifecycle Research: Understanding and Improving the Journey at Work, 340 AB, 1:30 PM

289 Analyzing the Next Generation of TSA Officers: Ready For Takeoff?, 335 BC, 1:30 PM

270 Developing Competency-Aligned Training Programs: What Does This Really Mean?, 340 AB, 12:00 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 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

137 Employee Performance: Best Practices and Implications of High Performance, 337 AB, 10:30 AM

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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 Team Empowerment, Goal Orientations, and Creative Performance: Cross-Level Interactions, Ballroom of the Americas, 9:00 AM

202-4 The Effect of Problem Construction on Solution Quality and Originality, Ballroom of the Americas, 1:00 PM

202-5 Outcomes and Correlates of Trust in Coworkers: A Meta-Analysis, Ballroom of the Americas, 4:30 PM

202-6 Creativity Training: Examining Content, Format, and Activity Type, Ballroom of the Americas, 1:00 PM

202-7 The Effects of Intent Attributions on Responses to Supervisor Support, 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
Measurement/Statistical Techniques

- Statistical and Methodological Myths and Urban Legends: Part VIII, Grand J, 2:00 PM
- Hard Problems: Known Unknowns and Unknown Unknowns in Behavioral Science, Grand J, 1:30 PM
- Consequences of Ignoring Ideal-Point Items for Criterion-Related Validity Estimates, Grand A, 6:00 PM
- Qualitative Methods 101: When, Why, and How to Use Them, 339 AB, 8:30 AM
- Judgment and Empiricism in IRT and Rasch-Based Test Construction, 336 AB, 10:30 AM
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Exhibit Hall (Ballroom of the Americas)
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Note: Friday and Saturday 8 AM Posters will be in the Prefunction Area. Other regular poster sessions will be in the ballroom.

LEVEL THREE:
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